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# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Reduce and Refocus Library Book Spend
<b>Proposition Number:</b>	1.01
<b>Prepared by:</b>	Harry Hay, Head of Customer Services
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>The proposition is to reduce the level of budget allocated to purchase ‘book stock’ across the region and ensure the remaining resource is focussed in a way that reflects changes to library book lending and use.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>Dumfries and Galloway Council operated libraries (which are all integrated into wider Customer Service facilities i.e. there are no “stand alone” libraries in our region) have 72508 members of which 7952 are considered “active” (i.e. someone who has borrowed at least one item from the library or who has been booked through Netloan to use a PC during a 5 month period). This proposition is relevant to these service users and will result in some requiring to wait longer to borrow the ‘hard copy’ titles they are interested in. There is a national trend of increased demand for “e-books” and this is reflected in our region.</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>This proposal will result in a reduction in the overall “book stock” budget across the region. Due to increasing demand for “e-books” spend on these will be maintained at current levels. The reduction will be in relation to ‘core book’ spend (adult fiction and non-fiction, romantic fiction, westerns and biographies). Although these type of titles will continue to be purchased by the service, the saving will be achieved by purchasing fewer copies. Customers will still be able to borrow them but may wait longer to do so. It is also proposed to reduce the purchase of Audio CD’s, cancel subscription to the Which? Magazine and SCRAN (digital image reference). There will also be a reduced number of Author visits and live literature events (focus will be on reader development services for children and young people).</p> <p>It should be noted that the Council has recently invested in a new Library Management Information System (LMIS) which will be a key resource to mitigate any impact of this. The LMIS can quickly identify lending trends and assist to adopt an agile and responsive approach to moving our library book stock about the region to address peaks and troughs in demand.</p>	
<b>Savings / Benefits</b>	
<p><i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p> <p>In 2019/20 reduce core book stock spend from £164k to £82k (saving of £82k); By reducing purchase of Audio CD’s, cancellation of subscription of Which? Magazine and SCRAN (digital image reference), reducing the number of Author visits and live literature events (saving £18k)</p>	
<b>Total in 2019/20 recurring will be £100,000</b>	

<p><b>Details of Savings</b>  <i>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</i></p>
<p>As above.</p>
<p><b>Dis-benefits</b>  <i>Are there any negative impacts of this?  Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i></p>
<p>Some service users may require to wait longer to borrow certain books.</p>
<p><b>Budget- how much?</b>  <i>Are there any costs associated with doing this?  What are the resources &amp; budget required to implement this proposition?</i></p>
<p>None</p>
<p><b>Work plan- when?</b>  <i>What are the overall indicative milestones and timescales for implementation?</i></p>
<p>As of start of financial year 2019/20 reduce budget and spend accordingly.</p>
<p><b>Risks/Issues/Barriers to Change- what if?</b>  <i>What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?</i></p>
<p>Some service users may require to wait longer to borrow certain books. To mitigate this ensure effective use of LMIS as detailed in “objectives and activities” section above.</p>
<p><b>Key Assumptions</b></p>
<ul style="list-style-type: none"> <li>• Library stock will be reduced accordingly.</li> <li>• Library lending trends will be closely monitored by LMIS and responded to where possible.</li> </ul>
<p><b>What needs to happen next?</b>  <i>What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?</i></p>
<p>Assuming decision is made to support this proposal book stock spend will be adjusted accordingly.</p>

Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
The proposition is to reduce the level of budget allocated to purchase 'book stock' across the region and ensure the remaining resource is focussed in a way that reflects changes to library book lending and use.

Rationale for proposed change  
Create an efficiency but with mitigation arrangements in place to minimise the impact on customers.

Implementation challenges / risks/barriers  
Some service users may require to wait longer to borrow certain books. To mitigate this ensure effective use of LMS as detailed in "objectives and activities" section above.

Relevant benchmarking / performance information  
Dumfries and Galloway Council operated libraries (which are all integrated into wider Customer Service facilities i.e. there are no "stand alone" libraries in our region) have 72508 members of which 7952 are considered "active" (i.e. someone who has borrowed at least one item from the library or who has been booked through Netloan to use a PC during a 5 month period). This demonstrates that of overall membership only approximately 12% are defined as "active". There is a national trend of increased demand for "e-books" and this is reflected in our region.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	100,000	100,000	100,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£400,000	£0	50%	200,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings		1	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment		1	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction		1	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing		5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation		4	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)		5	Notes for completion:					
		17	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
Staff Savings	£0	£0	£0	£0	£0	
Other Revenue Savings	£0	£100,000	£100,000	£100,000	£100,000	
Total Savings	£0	£100,000	£100,000	£100,000	£100,000	

Costs	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost						Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for						
Revenue Cost						
% revenue accounted for						
Project Costs	£0	£0	£0	£0	£0	
Project Costs - additional funds	£0	£0	£0	£0	£0	

Net Benefit	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£100,000	£100,000	£100,000	£100,000	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£100,000	£100,000	£100,000	£100,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x									x	

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	1.01 Reduce and Refocus Library Book Spend
<b>Prepared by:</b>	Harry Hay, Head of Customer Services

### Impact on Council Plan

What impact will this have on aspects of Council priority?

None

### Impact Assessment

	Potential Impact
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#### 9 Protected Characteristics

Narrative and assessment of impact (includes staff and service users) on:

Age	Low negative
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

Narrative description and assessment

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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Narrative description and assessment

### 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:

#### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	12					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	1

### Measures to reduce/address risks and minimise any negative impacts

The Library Management Information system will be used to identify peaks and troughs of demand for books across the region to ensure stock is mobilised efficiently as possible.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Reduced Housing Support Contracts
<b>Proposition Number:</b>	1.02
<b>Prepared by:</b>	Harry Hay, Head of Customer Services
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>The range of Housing Support contracts across the region have been the subject of ongoing review to ensure they fully reflect Council priorities and key strategic objectives (such as Homeless and Housing Options Strategy) and provide value for money. The ongoing provision of Housing Support has been subject to scrutiny by the Council’s Communities Committee. This review process has highlighted further opportunities to refocus remaining allocated budgets in a way that generates recurring savings without negatively impacting service users.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>The proposition is in relation to Dumfries and Galloway Mental Health Association and South West Rape Crisis and their respective service users. Due to the nature of the proposition (and full involvement of both the aforementioned organisations) the changes will not have a negative impact.</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>The aim/objectives of this proposition is to cease allocating budgets to significantly under-utilised service areas. As part of ongoing monitoring activity it was highlighted by both the Council and service providers that specific elements of provision had extremely limited user demand, and did not reflect their revised business/organisation model.</p>	
<b>Savings / Benefits</b>	
<p><i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p> <p>Through mutual agreement with the organisations during 2018/19 they will not receive funding associated with the aforementioned under-utilised services in 2019/20. This will create savings as follows; £91,263 (South West Rape Crisis) and £28,737 (Mental Health Association). Total recurring saving £120,000.</p>	
<b>Details of Savings</b>	
<p><i>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</i></p> <p>As of 1 April 2019 the total sum of £120,000 will be removed from the associated budget as a recurring saving.</p>	

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

None

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

None

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

- Mutual agreement reached between Council and relevant organisations (completed).
- Removal of £120,000 from budget from start of financial year 2019/20.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

None. Associated organisations fully support this proposal.

**Key Assumptions**

Beneficial to undertake robust scrutiny and monitoring of contracts and highlight opportunities for reduction in areas of no/low demand.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Only outstanding decision required is for Members to agree this budget of £120,000 is included as a recurring saving.

Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
The range of Housing Support contracts across the region have been the subject of ongoing review to ensure they fully reflect Council priorities and key strategic objectives (such as Homeless and Housing Options Strategy) and provide value for money. The ongoing provision of Housing Support has been subject to scrutiny by the Council's Communities Committee. This review process has highlighted further opportunities to refocus remaining allocated budgets in a way that generates recurring savings without negatively impacting service users.

Rationale for proposed change  
The aim/objectives of this proposition is to cease allocating budgets to significantly under-utilised service areas. As part of ongoing monitoring activity it was highlighted by both the Council and service providers that specific elements of provision had extremely limited user demand, and did not reflect their revised business/organisation model.

Implementation challenges / risks/barriers  
None

Relevant benchmarking / performance information  
As part of ongoing monitoring activity it was highlighted by both the Council and service providers that specific elements of provision had extremely limited user demand, and did not reflect their revised business/organisation model.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	120,000	120,000	120,000	120,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£480,000	£0	50%	240,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		18						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	<enter budget area>	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£120,000	£120,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£120,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
		x								x	

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Sustained focus of resources on our council plan priorities
<b>Proposition Title:</b>	1.02 Reduced Housing Support Contracts
<b>Prepared by:</b>	Harry Hay, Head of Customer Services

### Impact on Council Plan

What impact will this have on aspects of Council priority?

None

### Impact Assessment

	Potential Impact
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#### 9 Protected Characteristics

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

<b>Human Rights</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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Narrative description and assessment

**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:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Refocusing Customer Services
<b>Proposition Number:</b>	1.03
<b>Prepared by:</b>	Harry Hay, Head of Customer Services

**Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

This proposition considers the Financial Wellbeing and Revenues element of Customer Services. Considerable work has been undertaken to review, refocus and deliver improvements across this service area (this includes Homeless and Housing Options, response to Welfare Reform and Advice and Information Services). Regular updates on progress and appropriate policy decisions are referred to the Council’s Communities Committee. An ongoing focus has been to ensure better outcomes for vulnerable service users, reduced duplication of provision and generation of efficiencies (to be either reinvested in those services or included as sustainable savings). This proposition has been produced as a result of a number of associated drivers – successful award of the new Advice and Information Services Commission to an external provider, expressions of interest in ERVS from staff keen to leave Council Service and, based on robust performance monitoring, the identification of service areas that will benefit from a realignment of staffing resource.

**Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Services provided by the Financial Wellbeing & Revenues team will be realigned to reflect changing demand from vulnerable service users (particularly the homelessness and housing options service). The new Advice and Information Service Commission awarded to Dumfries and Galloway Citizens Advice Service focuses on key service users of ‘working age’ and as such duplication requires to be minimised from other sources of this advice (including the Council’s Benefits Maximisation element of the Financial Inclusion and Assessment Team (FIAT)).

Changes will have to be developed in a manner that fully considers the other key elements of the FIAT team’s service areas (Financial Assessments, Scottish Welfare Fund (Crisis Grants and Community Care Grants) and Housing Support Contracts) and vulnerable service users that access them.

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

This refocus will need to be achieved in a sustainable way that fully considers the changing demands for this range of services. To do this will require adjusting remaining staff’s remits, retraining and adequate ‘lead in’ time. From a customer engagement/communication perspective arrangements will require to be made to ‘sign post’ service users to alternative provision.

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

- Reduced duplication of service provision specifically in relation to Benefits Maximisation for ‘work age’ residents.
- Reduced overall staffing costs associated with permanent structure.

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Net savings of £100k in a full financial year will be realised through facilitating 3 FTE expressions of interest in ERVS and through the subsequent realignment of Financial Wellbeing and Revenues staffing structure in a way that also considers the wider organisational changes during 2019/20.

This saving is through the overall reduction of staff costs and to be delivered requires consideration of dates staff will leave Council service and steps required to realign services. When completed there will be a reduction of 1 x Band 10, 2 x Band 5.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Any changes of this nature will be planned and programmed in a way that ensures services to the most vulnerable are maintained (albeit through alternative routes).

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Resource will be required to train/develop staff for revised roles but this will be accommodated from existing internal expertise.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

The delivery of this saving will be developed through the required ERVS process with associated business cases also detailing the alignment to wider organisational changes.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Redeployment of current staff – this would be managed through the Council’s workforce transition processes

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

**Key Assumptions**

Posts will be removed through ERVS and services/staff associated with these functions will then be realigned to focus on the priority areas.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

On the basis that this proposal is approved the agreed processes associated with ERVS will commence.



Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
This proposition considers the Financial Wellbeing and Revenues element of Customer Services. Considerable work has been undertaken to review, refocus and deliver improvements across this service area (this includes Homeless and Housing Options, response to Welfare Reform and Advice and Information Services). Regular updates on progress and appropriate policy decisions are referred to the Council's Communities Committee. An ongoing focus has been to ensure better outcomes for vulnerable service users, reduced duplication of provision and generation of efficiencies (to be either reinvested in those services or included as sustainable savings). This proposition has been produced as a result of a number of associated drivers – successful award of the new Advice and Information Services Commission to an external provider, expressions of interest in ERVS from staff keen to leave Council Service and, based on robust performance monitoring, the identification of service areas that will benefit from a realignment of staffing resource.

Rationale for proposed change  
This proposition has been produced as a result of a number of associated drivers – successful award of the new Advice and Information Services Commission to an external provider, expressions of interest in ERVS from staff keen to leave Council Service and, based on robust performance monitoring, the identification of service areas that will benefit from a realignment of staffing resource.

Implementation challenges / risks/barriers  
A key risk is associated with service disruption due to staffing resource reducing prior to the required realignment of roles and responsibilities occurring. This will be addressed through any changes fully considering this. The total 'in year' saving will be dependent upon the net reduction in staffing levels equivalent to the target. If, for whatever reason, the required numbers of staff do not leave Council service within necessary timescales then a corresponding short term budget pressure could exist.

Relevant benchmarking / performance information  
Services provided by the Financial Wellbeing & Revenues team will be realigned to reflect changing demand from vulnerable service users (particularly the homelessness and housing options service). The new Advice and Information Service Commission awarded to Dumfries and Galloway Citizens Advice Service focuses on key service users of 'working age' and as such duplication requires to be minimised from other sources of this advice (including the Council's Benefits Maximisation element of the Financial Inclusion and Assessment Team (FIAT)). Changes will have to be developed in a manner that fully considers the other key elements of the FIAT team's service areas (Financial Assessments, Scottish Welfare Fund (Crisis Grants and Community Care Grants) and Housing Support Contracts) and vulnerable service users that access them.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	100,000	100,000	100,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£400,000	£0	50%	200,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings		1	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment		1	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction		1	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing		1	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation		3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)		4	Notes for completion:					
		11	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
									Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
				0	3	3	3	3	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
				£0	£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	<enter budget area>	<enter budget area>	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
										You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	Note: the staff savings are calculated at 1 x Band 10 (plus oncosts) and 2 x Band 5 (plus oncosts)
					£0	£100,000	£100,000	£100,000	£100,000	
					£0	£0	£0	£0	£0	
					£0	£100,000	£100,000	£100,000	£100,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
							£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
			£0	£100,000	£100,000	£100,000	£100,000	This section is automatically populated using information provided.
			£0	£100,000	£100,000	£100,000	£100,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
													Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	1.03 Refocusing Customer Services
<b>Prepared by:</b>	Harry Hay, Head of Customer Services

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Due to the proposed process to be undertaken to deliver the changes detailed there will be no negative impact on vulnerable service users.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
Narrative description and assessment	
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
Narrative description and assessment	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
Narrative description and assessment	

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>					
Narrative description and assessment						
<b>Summary of Impacts</b>						
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:						
<u>Summary of Impacts</u>						
<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<b>Measures to reduce/address risks and minimise any negative impacts</b>						

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Reduce Countryside and Access Service
<b>Proposition Number:</b>	1.05
<b>Prepared by:</b>	Jan Falconer, Head of Economic Development

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The Countryside and Access service provides the Scottish outdoor access code advice, including the Core Paths Plan, wider access and Rights of Way, designated sites and tourist attractions like the National Scenic Areas, UNESCO Biosphere, and the Dark Sky Park. The service responds and supports the Council as the Access Authority. The service also, through the Rangers’ service, ensures the integrity of the Council’s outdoor assets. The Rangers manage the path network in the countryside and the Land Reform (Scotland) Act 2003 and the Countryside (Scotland) Act 1967 provide the Council with the powers and duties to carry out works on the paths. A duty is something the Council is obliged to do under law. The Council has a duty to keep paths open and free from obstruction and to allow people responsible access to the countryside. The service has an Environmental Planner, who ensures that the Council meets its duty under the Nature Conservation (Scotland) Act 2004. The service supports the delivery of the following Council objectives highlighted within the Council Plan 2017–2022, and has attracted funding for:-

- Core Paths
- Galloway Glens Landscape Partnership
- Rhins Pathway
- Sustainable Tourism

Countryside and Access have secured funding for the Galloway Glens Heritage Lottery Fund Landscape project and the implementation stage funding which has secured more than £3million from the HLF and has resulted in the appointment of a project team until 2023 to deliver the project as agreed through the EEI Committee. The Council provides revenue funding of £27k and capital funding of £70k for 5 years as match funding. The programme is for 5 staff, however, only 4 have been recruited. The project will be complete in 2023.

The service secured external match funding of £955,937 levered from a mix of existing funds from the core paths capital programme and a small amount of revenue funding. This supports the 3 year Heritage Lottery Fund (HLF) Rhins Project. Staff are yet to be recruited. These posts provide a redeployment opportunity for staff to be transferred. A further £514,000 of external funding levered from £115,000 of capital funds has been attracted to enable tourism infrastructure improvements. Additional funding secured through partner agencies of £300,000 through the PLACE and SHAPE projects associated with the GSA Biosphere. These are short term projects and could be delivered and managed by other existing services within the Council.

The service has put effort in assisting communities and groups like the Solway Partnership, GSA Biosphere and Southern Upland Partnership to develop environmental schemes, build capacity, working with a range of partners. The projects that are being delivered have been beneficial, but there are other services and external agencies who are doing similar. It is important that the Council reduces duplication whilst ensuring that the Council’s statutory duties are undertaken.

## Stakeholders - who?

Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?

The key stakeholders associated with the delivery of the Countryside and Access Service can be classed as internal and external.

Internal stakeholders include Infrastructure colleagues through Active Travel and Transport, Flood team, Communities, Planning and Economic Development which the service has a direct input. External stakeholders include the range of public agencies: Scottish Natural Heritage (SNH), Royal Society for the Protection of Birds (RSPB), VisitScotland, National Trust for Scotland (NTS), Forestry Commission Scotland (FCS), Wildfowl and Wetland Trust (WWT), Scottish Executive Environment and Rural Affairs Department (SEERAD), and a range of smaller agencies and bodies such as Solway Firth Partnership, and the Galloway and Ayrshire Biosphere.

## Objectives & Activities- what?

What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)

What will be different as a result of this? What are the aims/objectives of the proposition?

The main objective is to contribute to closing the funding gap in 2019/2020 through prioritisation of resources and deployment. There is a wider goal in terms of ensuring the delivery of levered external funding which is delivering the Council's priorities. Some of this is delivered within the Infrastructure Class Capital programme.

Projects such as the Rhins, Galloway Glens and many of the small projects need a consistent project process, reporting and delivery. These projects can also benefit from support of a multi-functional team approach which will assist in due diligence and monitoring.

## Savings / Benefits

What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.

The Council will reduce services by £181,086. This will be achieved by transferring the existing rangers into the Southern Upland Way Ranger posts and transferring the two Countryside Development Officers to the Rhins Project.

This proposal aims to retain the service, but reduce the Council funded staff compliment by using externally funded posts.

## Details of Savings

Provide a breakdown including details of all calculations, staff details and how savings will be realised.

Countryside Service	Cost	Council	Grant	Capital	Total
2x Countryside Ranger	66,998	66,998			66,998
2x SUW Rangers Vacant	50,000		50,000		50,000
Senior Engineering Technician	37,255			37,255	37,255
Countryside Access Officer	41,478	41,478			41,478
2x Countryside Development Officer	104,086	104,086			104,086
Environment Manager	77,146	77,146			77,146
Environment Planner	46,871	46,871			46,871
GG Education & Community Engagement Officer	40,724		40,724		40,724
GG Heritage Skills Officer	30,700		30,700		30,700
GG Land Management and Access Officer	31,201		31,201		31,201
GG LPS Development Officer	50,441	27,000	23,441		50,441
GG Project Officer	40,786		40,786		40,786

GG Senior Administrator	28,370		28,370		28,370
	<b>646,057</b>	<b>363,579</b>	<b>245,223</b>	<b>37,255</b>	<b>646,057</b>
Rhins Project officer G9	30,076		30,076		30,076
Rhins Lead Engagement Officer G7	24,614		24,614		24,614
Rhins Promotions Officer G7	24,614		24,614		24,614
Property Costs	550	0	550		550
Transport Costs	21,280	18,280	3,000		21,280
Supplies and Services	96,434	75,207	21,227		96,434
Payments to other bodies	27,710	27,710	0		27,710
Total Other Expenses	<b>225,278</b>	<b>121,197</b>	<b>104,081</b>	<b>0</b>	<b>225,278</b>
<b>All Expenditure</b>	<b>871,335</b>	<b>484,776</b>	<b>349,304</b>	<b>37,255</b>	<b>871,335</b>

#### Saving

Countryside Rangers Transfer	£50,000	£50,000	
Transfer Countryside Development Officer Posts to Rhins Project	£52,043	£104,086	
Delete Galloway Glens DPS Development Officer Council Support	£27,000	£27,000	
		£181,086	
Reduce Transport Costs		4,000	(20%)
Reduce Supplies and Services		15,000	(20%)
<b>TOTAL SAVING</b>		<b>£200,086</b>	

#### Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

#### Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no budget requirements associated with implementing this

#### Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

The timescale for implementation is anticipated to be as soon as budget decisions are taken, however it will be predicated on the completion of current tasks

#### Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Main risks are the failure to deliver statutory services, this will be mitigated by placing the specialist resource within Planning Services.

Redeployment of Current Staff – this would be managed through the Council’s workforce transition processes.

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.

Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

#### Key Assumptions

The Council will provide the minimum requirements under the legislation for

- The Land Reform (Scotland) Act 2003
- The Countryside (Scotland) Act 1967
- The National Parks and Access to the Countryside (Scotland) Act 1947
- Wildlife and Countryside (Scotland) Act 1981

Southern Upland Way Rangers have not been appointed and these posts will be made available to other rangers. These funds are for 23 years and have been provided through Community Benefit Funds.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

- Negotiations with unions
- Consultation with staff
- Transfer of remaining services and internal recruitment



Proposition Title **Reduce Countryside and Access Service**

Proposition Reference Number **1.05** Transformation Theme **Theme 1 - Sustained focus of our resources on Council Plan Priorities**

Description of Proposition  
Maximise the opportunity of external fundinmg for Ranger services and reduce the number of Countryside Development Officers by one

Rationale for proposed change  
Ensure targeted delivery of countryside services

Implementation challenges / risks/barriers  
By retaining the delivery of the Galloway Glens and Rhins Coastal Path, this will deliver two of the Council's priorities

Relevant benchmarking / performance information

Implementation Start Date **01/03/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **1 month**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	200,086	200,086	200,086	200,086	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£800,344	£0	50%	400,172	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	4	5.6	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		25.7						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
	8	4	4	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
				Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Transport	Services and Supplies	<enter budget area>	Savings	Notes for completion:
	-	4,000		19,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£181,086	£19,000	£200,086	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£200,086	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning	Economy, Environment & Infrastructure	Communities
	Education, Social Work, Resources & Support Services, Lifelong Learning & Wellbeing	Enterprising Services, Planning & Regulatory Services, Economic Development	Infrastructure & Transportation, Civic & Local Services, Customer Services, Community Planning & Engagement

Service Impact	Corporate Services	Notes for completion:
	Finance & Procurement, OD, HR & Assets, Legal & Democratic Services, Business & Technology Solutions, Assessors & ERO	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this propisition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Reduce Countryside and Access Service
<b>Proposition Title:</b>	1.05 Sustained focus of our resources on Council Plan Priorities
<b>Prepared by:</b>	Head of Economic Development

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Reduce Countryside staffing whilst delivering both the Council priority and externally funded requirements for the Southern Upland Way Rangers, Galloway Glens Landscape Partnership and Rhins Coastal Path Project.

### Impact Assessment

	Potential Impact
--	------------------

#### 9 Protected Characteristics

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 negative impact

#### Health, Health Inequalities and Wellbeing

**No Impact**

Not applicable

#### Economic & Social Sustainability

**No Impact**

Not applicable.

#### Environmental Sustainability, Climate Change and Energy Management

**No Impact**

No impact

**Summary of Impacts**

**Net positive**

This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>none</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

None

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Remove Employability and Skills Services
<b>Proposition Number:</b>	1.06
<b>Prepared by:</b>	Jan Falconer, Head of Economic Development

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Employability & Skills delivers a range of employment and skills initiatives which are funded by both the European Structure Funds (ESF), including Poverty and Social Inclusion (PSI) programmes, through the Scottish Government and Developing Young Workforce initiatives. Employability services has core Council funding of circa £478k and Employability Support for people with Disability core Council funding of £204k. The Council has used this funding along with Policy funding of £327,478k to attract 40% of ESF and PSI funding which ceases on 31 March 2020. All employment contracts for the afore mentioned 31.6 FTE of Employability and Skills staff cease on 31 December 2019.

The Developing Young Workforce Programme and the accompanying Incentives are 100% funded by Scottish Government. These contracts for the 1.8 FTE cease on 31 December 2019.

The Council funds two core staff. One is in redeployment and can be placed into a current vacancy. The second is the Service Manager to which it was envisaged that this post holder would oversee and ensure the programme closure and oversight of claims. The Scottish Government through its ‘No one is left behind’ programme is planning a new programme, predicated on Fair Start Scotland, which sees greater public sector joint working (Health, Justice and Housing) through Local Authorities as an enabler of employability with potential delivery through the Third Sector and other local delivery mechanisms. A Partnership Working Agreement as agreed by Council Leaders on 30 November 2018 was signed by COSLA and Scottish Government in this regard to take forward these shared ambitions with the Scottish Government, SLAED and COSLA. The South of Scotland Region is being represented by the Dumfries and Galloway Council Service Manager. It is therefore proposed to retain the Service Manager post to provide for that ongoing leadership and enabling role with partners.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The key stakeholders for this proposition include the Scottish Government who procured the delivery of the Fair Start Scotland Employment support programme and have approved the contractual delivery of European Social Funding which complements this delivery by focusing on different target groups. The Skills Pipeline including Department of Work and Pensions (DWP), Skills Development Scotland, Scottish Funding Council and the third sector. Scottish Local Authority Economic Development Group and COSLA which has just signed a Partnership Working Agreement for Employability with the Scottish Government. Other key stakeholders are: Staff, Unions, Service Users, and local partners, the Revenue and Benefits service.

A number of Third Sector organisations deliver Employability Training and Services- The Usual Place, Rathbone, the Princes Trust, Project Scotland, Delivering Young Workforce (DYW) is delivered through the Chamber of Commerce, Dumfries and Galloway College, Scottish Rural College (SRUC) and private sector operators eg Let’s Get Sporty, Lowland Training etc

Service Users for the Employability Service are the young people and unemployed/inactive and disadvantaged people with high and complex needs. This is a small cohort of around 150 to 300 people who are annually supported.

## Objectives & Activities- what?

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The Council is delivering an Employability and Poverty and Social Inclusion Programme which will come to an end on 31 March 2020 and will complete its Developing Young Workforce initiative on 31 December 2019. The proposal is to stop these programmes on 31 December 2019 when staff temporary contracts finish and funding ends. Staff will be advised of the finish date on 1 April 2019 so they can make the appropriate arrangements leading up to 31 December 2019. This will provide a part year saving between 1 January and 31 March 2020.

The Fair Start Scotland Programme is planned to be refocused and delivered at a local level. COSLA, SLAED and the Scottish Government are considering a new programme. The Council will need to consider, strategically at what level it will choose to participate in this agenda. At present, it is leading the South of Scotland's participation.

## Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

At the moment the Council contributes £1.009m in funds to lever in an additional £797k. There is a desire that the Council does not duplicate the activities of others in delivering services and with the changes due in the next few years it will be important to ensure that the Council enables others to deliver services at the best place and time. Employment contracts will cease for staff working on ESF and PSI programmes on 31 December 2019. It is proposed that in the next nine months the service will reduce naturally. The Service Manager post will be retained to ensure the completion of all claims and to close the programme and enable the new approach to the Fair Start Scotland Programme to be developed for Dumfries and Galloway. This will underpin the region's participation to the 'No one is left behind initiative'.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

### Summary of Savings:

	Year 1	Year 2
Savings	252,333	1,009,332
Less Post to be retained	17,400	69,600
<b>Total savings</b>	<b>234,333</b>	<b>939,732</b>

Although the Employability and Poverty and Social Inclusion Programmes end on 31 March 2020, all 31.6FTEs involved have contracts that terminate on 31 December 2019.

FTE	Employability and Skills 19/20	Cost	Council	Grant	Total
1	ESF Programme Support Officer Employability Core	22,608	22,608		22,608
1	Service Manager Employability & Skills	69,600	69,600		69,600
1.5	Economic Development Officer	74,932	44,959	29,973	74,932
3	Employability Support Worker	79,701	47,820	31,880	79,701
1	Employability Team Officer	39,586	23,752	15,834	39,586
1.5	Employment Support Team Leader	53,108	31,865	21,243	53,108
6	Employment Support Worker	194,307	116,584	77,723	194,307
1.6	ESF Finance Co-Ordinator	56,993	34,196	22,797	56,993
1.5	ESF Programme Support Officer	39,133	23,480	15,653	39,133
1.5	Fair Work Officer	54,780	32,868	21,912	54,780
0.8	Development Officer, Developing Young	51,947		51,947	51,947

	Workforce Programme				
1	Employability Tutor Developing Young Workforce Programme	33,499		33,499	33,499
1.5	Economic Development Officer	74,932	44,959	29,973	74,932
1	Employability Support Worker	32,995	19,797	13,198	32,995
1	Employment Support Team Leader	53,097	31,858	21,239	53,097
5	Employment Support Worker	162,341	97,404	64,936	162,341
1.5	ESF Programme Support Officer	38,665	23,199	15,466	38,665
1.5	Fair Work Officer	54,780	32,868	21,912	54,780
2	Senior Clerical Assistant	38,265	22,959	15,306	38,265
	Grand Total	<b>1,225,265</b>	<b>720,775</b>	<b>504,490</b>	<b>1,225,265</b>
	Transport Costs	<b>7,822</b>	4,693	3,129	<b>7,822</b>
		<b>22,931</b>	13,759	9,172	<b>22,931</b>
	Payments to other bodies	<b>551,150</b>	270,105	281,045	<b>551,150</b>
35.4	<b>Total Expenditure</b>	<b>1,807,168</b>	<b>1,009,332</b>	<b>797,836</b>	<b>1,807,168</b>
	<b>Core Council funding- Employability</b>		477,866		
	<b>Core Council Funding – Employment Support</b>		204,000		
	<b>Policy Funding</b>		327,478		
	<b>Total</b>		<b>1,009,332</b>		

### Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

The whole programme comes to an end on 31 March 2020. The Scottish Government and its partners are developing a new delivery model for implementation.

### Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no budget requirements associated with implementing this proposal. There may be costs associated with redeployment.

### Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

Funding compliance will be required up to 31 March 2020 to facilitate the final ESF and PSI claims and monitoring. This will be undertaken by existing resources and the retained resource.

### Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Redeployment of Current Staff – this would be managed through the Council's workforce transition processes.

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.

Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

### Key Assumptions

A part year saving 2019/20 will be made. Temporary staff will be advised of the termination of their contracts on 31 December 2019 at the earliest opportunity to allow them to plan for the future.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

- Scottish Government need to be consulted about the cessation of the ESF and PSI programmes as funding ends,
- Negotiations with unions,
- Service Users will need to know that the service is winding down,
- Staff consultation



Proposition Title **Remove Employability and Skills Service**

Proposition Reference Number **1.06** Transformation Theme **Theme 1 - Sustained focus of our resources on Council Plan Priorities**

Description of Proposition  
The Council has used its core service costs for employability (£478k inclusive of past savings) and (£204k) for employment support for those people with disabilities. This has been augmented with Council Policy funding, (265k), This covers 35.4FTE. There are still 4 FTE post allocated to permanent roles.

Rationale for proposed change  
The Council is delivering an Employability and Poverty and Social Inclusion Programme which will come to an end on 31 March 2020 and will complete its Developing Young Workforce initiative on 31 December 2019. The proposal is to stop these programmes on 31 December 2019 when staff temporary contracts finish and funding ends. Staff will be advised of the finish date on 1 April 2019 so they can make the appropriate arrangements leading up to 31 December 2019. This will provide a part year saving between 1 January and 31 March 2020.  
The Fair Start Scotland Programme is planned to be refocused and delivered at a local level. COSLA, SLAED and the Scottish Government are considering a new programme. The Council will need to consider, strategically at what level it will choose to participate in this agenda. At present, it is leading the South of Scotland's participation

Implementation challenges / risks/barriers  
Redeployment of Current Staff – this would be managed through the Council's workforce transition processes.  
Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.  
Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

Relevant benchmarking / performance information

Implementation Start Date **01/03/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **1 month**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: It is seen as important for employability for the South of Scotland that a resource is retained at a Strategic level to lead the future of Employability and Skills for the South of Scotland, hence a retained cost.
Benefit	-	234,333	937,332	937,332	937,332	
Cost						

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion: How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.
£3,046,329	£0	50%	1,523,165	

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver	Scoring Matrix	
									5	7.5
Savings	5	7.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver	5	7.5
Strategic Alignment	5	7	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity	4	7
Customer Satisfaction	4	4.8	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable	3	4.8
Timing	4	4	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity	2	4
Risk / Ease of Implementation	5	5	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity	1	5
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column							
		33.3								

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?
Profile	0%	100%	100%	100%	100%	

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion: Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
	35	0	35	

Increased Income	Current	Proposed	Increase	Notes for completion: Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
	0	0	£0	

Other revenue savings	Transport costs	Supplies	Payments to other bodies	Savings	Notes for completion: You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	1,173	4,693	4,693	
	-	3,440	13,759	13,759	
	-	67,526	270,105	270,105	
	-	72,139	288,557	288,557	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion: This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£180,194	£72,139	£252,333	
	£0	£720,775	£288,557	£1,009,332	
	£0	£720,775	£288,557	£1,009,332	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion: There are potential costs of £284k for clawback to the Scottish Government. There is also the need to provide £69k of management costs to enable Employability and Skills strategy for the South of Scotland.
	£0		£18,000		£72,000	£72,000	
	£0		£18,000		£72,000	£72,000	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion: This section is automatically populated using information provided.
	£0	£234,333	
	£937,332	£937,332	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
							X				

Service Impact	Corporate Services					Notes for completion: Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion: Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Consultancy Costs					
	Technology Costs					
	Property Costs					
	Staff Costs	£0	£0	£0	£0	£0
	5 Year Total Cost	£0	£0	£0	£0	£0
Cost Check	£0	-£18,000	-£72,000	-£72,000	-£72,000	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	1.06 Remove Employability and Skills Service
<b>Prepared by:</b>	Jan Falconer, Head of Economic Development

### Impact on Council Plan

What impact will this have on aspects of Council priority?

The Council will no longer provide this service, this will have no impact on the delivery of the Council Plan.

### Impact Assessment

	<b>Potential Impact</b>
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#### 9 Protected Characteristics

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
<b>Human Rights</b>	<b>No Impact</b>

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
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The Council delivers a range of services that support the most vulnerable. There are others who do provide support with the exception of the wage incentives to support those with Disabilities.

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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No impact

<b>Summary of Impacts</b>		<b>Net positive</b>				
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:						
<b>Summary of Impacts</b>						
<i>Positive</i>					<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>					<i>Low</i>	
<b>Measures to reduce/address risks and minimise any negative impacts</b>						

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained Focus of our Resources on Council Plan Priorities
<b>Proposition Title:</b>	Remove Early Years Scotland Contract
<b>Proposition Number:</b>	1.07
<b>Prepared by:</b>	John Thin, Acting Head of Education
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>This proposal seeks to remove the contract to Early Years Scotland. The service provided by EYS is focussed on business management for private and voluntary sector early years’ providers.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>The stakeholders are Private and Voluntary sector providers of early learning and childcare. This proposal removes their link to Early Years Scotland. With the increased contact and support from the Local Authority during implementation of the 1140hrs and the ability for the providers to seek business support in a number of other ways via external agencies, paying for this support means there is some duplication of service provision.</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>As a result of this proposal, during roll out, some private and voluntary sector providers may require additional support from the Early Years Team at the Council. Where support cannot be provided by the Early Years Team, a number of external agencies can provide support with committee structures and business arrangements.</p>	
<b>Savings / Benefits</b>	
<p><i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p> <p>Removal of contract which will remove duplication.</p>	
<b>Details of Savings</b>	
<p><i>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</i></p> <p>Removal of contract £30,000 year on year savings This will be part year savings in 2019/20 to give notice period (£10,000).</p>	

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

This does not negatively impact on the implementation plan for 1140. It will mean that Private and Voluntary Early Learning and Childcare providers agencies will be signposted to alternative providers of business support and advice.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

No additional costs

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Notice will be given to Early Years Scotland immediately following budget setting.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

This is deliverable.

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

**Key Assumptions**

Any impact on providers will be managed by Early Years Team at the Council.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Communication with Stakeholders  
Notice given on contract

**Proposition Title** Remove Early Years Scotland contract

**Proposition Reference Number** 1.07 **Transformation Theme** Theme 1 - Sustained Focus of our Resources on Council Plan Priorities

**Description of Proposition** This proposal seeks to remove the EarlyYears Scotland contract. The service provided by EYS is focused on business management for private and voluntary nurseries

**Rationale for proposed change** There will be increased support available to private and voluntary sector early years providers through 1140hr implementation. Ongoing support can then be sourced via external providers as required by individual establishments

**Implementation challenges / risks/barriers** Potential increase in burden on Early Years team through implementation

**Relevant benchmarking / performance information**

Implementation Start Date 01/10/2019 Savings Start Date 01/10/2019 Implementation Duration [Months]

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	10,000	30,000	30,000	30,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£100,000	£0	50%	50,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	4	4	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		16.1						

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Contract costs	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	10,000	30,000	30,000	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£10,000	£10,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£0	£30,000	£30,000	
	£0	£0	£30,000	£30,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£10,000	This section is automatically populated using information provided.
	£30,000	£30,000	
	£30,000	£30,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X										

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 - Sustained focus of resources on our Council plan priorities
<b>Proposition Title:</b>	Remove Early Years Scotland Contract
<b>Proposition Number:</b>	1.07
<b>Prepared by:</b>	John Thin, Acting Head of Education; Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning

### Impact on Council Plan

What impact will this have on aspects of Council priority?

The service provided by EYS is focussed on business management for private and voluntary sector early years' providers. This is business support can be offered as part of the Early Learning and Childcare expansion and, if selected and others who provide support to private companies and third sector providers.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
Private and Voluntary Providers play an important role within the 1140 expansion, business support for Private Businesses and third sector is provided for within the ELC grant, explained within the procurement arrangements and others who provide support to new businesses and voluntary sectors.	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>

**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:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Effective communication with PVI to ensure they are signposted to appropriate business support advice.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 - Sustained Focus of our Resources on Council Plan Priorities								
<b>Proposition Title:</b>	New Integration Process								
<b>Proposition Number:</b>	1.08								
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Hew Smith, Integration and Inclusion Manager								
<b>Background Information - why?</b>									
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>The Integration budget was originally allocated through Sure Start and Changing Children’s Services funds. These government funding streams were closed when GAE ring-fencing was removed. Work towards integration has continued to be funded as part of ongoing children’s services partnership work through the Integration Budget</p> <p>The current budget for Children’s’ Integration is £303,392 which includes Summer Activity Scheme – see separate template.</p> <p>These savings will be secured through the removal of funding to two Third Sector Organisations and D &amp;G NHS; and a reduction in 2 FTE staff</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding-left: 20px;">• Early Years Scotland (Parenting Project Support)</td> <td style="text-align: right; padding-right: 20px;">£46,000</td> </tr> <tr> <td style="padding-left: 20px;">• Scottish Childminder Association</td> <td style="text-align: right; padding-right: 20px;">£46,000</td> </tr> <tr> <td style="padding-left: 20px;">• NHS Primary Mental Health Post</td> <td style="text-align: right; padding-right: 20px;">£60,000</td> </tr> <tr> <td style="padding-left: 20px;">• Reduction of 2 staff</td> <td style="text-align: right; padding-right: 20px;">£71,392</td> </tr> </table>		• Early Years Scotland (Parenting Project Support)	£46,000	• Scottish Childminder Association	£46,000	• NHS Primary Mental Health Post	£60,000	• Reduction of 2 staff	£71,392
• Early Years Scotland (Parenting Project Support)	£46,000								
• Scottish Childminder Association	£46,000								
• NHS Primary Mental Health Post	£60,000								
• Reduction of 2 staff	£71,392								
<b>Stakeholders - who?</b>									
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>There are a variety of partners who would be impacted within this proposal:</p> <ul style="list-style-type: none"> <li>• Early Years Scotland – Parenting Programme – loss of contract</li> <li>• Scottish Childminder Association – loss of contract</li> <li>• NHS – Primary Mental Health post - loss of funding for post</li> <li>• Staff members</li> </ul>									
<b>Objectives &amp; Activities- what?</b>									
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>This proposal acknowledges that the Integration budget was originally allocated through Sure Start and Changing Children’s Services funds. These government funding streams were closed when GAE ring-fencing was removed. Work towards integration has continued to be funded as part of ongoing children’s services partnership work through the Integration Budget and as the work is now progressing, the integration support is no longer required, or can be provided from existing resources.</p>									
<b>Savings / Benefits</b>									
<p><i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p> <p>Savings identified £223,392 from 2020. Part year in 2019/20 savings of £185,392</p>									

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

### Third Sector Commissioned Service – non-statutory

Early Years Scotland (£46,000 full year savings, 3-month notice required) – as part of reduction of a previous commissioned service to provide targeted play support for parents and children, an agreement was reached that EYS would take on the coordination and management of the Psychology of Parenting Project – offering the Incredible Years parenting programme to families. This approach is a partnership approach supported by Council, Health and EYS staff. The parenting programme will continue, on a reduced basis, delivered by Councils and NHS staff for 2019/20.

Scottish Childminder Association (£46,000 full year savings, 3-month notice required) – this project originally brokered childminding places through Sure Start and as part of the commission the service also managed the recruitment and support of childminders. The introduction of 1140 hours of Early Learning and Childcare includes the need to develop the provision of childminders and therefore responsibility should move to the ELC delivery team and if required Government ringfenced implementation funds.

NHS Dumfries and Galloway Posts (£60,000)- this Health Board post is a core NHS (CAMHS) posts. The last 6 months has seen the Scottish Government allocate significant additional funds to support Child and Adolescent Mental Health Services and counselling services in schools; along with the ongoing local investment in mental health services through Pupil Equity Funding.

Staffing Costs - Completion of this integration will place 2 staff into redeployment as their existing roles to support integration will no longer be required. Salary costs £71,392

### Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Removal of contracts may impact on external organisations, but impact on children and families should be minimised. In NHS corefunding is now available through Scottish Government Mental Health Strategy to provide support to young people.

### Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

None

### Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

Immediately following agreement, partners could be advised that contracts/funding are to be removed. Work to implement the changes to Summer Activity Scheme would begin from March 2019.

Staff would be subject to redeployment through the Workforce Transition Board.

### Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Redeployment of current staff – this would be managed through the Council's workforce transition processes

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

### Key Assumptions

Early Years provision has seen continuing investment through the extension of Early Learning and Childcare and the development of the Early Intervention Team (Social Work).

The NHS post should be considered within the overall strategy for Children's Mental Health as per the taskforce delivery plan.

### What needs to happen next?

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Communication with stakeholders

Proposition Title **New Integration Process**

Proposition Reference Number **1.08** Transformation Theme **Theme 1 - Sustained Focus of our Resources on Council Plan Priorities**

**Description of Proposition**  
 The Integration budget was originally allocated through Sure Start and Changing Children's Services funds. These government funding streams were closed when GAE ring-fencing was removed. Work towards integration has continued to be funded as part of ongoing children's services partnership work through the Integration Budget.  
 The current budget for Children's Integration is £303,392 which includes Summer Activity Scheme – see separate template.  
 These savings will be secured through the removal of funding to two Third Sector Organisations and D & G NHS:  
 • Early Years Scotland (Parenting Project Support) £46,000  
 • Scottish Childminder Association £46,000  
 • NHS Primary Mental Health Post £60,000  
 • Reduction of 2 staff £71,392

**Rationale for proposed change**  
 This proposal acknowledges that the Integration budget was originally allocated through Sure Start and Changing Children's Services funds. These government funding streams were closed when GAE ring-fencing was removed. Work towards integration has continued to be funded as part of ongoing children's services partnership work through the Integration Budget and as the work is now progressing, the integration support is no longer required, or can be provided from existing resources.

**Implementation challenges / risks/barriers**  
 Removal of contracts may impact on external organisations, but impact on children and families should be minimised. In NHS, funding is now available through Scottish Government Mental Health Strategy to provide support to young people.

**Relevant benchmarking / performance information**

Implementation Start Date **01.04.19** Savings Start Date **01.04.19** Implementation Duration [Months]

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	185,392	223,392	223,392	223,392	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£855,568	£0	75%	641,676	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	2	2.8	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	0	0	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		17.8						

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
	0	0	0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Contracts/Funding	Savings	Notes for completion:
	114,000	114,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£71,392	£114,000	£185,392	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£185,392	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X										

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 - Sustained focus of resources on our Council plan priorities
<b>Proposition Title:</b>	New Integration Process
<b>Proposition Number:</b>	1.08
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Hew Smith, Integration and Inclusion Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Integration planning and delivery has been ongoing in our Council with NHS and third sector partners for some years. This funding originated from Sure Start in 2009 and it now timely to incorporate the work into business as usual.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generated from the proposition:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 - Sustained Focus of our Resources on Council Plan Priorities
<b>Proposition Title:</b>	Remove Internal Provision of Outdoor Education
<b>Proposition Number:</b>	1.09
<b>Prepared by:</b>	Lee Seton, Wellbeing Manager; Richard Grieveson, Head of Lifelong Learning and Wellbeing
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>The Council currently operate an outdoor education service which provides subsidised residential or non-residential (daily) activities for primary or secondary pupils;. This is used at Headteachers discretion, and schools Devolved School Management funds are used for curricular support. Schools currently use a range of providers, of which the council is one.</p> <p>This business case proposes that the Council will no longer operate an outdoor education service internally, but that Schools will be directed to appropriate external alternative providers.</p> <p>This will mean the closure of Carlingwark Outdoor Centre which may bring a further one off capital receipt could be achieved with the sale of the building. The Carlingwark Outdoor Education Centre was fully refurbished and extended approximately 9 years ago.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>Headteachers and Parent Councils – schools would be directed to sourcing this range of activities from external providers, who meet Health and Safety and licensing requirements.</p> <p>Private and Voluntary alternative outdoor education providers who will be interested in providing services to schools and communities.</p> <p>Parents – to ensure that schools continue to offer outdoor education meeting the needs of pupils</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>Providing outdoor education would not be a Council activity but the role of the Council, through Headteachers, national education bodies and Health and Safety colleagues, would be to advise teachers on appropriate activity and providers which would be delivered through the use of external providers.</p>	
<b>Savings / Benefits</b>	
<p><i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p> <p>2019/20 - £145,880 (part year saving in year 1 due to existing school commitments timetabled up to the end of the academic year 2019)</p> <p>2020/21 - £218,820</p> <p>2021/22 - £218,820</p>	

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

This proposed saving is based on 2 elements of the Outdoor Education Service;

- a) The closure of Carlingwark Outdoor Education Centre.
- b) Removal of the full outdoor education team 5.41FTE.

The saving is based on a staff reduction of 5.41FTE;

1FTE Band 11

1FTE Band 9

3FTE Band 8 (one vacancy)

0.41FTE Band 2

All of the above the positions would be removed and all staff would be move into redeployment. Note that 1FTE Band 8 position is currently vacant.

Due to existing school commitments the existing staff compliment would remain in place until the summer 2019.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

The Council will no longer operate a subsidised Outdoor Education Service. It will be for schools to determine the extent of use of alternative providers, as they do currently, to meet the needs of pupils and in agreement with the Parent Council.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

No additional costs

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

To limit the impact on plans for learning, it would be proposed that the Outdoor Education Service would honour existing school commitments until June 2019.

Following Budget setting, decisions would be communicated to headteachers and parent councils, and prepare advice and guidance on alternative provision, on request.

The quality assurance for our Councils offsite safety guidelines governing any Council trips by organised groups to external providers of outdoor activities / outward bound activities (locally, nationally and internationally) and this responsibility will be the responsibility of the Headteacher, with advice from Education Health and Safety colleagues.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The majority of the net revenue budget costs for this service are within the staffing budget, the full saving will only be achieved by our Council once all staff are either reallocated to other vacancies through redeployment or they choose to leave employment through Early Retirement or Voluntary Severance.

The staffing budget for this service is £197,586 (this is taking account of previously agreed savings which have a proportion still to be applied in 2019/20).

**Key Assumptions**

Redeployment opportunity through Council's workforce transition and transform arrangements.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Headteachers would be assured that activities for session 2018/19 Summer term will be progressed but that no further booking will be taken.

Following Budget setting, decisions would be communicated to headteachers and parent councils, and prepare advice and guidance on alternative provision, on request

Start work with Workforce Transition Board to redeploy staff

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Proposition Title **Remove internal provision of outdoor education**

Proposition Reference Number **1.09** Transformation Theme **Theme 1 - Sustained Focus of our Resources on Council Plan Priorities**

**Description of Proposition**  
 The Council currently operate an outdoor education service which provides subsidised residential or non-residential (daily) activities for primary or secondary pupils;. This is used at Headteachers discretion, and schools Devolved School Management funds are used for curricular support. Schools currently use a range of providers, of which the council is one.  
 This business case proposes that the Council will no longer operate an outdoor education service internally, but that Schools will be directed to appropriate alternative providers.  
 This will mean the closure of Carlingwark Outdoor Centre which may bring a further one off capital receipt could be achieved with the sale of the building. The Carlingwark Outdoor Education Centre was fully refurbished and extended added approximately 9 years ago.

**Rationale for proposed change**  
 Providing outdoor education would not be a Council activity but the role of the Council, through Headteachers, national education bodies and Health and Safety colleagues, would be to advise teachers on appropriate activity and providers which would be delivered through the use of external providers.

**Implementation challenges / risks/barriers**  
 To limit the impact on plans for learning, it would be proposed that the Outdoor Education Service would honour existing school commitments until June 2019.  
 Following Budget setting, decisions would be communicated to headteachers and parent councils, and prepare advice and guidance on alternative provision, on request.  
 The quality assurance for our Councils offsite safety guidelines governing any Council trips by organised groups to external providers of outdoor activities / outward bound activities (locally, nationally and internationally) and this responsibility will be the responsibility of the Headteacher, with advice from Health and Safety colleagues.

**Relevant benchmarking / performance information**

Implementation Start Date **01.04.19** Savings Start Date **01.07.19** Implementation Duration [Months] **3 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	145,880	218,820	218,820	218,820	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£802,340	£0	50%	401,170	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	2	2.8	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion:					
		<b>19</b>	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£145,880	£0	£145,880	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£145,880	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
				X							

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 - Sustained focus of resources on our Council plan priorities
<b>Proposition Title:</b>	Remove Internal Provision of Outdoor Education
<b>Proposition Number:</b>	1.09
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

The Council will no longer deliver outdoor education, but rather schools will source this from external providers

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generated from the proposition:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Change the way that we deliver roads by bringing together all aspects roads related activities and creating one joined up service with responsibility for managing and delivering the range of front-line service to local communities.
<b>Proposition Number:</b>	1.11
<b>Prepared by:</b>	Mike Fawkes, Roads Construction Maintenance and Waste Collection Manager; James McLeod, Infrastructure Manager

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Currently all aspects of roads related infrastructure service delivery/asset management and engineering design is provided within the one directorate (EEI) and managed by 2 Heads of Service and 3 service managers. It has been identified that in order to meet the demands of a more customer focused and streamlined service, there are alternative, more efficient models to have in place.

At present a report by a customer is logged through Lagan, the Council’s Customer Management System, and allocated to the relevant inspector through Total Mobile. At the point of logging a defect online or via phone, an email is sent to the customer with the reference number. If the customer does not provide an email address no further contact is made, in accordance with the channel shift approach. Having allocated to an inspector, the case is either inspected, omitted (if an inspection is due on that section of road in near future), or reallocated (if relevant to another service). Only if a defect identified is considered by the inspector to require repair, does work get scheduled. The customer is kept informed of the status of the case at certain stages, including the closure. Total Repairs is the platform that manages the repair works and the cyclical safety inspection programme.

It is imperative that we have much more service resilience with reduced staffing levels, a change to the current arrangements and structure will provide increased resilience and flexibility within a wider service. It will also provide opportunities for upskilling our staff and the opportunity to develop better career opportunities.

The recent removal of the Roads Service trading account presents a timely situation that suits a new integrated structure.

This business case sits alongside business case 1.12 (Our Roads Maintenance Policies) which provides detail on the policies that require to be reviewed to adhere to statutory guidance and to reflect best practice nationally.

Within this service realignment there will be the opportunity to remove several areas of duplication of process and develop further the use of technology to improve business processes.

**Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The general public and commercial business will benefit from this new arrangement as all relevant service activity will be under one service manager and the customer will have a coordinated point of contact across the service.

This will help enhance the planning and programming of all activity on the road network that can cause disruption and delay.

There will be staff reductions associated with the new arrangements.

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

This proposal will move our Roads Service to a more effective, efficient and economic delivery model. This needs to deliver two key outcomes:

- Delivering efficiencies in the service delivery that allows resources to be targeted at improving the overall quality of the roads' asset.
- Delivering improvements in the customer interface through the provision of more information on the Council website, self-service, and via email.

This will be achieved by;

- Bringing together all elements involved with the maintenance and management of roads and associated infrastructure.
- Further development of current and new technology to provide better planning (through the use of Scheme Manager that utilises Road Condition Indicator (RCI) data) and programming of works.
- Further development of the defect management system to better advise capital works programming and planning of repairs which will include maintaining customer contact.
- Continued development of Lagan and its interface with Total Mobile in conjunction with BTS which will improve the self-service facilities and allow the customer to obtain current status of case without making telephone contact with the customer contact centre. Total Repair at present only schedules carriageway and footway defects (potholes). Other defects e.g. signing, lining and drainage are still managed manually to works operatives. Future improvements will see this process being automated.
- Depot rationalisation, reducing current operational depots from five to four.
- Fleet rationalisation, a combination of reduction in fleet numbers as well as replacement of current working stock.
- Better value for money repairs and more productive workforce.
- Increased resilience and skilling within technical and manual operatives.

While customer reporting of defects is important and feedback on Council's response to said defects must be improved as detailed above, the investment in the infrastructure must take a strategic approach based the best available information which will be a combination of RCI data and Roads Service inspections. In doing this it must be understood that current investment levels in the roads' asset does not maintain the steady state condition as measured nationally by the RCI.

## **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

### Financial Savings

- Fleet.
- Staffing.
- Depot running costs.

### Customer Benefits/Improvements

- Better coordinated and performing service for the general public.
- Improvements based on rationalised fleet.
- Customer based service around managing customer requirements.
- Flexible enough service model to deal with current external policies or changes to policy at a national level.

### Performance Improvements

- Improve planning and coordination to comply with national legislation.
- Improved customer interaction.
- Improved productivity.
- More added value to repairs.

## **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Staff reductions £208K:

- 3 x Band 12 Team Leader posts.
- 1 x Band 9 Principal Technician post.

There is potential for these staffing reductions to be realised through ERVS.

Vehicle reductions £110k:

- There are 3 pool cars dedicated to the service and 26 vans. From April 2019 there is potential to reduce the vehicles, there will be a reduced requirement for pool vehicles and a reduction of 6 vans. This has potential to reduce the transport budget by £110k.

## **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Potentially increases remit of existing staff leading to job re-evaluations and increased staff costs.

## **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Associated budget information from 2018/19 ABB for the service areas in scope is as follows:

- Roads Maintenance Staffing Budget: £3,800,000.
- Engineering Design: £1,300,000.
- Flood Risk Management: £108,000.
- Infrastructure Assets: £88,000 .
- Harbours: £180,000.

No budget pressure identified, although potential for increase in staff costs if remits of existing managers increased.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

To be in place early 2019/2020.

For this to be implemented for 2019/20 work will need to start immediately:

- Re-alignment of roads – work underway.
- Consultation with staff groups and joint trades unions – March 2019.
- Move to new structure – April 2019.
- Asset Management Team, Flood Risk Management and Engineering Services to join re-aligned roads service (under one service manager) – May 2019.
- New model of delivery in place – June 2019.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Staff buy in to process, engagement process already happened in part.

**Key Assumptions**

Agreed financial model for the service incorporating revenue, capital and trading account are fully established and in place for new financial year.

ERVS business cases will be approved and staff released after the Council budget is set.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Complete realigned structure and start staff consultation process through service managers.

Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
To bring together the different aspects of roads services into one team. The service is currently split across two different Head of Service areas and 3 Service Managers.

Rationale for proposed change  
This proposal will move our Roads Service to a more effective, efficient and economic delivery model. This needs to deliver two key outcomes:  
- Delivering efficiencies in the service delivery that allows resources to be targeted at improving the overall quality of the roads' asset.  
- Delivering improvements in the customer interface through the provision of more information on the Council website, self-service, and via email. It is imperative that we have much more service resilience available - a change from the current, fragmented model of delivery, will provide increased resilience and flexibility through a wider service.

Implementation challenges / risks/barriers  
Staff buy in to process, engagement process already happened in part.

Relevant benchmarking / performance information  
N/A

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	318,475	318,475	318,475	318,475	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,273,900	£0	100%	£ 1,273,900.00	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2	4	£1,000,000 - £2,500,000	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion:					
		24.8	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile	0%	100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
	61	61	0	Notes: these staffing reductions are based on current ERVS applications.
	61	57	4	
	0	4	4	

Increased Income	Current	Proposed	Increase	Notes for completion:
	0	0	£0	Notes for completion: Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
	0	0	£0	
	£0	£0	£0	

Other revenue savings	Transport Costs	Other Revenue Savings	Total Savings	Notes:
	£ 110,000.00	£ 110,000.00	£ 318,475.00	Add ledger codes for vehicle/transport budgets to be reduced

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes:
	£0	£ 208,475.00	£ 110,000.00	£ 318,475.00	This is based on 3 x Band 12 posts and 1 x Band 9 post

Costs	Capital Cost	Revenue Cost	Project Costs	Project Costs - additional funds	Notes for completion:
	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£318,475	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning	Economy, Environment & Infrastructure	Communities
	Education, Social Work, Resources & Support Services, Lifelong Learning & Wellbeing	Enterprising Services, Planning & Regulatory Services, Economic Development	Infrastructure & Transportation, Civic & Local Services, Customer Services, Community Planning & Engagement

Service Impact	Corporate Services	Notes for completion:
	Finance & Procurement, OD, HR & Assets, Legal & Democratic Services, Business & Technology Solutions, Assessors & ERO	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs	£0	£0	£0	£0	£0	Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs	£0	£0	£0	£0	£0	
Property Costs	£0	£0	£0	£0	£0	
Staff Costs	£0	£0	£0	£0	£0	
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 - Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	1.11 Change the way that we deliver roads by bringing together all aspects of roads related activities and creating one joined up service with responsibility for managing and delivering the range of front line service to local communities
<b>Prepared by:</b>	Mike Fawkes, Roads Construction Maintenance and Waste Collection Manager; James McLeod, Infrastructure Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

This positively contributes to Council Priority: Build the local economy, commitment: Invest in our key infrastructure.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>

**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:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Staff engagement along with consultation with all associated staff groups.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1- Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Change our Road Maintenance Policies and regime to reflect current national best practice and Code of Practice for Well Managed Highway Infrastructure.
<b>Proposition Number:</b>	1.12
<b>Prepared by:</b>	Mike Fawkes, Roads Construction Maintenance and Waste Collection Manager; James McLeod, Infrastructure Manager

### Background Information - *why?*

What is the background and descriptions of the proposition, the "As-Is" position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Currently the Council Roads Service has a variety of policies relating to road maintenance activity that covers some but not all areas affected by service. Many of the policies are old and do not reflect the new code of practice for well managed highway infrastructure. This recent document has the intention to make authorities develop their own levels of service and the code provides guidance for authorities to consider when developing their approach in accordance with local needs, priorities and affordability.

### LGBF Performance data

% of A, B, C and U class roads requiring repair:

A class: the data shows that at the end of 2017, 33.5% of A class roads are in need of repair, compared to a Scotland figure of 29.5%. Over time: we are showing an improving trend.

B class: the data shows that at the end of 2017, 36.3% of B class roads are in need of repair, this is compared with the Scotland figure of 34.8%. Over time: we are showing a deteriorating trend.

C class: the data shows that at the end of 2017, 46.8% of C class roads are in need of repair, compared to a Scottish figure of 34.6%. Over time: we are showing a deteriorating trend.

U class: the data shows that at 16/17, 57.3% of unclassified roads are in need of repair, compared to a Scotland figure of 39.5%. Over time: we are showing a deteriorating trend.

The performance information shows that whilst there is an improving trend continued improvement through the use of our current roads maintenance policies will become increasing difficult as budgets reduce. There is opportunity to re-establish our roads maintenance policies that reflect the advice within the new national Code of Practice.

### Stakeholders - *who?*

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

General public and communities.

Staff group.

Insurance providers.

### Objectives & Activities- *what?*

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The service will develop a suite of documents and policies to cover all aspects of service provided. These will cover fully asset management, maintenance hierarchy, maintenance regimes, winter service.

Work will be done with elements to ensure that specific Dumfries and Galloway requirements are balanced with national best practice.

Customer focused services based on robust policies.

Use of new technology to assist with asset management and maintenance regimes.

DGC Current Practice	Code of Practice	Opportunity
Our current policies are based on the previous Code of Practice, introduced in 2005. Some of our roads policies were refreshed in 2012/13 but a number of policies pre-date the 2005 Code of Practice.	New Code of Practice for Well Managed Highway Infrastructure published in 2016.	
Follows the 2005 Code of Practice which sets out prescriptive parameters for road infrastructure regimes.	Introduces a risk-based-approach to developing policies and procedures for all aspects of road infrastructure maintenance regimes.	Opportunity to deploy a maintenance hierarchy and associated policies that reflect the requirements of Dumfries and Galloway. This reflects a variety of factors, including: use, volume and type of traffic such as tourist attractions, business, SME, localities.

### Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

#### Service/Customer Benefits:

The proposal is to develop a roads revenue budget that reflects both the proper asset management and also meets the needs of customers/people and businesses across Dumfries and Galloway. This proposal, together with current improvements to operational delivery within the workforce will ensure that we achieve Best Value against the reductions planned.

#### Financial Savings:

This would lead to a reduction in spend on the roads revenue budget. Current roads revenue budget: £4.6M. Reduction of £300,000.

There would also be an associated reduction in front-line delivery operatives - £160,956 (6 FTE).

### Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The Roads Revenue Budget will be reduced by £300,000 – the service will continue to meet the requirements of the Code of Practice, but this will be done differently by using a risk based approach which will result in financial savings.

Staff savings – 6 x Band 5 posts – these will be achievable through ERVS from staff who have expressed an interest previously but have been declined due to operational requirements.

<p><b>Dis-benefits</b>  <i>Are there any negative impacts of this?  Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i></p>
<p>No negative impacts</p>
<p><b>Budget- how much?</b>  <i>Are there any costs associated with doing this?  What are the resources &amp; budget required to implement this proposition?</i></p>
<p>Budgets in scope:</p> <ul style="list-style-type: none"> <li>• Roads Revenue Budget - £4,600,000.</li> <li>• Roads Capital Budget - £5,700,000.</li> </ul>
<p><b>Work plan- when?</b>  <i>What are the overall indicative milestones and timescales for implementation?</i></p>
<p>Immediate start, initial implementation and savings from early 2019/20 will require full implementation by the end of summer 2019.</p> <p>Key steps:</p> <ul style="list-style-type: none"> <li>• Adoption of new Code of Practice – March 2019.</li> <li>• Preparation and development of Policies – March 2019.</li> <li>• Alignment of workforce – April to June 2019.</li> <li>• Technology requirements – Dependant on Spend to Save agreement.</li> </ul>
<p><b>Risks/Issues/Barriers to Change- what if?</b>  <i>What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?</i></p>
<p>Early engagement with BTS to consider options and progress technology requirements.</p>
<p><b>Key Assumptions</b></p>
<p>Technology in place.</p>
<p><b>What needs to happen next?</b>  <i>What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?</i></p>
<p>Early engagement with BTS to consider options and progress technology requirements.</p>

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Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition

Rationale for proposed change

Implementation challenges / risks/barriers

Relevant benchmarking / performance information

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	460,956	460,956	460,956	460,956	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,843,824	£0	100%	1,843,824	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	4	4	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		22.8						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile	0%	100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current (No.)	78	78	0	78	78	78	78	78	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)	78	72	6	78	72	72	72	72	
Reduction	0	6	6	0	6	6	6	6	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current	0	0	£0	0	0	0	0	0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed	0	0	£0	0	0	0	0	0	
Increase	0	0	£0	0	0	0	0	0	

Other revenue savings	Roads Revenue Account	<enter budget area>	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Roads Revenue Account	-	300,000	300,000	300,000	-	300,000	300,000	300,000	300,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	-	-	-	-	
Savings	-	300,000	300,000	300,000	-	300,000	300,000	300,000	300,000	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	This staff saving is calculated on 6 x Band 5 posts plus oncosts (£26,826)
Staff Savings	£0	£160,956	£160,956	£160,956	£0	£160,956	£160,956	£160,956	£160,956	
Other Revenue Savings	£0	£300,000	£300,000	£300,000	£0	£300,000	£300,000	£300,000	£300,000	
Total Savings	£0	£460,956	£460,956	£460,956	£0	£460,956	£460,956	£460,956	£460,956	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost												Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for												
Revenue Cost												
% revenue accounted for												
Project Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Project Costs - additional funds	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£460,956	£0	£460,956	£460,956	£460,956	£460,956	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£460,956	£0	£460,956	£460,956	£460,956	£460,956	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
					x						

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	Consultancy Costs												Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs												
	Property Costs												
	Staff Costs												
	Project Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1- Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	1.12 Change our Road Maintenance Policies and regimes to reflect current national best practice and Code of Practice for Well Maintained Highway Infrastructure
<b>Prepared by:</b>	Mike Fawkes, Roads Construction Maintenance and Waste Collection Manager; James McLeod, Infrastructure Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Provide a more robust but flexible approach to how we manage and maintain the public road network within the region.

Clear integrated approach to asset management and road maintenance based around the needs the customer.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>

## 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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

## Measures to reduce/address risks and minimise any negative impacts

Continue to benchmark policies against other local authorities within Scotland.  
Develop more focused performance indicators to measure the changes in policy.  
Develop a communication plan for the public/customers.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 - Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	To provide a unified Keeping Our Communities Safe Service by bringing together all community safety activities under one management structure to create a multi-functional team to ensure that our communities are kept safe while ensuring a seamless service to all of our customers.
<b>Proposition Number:</b>	1.13
<b>Prepared by:</b>	Steve Rogers, Head of Planning & Regulatory Services and Harry Thompson, Head of Civic and Local Services

## Background Information - *why?*

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

As a Council, we have agreed four priorities and related commitments that provide a focus for the services that we all deliver. One of our four priorities is to **Protect our most vulnerable people** and under that priority, we have a commitment to **Keep our communities safe**. Within our Council there are a number of activities across our four Directorates which deliver key roles which align to keep our communities safe. These are detailed below:

- Trading Standards (EEI)- Delivers the Council’s statutory functions under consumer protection and animal health and welfare. Holds a database of our traders and farmers and carries out regulatory functions by investigating allgations of criminal and civil law breaches, inspecting farms and trade premises, test purchasing, online monitoring and licensing of specific trading activities. The service developed and runs the Trusted Trader scheme and runs an accredited calibration laboratory which generates income through testing weights and measures for local businesses and other trading standards services in Scotland and England. Along with Environmental Health, the service will have a vital role during the transition period of UK’s exit from the EU as our local businesses will need to demonstrate compliance with UK and foreign standards.
- Environmental Health (EEI) – This service provides a range of regulatory services including workplace health and safety, food hygiene and food standards, private water supplies, public health, environmental nuisance including noise and pollution and registering Dairy Farms. A large element of the role of this service is to inspect and advise businesses to ensure that they are compliant with the relevant environmental health laws.
- Community Safety, Emergency Planning and Resilience (Communities) - Community safety activities and community resilience are delivered alongside emergency planning to fulfil obligations under the Civil Contingencies Act. All of the activities support the Dumfries and Galloway Communities Safety Partnership and the delivery of the region’s Community Safety Strategy. Our Community Safety Team responds to antisocial behaviour and enforce environmental or other local issues with a visible presence to deter anti-social behaviour. 10% of the cost of the Manager of this service is contributed from NHS Dumfries and Galloway.
- Licensing (Corporate Services) – This service provides advice and statutory functions in relation to civic government and liquor, gambling licensing, taxi licensing and a very wide range of licence application and registration including cinemas, theatres, Festivals, fireworks etc. A key dimension is the Licensing Board, which has a separate legal existence to the Council, and is a decision making body conducting hearings in relation to Liquor Licencing matters.
- CCTV Public Space CCTV System (Communities) - The Council uses Closed Circuit Television (CCTV) in public spaces, properties, vehicles and body worn systems. It also uses CCTV for building inspection uses. These systems are used throughout Dumfries and Galloway. We have 13 systems Page 74 Scotland monitor 2 of the 13 systems (1 in

Dumfries and 1 in Stranraer). Our Council do not have access to the systems in these 2 locations. There is currently a process due to be implemented to move the recording devices from Police Stations to Council premises and upgrading the system to integrate into the Council network with the intention to transfer the responsibility for the systems to our Community Safety Team, the monitoring will continue by Police Scotland. No Council staff currently monitor these systems.

- Flood Risk Management (EEI)– This Service delivers essential Flood Risk Management Plans on a six yearly cycle for our Region which includes the Solway Estuary. These plans include all actions to reduce flood risk as highlighted in SEPA’s Flood Risk Strategies, Flood Protection Schemes, Flood Studies and also awareness raising within the communities who would / have been affected by flooding. The Team also respond to planning applications, record the extents of flooding, prepare for flooding events and also promote our Council’s Flood Product Subsidy Scheme. The Team also place a very active role in any emergencies and support the Emergency Planning and Resilience Service through any flooding events.
- Private Landlord Registration (Communities)- There are two distinct “licencing” functions; (i) Private Landlord Registration (the fees charged set by Scottish Government as part of the national scheme); and (ii) Houses of Multiple Occupancy (HMO) with Scottish Government guidance on setting fees linked to “cost recovery”). Across both these service areas there are 4 staff involved; HMO Licensing & Landlord Registration Manager, HMO Licensing & Landlord Officer x2 and a Administration Assistant. This team operates the service across the region. This team currently reports to the Team Leader Empty Homes & Private Sector Housing (with HMO and Private Landlord registration being approximately 20% of his overall time allocation).
- Roads (elements – road closure permit / skip permit) (EEI) – This service is responsible for providing permission to customers who want to occupy part of a road, path or carpark or to carry out work on a road or carpark.

This proposition seeks improved focus on keeping communities safe by developing a more integrated structure which brings together most or all of these services. In addition to better supporting Council priorities this would create opportunities for more efficient and effective joint working making better use of our reducing workforce and improving the response to our customers.

This proposition would also be compatible with that outlined under Proposition 9.1 relating to making efficiencies in the services that the Council provides in relation to permits, permissions and licences.

The experience of other Councils such as North Lanarkshire and Dundee who have put in place Safer Communities services will help inform the process of redesigning these services.

Service	Expenditure	Income	No. of staff involved in activity	Management and Support		IT	
				Manager	Admin	Systems	
Trading Standards	£457,282	£40,000	11.9 FTE (including 8.2 FTE with professional qualification essential to their posts)	1 Band 15	Shared with & allocated from Business Support for EH & TS	CIVICA APP	
Environmental Health	£789,675	£204,550	14 FTE (15 Staff members)	1 Band 15	Shared with & allocated	CIVICA APP	

			including 10 FTE with professional qualification essential to their posts) )		ed from Business Support for EH & TS		
Community Safety, Emergency Planning and Resilience	£1,120,000	£113,750	31 Permanent Staff & 15 Part Time	1 Band 15		MOSAIC PECOS Laggan CRM GIS	
Licensing	£322,893	£408,991	7.58 FTE	1 Band 9	1 FTE Senior Clerical Assistant & 1 0.5 FTE Clerical Assistant	Northgate Liquor and Gambling ; Taxi and Civic Licensing	
CCTV Public Space CCTV System	0	0	0	0	0	0	0
Flood Risk Management		£15,000	5 FTE (1 FTE currently vacant)	1 Band 12	0		
Private Landlord Registration	£140,821	£160,000	2 FTE HMO Licensing & Landlord Registration Officers x Band 8	1 Band 9	1 FTE Band 4	Scottish Government Portal	
Roads (elements – road closure permit / skip permit)	£145,000	£54,000	5FTE	1 Band 12	0	WDM	

**Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Key stakeholders and customers include all residents of our region who are kept safe by the dedicated activities which are delivered. On a day to day basis, the above services work with local businesses, members of the community, community organisations such as Community Councils, consumers, SSPCA, Police Scotland, NHS Dumfries and Galloway and also the Scottish and UK Governments.

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

For Dumfries and Galloway communities and visitors to live in a safe and secure environment, we will provide a unified "keeping our communities safe" function by bringing together all community safety activities under one management structure to create a multi-functional team for all aspects of Community Safety.

By brigading services together under Council Priorities to achieve a critical mass to ensure more viable and sustainable service delivery.

This would bring together multi skilled staff delivering services under one area of responsibility delivered in a consistent way across all areas. This vision will be realised by financial savings mainly in management and staff costs, with potential building costs and IT costs savings.

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

- Anticipated greater safety and security across the region.
- Options to better co-ordinate effective public information and behavioural change campaigns on social media, targeted at the citizen, consumer, business and/or community.
- Builds on existing areas of joint working including enforcement of litter, dog fouling, noise etc under Environmental Health legislation but delivered by Community Safety and removes any potential for duplication..
- Exploit benefits of digital transformation (i.e. licence applications, better guidance, FAQs, enquiry helpline/portal/shared enquiry mailbox).
- Where face to face transactions are required the basing of specialist professions together in a one-stop-shop would likely result in easier access for service users, with queries answered faster meaning increased customer satisfaction.
- Will enable more effective and efficient delivery of regulatory functions within communities by providing additional on the ground capacity to support professional staff here and in related functions such as Planning and Building Standards enforcement and compliance.
- More efficient administration of enforcement action (warnings/fines and FPNs), licence/permission application, processing, issuing and appeals.
- Options to develop more effective investigation and inspections capabilities across functions.
- Options to cross train staff to develop multi-function teams and to offer job enrichment and career progression opportunities for staff.

This proposition will have a positive impact on themes 2, 3, 5 and 6 of the Council's Transformation Programme and potentially theme 4 if not all co-located.

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Savings of approximately £200,000 will be delivered within 2019/20 through the reconfiguration of the service delivery of these existing teams. This can be achieved in the short term through vacancy management and redeployment/ ERVS within Environmental Health and Trading Standards to create a more sustainable structure through succession planning. A number of vacancies within the Community Safety service will be deleted from the establishment of the service, and this will require a further review of team structure / allocations. Further opportunities to reduce the staffing of the service will also be pursued through progression of ERVS applications.

Further management savings of £50,000 will be delivered through the merging of the services in 2019/20, and potential savings from building and IT costs through merging staff in fewer locations although those are not included here.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

- Possible loss of expert knowledge and reduction in capacity may impact on service quality in some areas.
- A thorough review of all services will be required to maximise savings opportunities and identify existing any existing operational links with other services which need to be maintained in any new structure.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

No costs associated within this proposal and this proposal can be implemented within existing resources of each of the services involved.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

<b>Task</b>	<b>Date</b>
Achieve budget savings of £100k through review of staffing within Trading Standards and Environmental Health.	2019/2020
Achieve budget savings of £100k through removal of existing vacancies and progression of ERVS cases within Community Safety	2019/2020
Research on current activity and thorough review of services currently being provided.	2019/2020
Research and benchmarking with other local authorities / partner providers	2019/2020
Streamline processes and remove duplication including IT Systems	2019/2020

Agree detailed organisational structure	2019/2020
Implementation and delivery of new structure including further savings of £50k	2019/2020

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The main risks are in the continued loss through ERVS of specific knowledge and abilities of senior/ experienced staff members who may be removed through this process. Existing staff are already under heavy workloads and a large number of the services involved (Emergency Planning, Trading Standards, Environmental Health, Licensing etc) have statutory roles within our Local Authority under Scottish Government and UK and European laws. By bringing together existing small teams, we will be building in greater resilience and access to more capacity for example when additional resources are needed to deal with a specific/ urgent situation. In addition, any new structure will build in succession planning by creating more opportunities for technical support or trainee posts in areas where we are reducing professional/ management levels.

We could be at risk of not delivering our statutory duties and would need to ensure that all of the “keeping our community safe” services are still delivered to the standards required by all of the legislation which the Council has a duty to enforce..This can be mitigated by workforce and succession planning.

The recent national Strategic Review of Trading Standards indicated that Trading Standards services should align themselves with economic development activities, especially during the Brexit process and this was agreed by COSLA leaders in November 2017. It will therefore be important to develop close links with the proposed South of Scotland Enterprise Agency and maintain strong links with the Council’s Economic Development Service to help mitigate this risk.

Our regulatory enforcement functions are currently delivered in ways designed to help businesses reach compliance, recognising the importance of local businesses to our economy. This regulatory culture could be at risk if the context in which it is delivered changes. This will require clear leadership and management to ensure current approaches are continued in those areas. Project delivery risks include:

- required cultural change doesn’t happen at the required pace.
- customer service disruption from transition to re-designed services.
- required physical changes/investment to facilities doesn’t occur at the required pace.

**Key Assumptions**

- Resources available within each of the services to manage change and implement
- The needs of workforce and succession planning for the future will be key drivers for any new structure.
- Training and development support will be provided to enable staff to deliver new roles within a reshaped service.
- There will be alignment with any wider organisational change

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Agreement and delivery of the Work Plan noted above.

Widening of the Business Case Development Team to include staff/managers from the relevant services in scope with a view to carrying out a review of the services to identify potential to streamline activities and processes to provide a more efficient, robust and cohesive service.

There is potential for the future identification of savings as this Business Case proposition is developed further.

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Proposition Title **Keeping Our Communities Safe**

Proposition Reference Number **1.13** Transformation Theme **Theme 1 - Sustained focus of our resources on Council Plan Priorities**

Description of Proposition  
To provide a unified Keeping Our Communities Safe Service by bringing together all community safety activities under one management structure to create a multi-functional team to ensure that our communities are kept safe while ensuring a seamless service to all of our customers. At the present time, a staffing review within some of the services highlighted, has identified potential savings of £200k through vacancy deletion, ERVS and redeployment. These savings can be implemented within the first year (2019/2020) within current structures. Further savings would also be identified through management savings of £50k as services are brought together and also through the reduction in the number of systems and licences which are required by each of the Services as they amalgamate together. At the present time, this is an unknown quantity and cannot be included at this point in time.

Rationale for proposed change  
As a Council, we have agreed four priorities and related commitments that provide a focus for the services which we all deliver. One of our four priorities is to Protect our most vulnerable people and under that priority, we have a commitment to Keep our communities safe. Within our Council there are a number of activities within all of our Directorates which deliver key roles all of which align to keep our communities safe. These services are all listed as follows: Trading Standards, Environmental Health, Community Safety, Emergency Planning and Resilience, Licencing, Private Landlord Registration, CCTV Public Space and Flood Risk Management. For Dumfries and Galloway communities and visitors to live in a safe and secure environment, we will provide a unified keeping our communities safe function by bringing together all community safety activities under one management structure to create a multi-functional team for all aspects of Community Safety. This would bring together multi skilled staff offering advice under one area of responsibility delivered in a consistent way across all areas. This vision will be realised by financial savings in management and staff costs and IT costs.

Implementation challenges / risks/barriers  
Restructuring of services can be time consuming and prone to delays in the delivery. There is also the potential of loss of expert knowledge and capacity which will result in a risk to service failure and associated complaints which would then require time consuming investigation. In addition, all of the Services involved have already undergone rigorous service reviews which have resulted in reductions of their services. There is the potential to improve the resilience and functioning of existing small teams by bringing them together.

Relevant benchmarking / performance information  
Each of the Services involved within this restructuring proposal delivers benchmarking and performance information to ensure that their services (many with a legal requirement e.g. Licencing, Trading Standards, Environmental Health etc) all meet the specific requirements of their Services.

Implementation Start Date **2019/2020** Savings Start Date **2019/2020** Implementation Duration [Months] **36 Months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit		250,000	250,000	250,000	250,000	- This section is populated automatically from the information in the section below
Cost						

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,000,000	£0	100%	1,000,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	4	5.6	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	5	6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	2	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		22.6						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile	0%	100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current (No.)									Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)		0	-6		-6	-7	-7	-7	
Reduction		0	6		6	7	7	7	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current		0	0		0	0	0	0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed		0	0		0	0	0	0	
Increase		£0	£0		£0	£0	£0	£0	

Other revenue savings	Reduction in number of IT Licences	<enter budget area>	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Reduction in number of IT Licences										You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>		-	-							
<enter budget area>										

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income		£0	£0	£0		£0	£250,000	£250,000	£250,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
Staff Savings		£0	£0	£0		£0	£0	£0	£0	
Other Revenue Savings		£0	£0	£0		£0	£0	£0	£0	
Total Savings		£0	£250,000	£250,000		£250,000	£250,000	£250,000	£250,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost		0%	£0	0%	£0	£0		£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for		0%	£0	0%	£0	£0		£0	£0	£0	£0	
Revenue Cost		0%	£0	0%	£0	£0		£0	£0	£0	£0	
% revenue accounted for		0%	£0	0%	£0	£0		£0	£0	£0	£0	
Project Costs			£0		£0	£0		£0	£0	£0	£0	
Project Costs - additional funds			£0		£0	£0		£0	£0	£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base		£0	£250,000	£250,000	£250,000	£250,000	£250,000	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)		£0	£250,000	£250,000	£250,000	£250,000	£250,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:	
	Consultancy Costs	£0	£0	£0	£0	£0	Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs	£0	£0	£0	£0	£0	
	Property Costs	£0	£0	£0	£0	£0	
	Staff Costs	£0	£0	£0	£0	£0	
	Project Costs	£0	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1- Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	To provide a unified Keeping Our Communities Safe Service by bringing together all community safety activities under one management structure to create a multi-functional team to ensure that our communities are kept safe while ensuring a seamless service to all of our customers.
<b>Prepared by:</b>	Steve Rogers, Head of Planning & Regulatory Services and Harry Thompson, Head of Civic and Local Services

### Impact on Council Plan

What impact will this have on aspects of Council priority?

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

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	<b>No impact</b>
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>Low Positive Impact</b>
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>

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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

### Measures to reduce/address risks and minimise any negative impacts

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Deliver Community Learning and Development in a different way with more involvement from voluntary groups, community organisations, trusts and other partnerships
<b>Proposition Number:</b>	1.14
<b>Prepared by:</b>	Liz Manson, Community Planning and Engagement Manager; Kirsty Peden, Community Engagement Manager; Jim O’Neill, Housing Manager; David Gardiner, Service Manager, Business and Enterprise

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The Community Learning and Development (Scotland) Regulations 2013 place a statutory requirement on local authorities to publish a plan every three years outlining how it will co-ordinate and secure “adequate and efficient” Community Learning and Development provision with partner organisations. Scottish Government guidance for local authorities states the Council’s role is to “provide clear leadership and direction, and to drive the action needed to ensure we maximise the contribution of Community Learning and Development (CLD) Partners in the reform of public services”.

A new CLD Partners’ Plan for Dumfries and Galloway 2018 – 2021 was agreed at a meeting of the Community Planning Partnership Board on Friday 21 September 2018. Five new outcomes were agreed:

- **Outcome 1** – Skills and learning opportunities are co-ordinated across partners and our provision is targeted and reaching those in most need
- **Outcome 2** – Our children and young people are experiencing improved outcomes and positive destinations through enhanced partnership working
- **Outcome 3** – Volunteers, target groups and community organisations are supported to develop their capacity and capability in order to maximise opportunities linked to the Community Empowerment (Scotland) Act 2015
- **Outcome 4** – The involvement of learners and community organisations is shaping CLD priorities has increased and is leading to positive change
- **Outcome 5** – Our CLD Sector workforce has the necessary skills to deliver on the ambitions of our plans.

A different way of delivering services could enable existing community organisations to grow, become more sustainable and deliver on key CLD outcomes combined with increasing the capacity of volunteers and associated delivery at a local level. By growing the partnerships already in place with local communities and external partners, opportunities could be created to further enhance outcomes for those experiencing disadvantage and poverty. This will require service delivery to be focused on those that need them most.

Three previously completed Strategic Service Reviews outlined the way forward for CLD through:

- Enabling Community Empowerment;
- Young People’s Services
- Supporting Lifelong Learning.

A Lifelong Learning Service Review was carried out during 2017 and this resulted in an agreement to re-shape service delivery. This is being implemented during November 2018 and will result in a

new staffing structure being put in place from January 2019. In addition, the following savings have already been agreed through the 2018/19 budget development process:

- 2018/19 - £50,000
- 2019/20 - £70,000

Total budget reduction already agreed - £120,000.

The £70k saving to be delivered for 2019/20 can't be realised until implementation of the Service Review recommendations are complete and staff take up new posts. This has involved putting in place a new structure that has included staff engagement, negotiations with Trade Unions and consultation with external partners. The target implementation date to achieve this saving was agreed to be April 2019 to ensure appropriate service continuity plans are in place.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The role of CLD is to empower individuals, groups and communities by deploying a range of methods such as community engagement and capacity building. The purpose of this activity is to improve the life chances of people of all ages.

The general thrust of national and local policy in this area is to improve the voice of community organisations. A refreshed approach to service delivery will be implemented by re-commissioning services currently in place with external partners. The re-specification of our service requirements will aim to increase the sustainability of community organisations and increase the capacity and associated delivery undertaken by volunteers at a local level as well as delivering a saving through budget reduction for 2020/21.

There are a significant number of voluntary/community organisations and trusts operating within our region who already contribute to national CLD Outcomes such as community development, capacity building, youth work, learning activities, volunteer development supporting vulnerable and disadvantaged groups who have a key role to play in supporting and helping to deliver on the new CLD Plan.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

The strategic lead for CLD sits within the Children, Young People and Lifelong Learning Directorate. However, the Council no longer has a dedicated CLD Service. Instead, there are several services across Directorates, alongside external commissions, that make a contribution to CLD outcomes. Staff in CLD roles work for a wide range of different organisations across the public and third sectors. The Community Learning and Development Partners Strategic Plan 2018-2021 recognises "the financial challenges facing the public sector are likely to lead to further reductions in services over the coming years". This means partners will need to work closer together than ever before to ensure that CLD provision remains adequate and sufficient." The Council's Community Learning and Development Partners' Plan 2018-2021 aims to ensure through the delivery of Outcome 1 that "skills and learning opportunities are co-ordinated with partners and communities to ensure our provision is targeted and reaching those in most need".

## **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

This proposal is focused on delivering savings from the Council's Lifelong Learning Service. This will require a reduction in expenditure across a number of areas as well as fully utilising the capacity of external partners to deliver services. The review of current expenditure has focused on the following areas:

- The potential for partner organisations to take ownership of Council properties in Dumfries and Upper Nithsdale
- Strengthening partnership arrangements with Third Sector by reviewing and re-commissioning contracts in place with external providers
- The possibility of reducing staff costs by supporting those who wish to leave through the Council's Early Retirement and Voluntary Severance Scheme
- Ensuring that Council's service delivery is prioritised to focus on those most in need.

These actions will support the delivery of the action to "increase our understanding of groups and organisations contribution to CLD outcomes on a local basis across our region to help strengthen partnership arrangements and identify and address emerging local need" set out in Community Learning and Development Partners Plan 2018-2021.

## **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The Council's 2018/19 Activity Based Budget Estimates for Lifelong Learning identifies the following areas of expenditure:

### **Staff costs**

£879,713

### **Property Costs**

£102,039

### **Transport Costs**

£14,118

### **Supplies Services and Administrative Costs**

£69,466

### **Payments to Other Bodies**

£185,007

### **Total Expenditure**

£1,250,343

### **Income**

£29,463

### **Net expenditure**

£1,220,880

New savings opportunities have now been identified for 2019/20 and 2020/21. They are described below:

- Area 1 - new staff interest in ERVS, supporting and developing capacity within the community to deliver and re-balancing remaining resources around future vacancies, including the deletion of some posts. Service delivery will be continued by upskilling communities/volunteers.
- Area 2 - take forward the transfer of ownership from the Council to external partners of the North West Dumfries Resource Centre and Kirkconnel Resource Base by way of Asset Transfer or long-term lease.
- Area 3 - review commissioned services that recently transferred to the Lifelong Learning Service from Education. These services will be re-commissioned with a reduced budget.

	19/20	20/21	Total
Area 1	£40,000	£40,000	£80,000
Area 2	0	£80,000	£80,000
Area 3	0	£40,000	£40,000
<b>Total</b>	<b>£40,000</b>	<b>£160,000</b>	<b>£200,000</b>
Previously agreed Lifelong Learning Saving from 2018/19 budget setting process	£70,000	0	£70,000
Sub Total	£70,000		£70,000
<b>Total</b>	<b>£110,000</b>	<b>£160,000</b>	<b>£270,000</b>

### **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There is a risk that the Council, and its partners, may not be able to maintain the excellent inspection results recently published by Education Scotland in January 2018 linked to the Strategic and Place Based inspection that took place during 2017/18.

Through a review of the commissioned services it is likely that partner organisations will need to work in a different way and become more self-sustaining because of the reduced level of financial support.

However, the Council and its partners can continue to make an important contribution to the delivery of the Council Plan 2017-2022 by forming closer partnerships and more focused partnership agreements being developed.

Existing Council staff based at the NWRC, in particular, would likely require to be re-located to other buildings in Dumfries along with new delivery space being identified in building such as the Bridge and DG1. There may be an impact on existing tenants at NWRC depending on associated business plan for any potential asset transfer/long term lease. Staff integral to the operation of the building may require to be upskilled/re-deployed working within Council Policies.

### **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

These savings can be delivered from existing budget.

### **Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

To allow the savings identified for 2020/21 to be delivered this will require a review of existing commissioned services alongside an assessment of the options to take forward the transfer of ownership of the Council facilities. This work will take place during 2019 to ensure full year saving are achieved for 2020/21.



## **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

There is a small risk that the Council's new approach to delivering CLD are not assessed as "adequate and efficient" by Education Scotland. An inspection of CLD in Dumfries and Galloway Council was published on 29 January 2018. Of the 4 quality indicators evaluated, 3 were considered to be "very good" while one was considered to be "good". The proposals set out in this Outline Business Case aim to improve the long-term sustainability of the Council's leadership role in delivering lifelong learning as part of the broader CLD theme while building on the excellent work currently being undertaken by our external partner organisations and local communities. The delivery of the savings contained in this Outline Business Case are unlikely to have a significant impact on the outcome of future Education Scotland inspections as long as existing partnership arrangements are maintained and strengthened. Any future Education Scotland Inspection will consider the impact of CLD by all partners including statutory services, voluntary organisations/Trusts and the community and not purely on services delivered by the Council.

To avoid negative impacts on those currently delivering commissioned services, early discussion and involvement with these organisations will be required so that they are directly involved in the process and so that any risks identified can be mitigated.

The transfer in ownership of the community facilities requires the identification of a willing partner to take them on. At present the Care Inspectorate are engaged with a third sector organisation that currently rent one of the units within the North West Dumfries Resource Centre. This will have no impact on a Council decision to transfer ownership to an external partner organisation. It is possible they could negotiate ongoing tenancy arrangements with any new owner or seek an alternative location within the community to deliver their services. There is a small risk a transfer in ownership is not achieved. However, there has been recent interest from third sector organisations and an additional partner in taking ownership of the North West Dumfries Resource centre. A proactive approach to re-contacting organisations who have previously expressed an interest will be implemented.

Staff employed in those facilities will require to have their employment rights protected which means detailed advice will be required from Human Resources. It may be possible to offer those effected opportunities to re-skill to enable them to deliver priority Council Services.

The £40k staff saving for 2019/20 has been identified through new interest stemming from the current re-shaping process linked to the Service Review. It is likely this will result in new confirmed ERVS applications following a job matching process. However, achieving the staff saving of £40k for 2020/21 will require the early identification of further ERVS opportunities and/or capitalising on any new vacancies.

## **Key Assumptions**

It is possible to reduce Council expenditure while continuing to deliver excellent outcomes in partnership with the Third Sector and local communities. The Council is required to deliver services differently in future.

The main considerations linked to the savings being proposed are:

- new interest in ERVS from staff comes to fruition during 2019/20;
- that community organisations will pursue their interest in properties such as the NWRC;
- that a review of existing commissions will lead to a more sustainable delivery model

The support of a range of Council Services will be required to deliver savings on target. These include Human Resources, Education Services, Legal Services, Procurement and Property Services.

## **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

If this proposal is agreed, the Lifelong Learning Manager will support existing expressions of interest in ERVS, begin a review of commissioned services, identify external partners to take ownership of Council properties in Dumfries and Upper Nithsdale and identify new ways of delivering services to enable new ERVS applications to be agreed.

### Indicative timeline - Commissions

- March 2019 – commence review; engage with 4 existing commissioned organisations; liaise with key stakeholders/customers and internal/external professionals
- November 2019 – be in a position to finalise new commissioned model going forward
- December 2019 – issue notice as required
- April 2020 – new commissions commence

### Indicative timeline – Facilities

- March – June 2019 - engage with interested parties
- July – September 2019 – assess Business Plans/ seek any approvals depending on asset transfer or long- term lease/ discuss any implications with existing tenants/ address any legal issues
- Oct – Dec 2019– issue any notice periods/ work with Property Services on alternative accommodation/delivery options
- Jan – March 2020 – notice periods/decant of staff
- April 2020 – new ownership commences

Proposition Title **Deliver Community Learning and Development in a different way with more involvement from voluntary groups, community organisations, trusts and other partnerships**

Proposition Reference Number **1.14** Transformation Theme **Theme 1 - Sustained focus of our resources on Council Plan prioritisation**

Description of Proposition  
The role of Community Learning and Development is to empower individuals, groups and communities by deploying a range of methods such as community community engagementengagement and capacity building. The purpose of this activity is to improve the life chances of people of all ages. The general thrust of national and local policy is to improve the voice of community organisations. The strategic lead for Community Learning and Development sits within the Children, Young People and Lifelong Learning Directorate. However, the Council no longer has a dedicated Community Learning and Development Service. Instead, there are several services across the Council that make a contribution to Community Learning and Development outcomes. This proposal is focused on delivering savings from the Council's Lifelong Learning Service. This will require a reduction in expenditure across a number of areas as well as fully utilising the capacity of external partners to deliver savings.

Rationale for proposed change  
The review of current expenditure has focused on the following areas. The potential for partner organisations to take ownership of Council properties in Dumfries and Upper Nithsdale, strengthening partnership arrangements with Third Sector by reviewing and re-commissioning contracts in place with external providers, reducing staff costs by supporting those who wish to leave through ERVS and ensuring the Council's service delivery is prioritised to focus on those most in need. These actions will support the delivery of the action to "increase our understanding of groups and organisations contribution to CLD outcomes on a local basis across our region to help strengthen partnership arrangements and identify and address local need" set out in the Community Learning and Development Partners Plan 2018-2021.

Implementation challenges / risks/barriers  
There is a risk that the Council, and its partners, may not be able to maintain the "excellent" inspection results published by Education Scotland in January 2018 linked to the Strategic and place based inspection that took place during 2017/18. Through a review of commissioned services it is likely that partner organisations will need to work in a different way and become more self-sustaining because of a reduced level of financial support.

Relevant benchmarking / performance information  
Education Scotland Inspection outcome

Implementation Start Date **01/04/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **01/04/2020**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	70,000	40,500	160,500	160,500	160,500	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£592,000	£0	100%	£ 592,000.00	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	4	4.8	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		23.2						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes:
		-1	-1	The service employs a number of part-time staff that work a small number of hours per week. It is estimated that this will reduce by 1FTE year 19/20 and 1FTE 20/21

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Property Costs	Commissioned Services	<enter budget area>	Savings	Notes:
	80,000.00	40,000.00	70,000	120,000	Property cost savings will be achieved through transferring existing buildings into third sector ownership or by entering long term lease. Commissioned services savings will be achieved by top slicing the commissioning budget of £157,000 and the level of service re-specified. The £70,000 has previously been agreed from Lifelong Learning

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes:
	£0	£40,500	£70,000	£160,500	This is based on the top of Band 9 plus oncosts

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£160,500	£160,500	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	1.14 Deliver Community Learning and Development in a different way with more involvement from voluntary groups, community organisations, trusts and other partnerships
<b>Prepared by:</b>	Liz Manson, Community Planning and Engagement Manager; Kirsty Peden, Community Engagement Manager; Jim O’Neill, Housing Manager; David Gardener, Service Manager, Business and Enterprise

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Staff in Community Learning and Development roles work for a wide range of different organisations across the public and third sectors. The Community Learning and Development Partners Strategic Plan 2018-21 recognises “the financial challenges facing the public sector are likely to lead to further reductions in services over the coming years”. However, this Outline Business Case recognises a different way of delivering services could enable community organisations to grow, become more sustainable and deliver CLD outcomes combined with increasing the capacity of volunteers and associated delivery at a local level. By growing the partnerships already in place with local communities, and external partners, opportunities could be created to further enhance outcomes for those experiencing disadvantage and poverty.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No impact</b>

<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>																					
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>																					
<b>Summary of Impacts</b>																						
<p>This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:</p> <p><u>Summary of Impacts</u></p> <table border="1"> <tr> <td><i>Positive</i></td> <td><i>High</i></td> <td><i>0</i></td> <td><i>Medium</i></td> <td><i>0</i></td> <td><i>Low</i></td> <td><i>0</i></td> </tr> <tr> <td><i>No Impact</i></td> <td colspan="6"><i>(13)</i></td> </tr> <tr> <td><i>Negative</i></td> <td><i>High</i></td> <td><i>0</i></td> <td><i>Medium</i></td> <td><i>0</i></td> <td><i>Low</i></td> <td><i>0</i></td> </tr> </table>		<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>	<i>No Impact</i>	<i>(13)</i>						<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>
<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>																
<i>No Impact</i>	<i>(13)</i>																					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>																
<b>Measures to reduce/address risks and minimise any negative impacts</b>																						
<p>The proposals set out in this Business Case aim to improve the long- term sustainability of the Council’s leadership role in delivering lifelong learning as part of the broader Community Learning and Development theme while building on the excellent work undertaken by our external partner organisations and local communities. The delivery of these savings is unlikely to have a significant impact on the outcome of future Education Scotland inspections if existing partnership arrangements are maintained and strengthened. Any future Education Scotland inspection with consider the impact of Community Learning and Development by all partners including statutory services, voluntary organisations/trusts, and the community. It will not be focused on Council services.</p> <p>To avoid any negative impacts on those currently delivering/receiving commissioned services, early discussion and involvement will be required to ensure any identified risks can be mitigated. The review and re-commissioning process will be inclusive.</p> <p>The transfer in ownership of the community facilities will involve a pro-active process of re-engaging with third sector organisations who have expressed recent interest. Staff employed in these facilities will be offered opportunities to re-skill to enable them to deliver priority Council services.</p>																						

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme One - Sustained focus of our resources on our Council Plan priorities outcomes
<b>Proposition Title:</b>	1.15 Make efficiencies within the Business and Enterprise Service
<b>Prepared by:</b>	Jan Falconer, Head of Economic Development
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the "As-Is" position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>There are two aspects to this change:</p> <p>As a result of the recent change in management of Strategic Projects following the resignation of the manager it is seen as more effective for the Projects Team to be led at Team Leader level to be appointed from the existing team. It is also seen as beneficial that the post is capitalised, similar to the manager post previously and thus make a saving from the revenue account.</p> <p>VisitScotland has also signalled that it will continue to support tourism in its See South Scotland campaign and is supportive of the Council supporting the local industry. The Council is working to support the tourism industry through Visit South West Scotland, promoting the region's visit offer to Europe and leveraging additional investment by using its funds. Based on this the service can offer savings from its Tourism Budget for 2019-2020.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>Dumfries and Galloway Businesses and Enterprises; public and private sector partners. Visit Scotland and the tourism Industry.</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>The aim is to build an economy based on supporting business to grow, talent attraction, a higher waged economy, demographic change that is focussed on supporting growth. It is vital that the most vulnerable are supported in the best place which supports their situation and there is no duplication of service.</p> <p>Placing the best resources is the best place to ensure effective service delivery and ensure consistent and value-added services. Attracting external funding through leveraging existing budgets.</p> <p>The initiative is to place all Economic Development Project Development and Delivery staff into one team under a Team Leader. The Team Leader role will be capitalised from within the Business and Enterprise Service.</p> <p>The second part of this initiative is to reduce the spend on tourism, but to lever funds from other sources with some of the remaining budget. The reduction will be made by reducing the payment to VisitScotland.</p>	

<p><b>Savings / Benefits</b>  <i>What are the anticipated benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p>
<p>Savings of £47k will be achieved in capitalising the post of Team Leader. A saving of £55k will be achieved from the tourism budget by reducing the payment to VisitScotland. Total proposed saving £102k in perpetuity.</p>
<p><b>Dis-benefits</b>  <i>Are there any negative impacts of this?  Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i></p>
<p>This saving will not impact the Council Plan, Council strategies or policies.</p>
<p><b>Budget- how much?</b>  <i>Are there any costs associated with doing this?  What are the resources &amp; budget required to implement this proposition?</i></p>
<p>There are no negative costs associated with implementing this saving.</p>
<p><b>Work plan- when?</b>  <i>What are the overall indicative milestones and timescales for implementation?</i></p>
<p>Capitalise staff member and reduce tourism budget on 1 April 2019.</p>
<p><b>Risks/Issues/Barriers to Change- what if?</b>  <i>What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?</i></p>
<p><u>Effective transfer of staff member to Strategic Projects Team</u> – this would be managed through senior officers and service managers with staff.</p> <p><u>Communication with Staff and Stakeholders</u> – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff</p>
<p><b>Key Assumptions</b></p> <ul style="list-style-type: none"> <li>• The Strategic Projects Team will continue in its development and delivery of key Council projects.</li> <li>• Tourism support will continue using amended delivery models.</li> </ul>
<p><b>What needs to happen next?</b>  <i>What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?</i></p>
<p>An internal recruitment process will be implemented to appoint the Team Leader Strategic Projects.</p> <p>VisitScotland will be advised of the Council’s decision to reduce funding from 2019/20.</p>



Proposition Title **Business and Enterprise- Skills and Development**

Proposition Reference Number **1.15** Transformation Theme **Theme 1**

Description of Proposition  
The initiative is to place all Economic Development Project Development and Delivery staff into one team. This means capitalising the Economic Development officer who undertakes Capital Projects in Business and Enterprise, creating a team leader for that team from existing resources and removing the post of Strategic Projects Manager.  
The second part of this initiative is to reduce the spend on Tourism, but to lever funds from other sources with some of the remaining budget.

Rationale for proposed change  
To ensure effective and efficient service deliver and ensure no duplication of effort.

Implementation challenges / risks/barriers  
The proposal aims to mitigate risk. However , such initiatives to hold risk. In particular Effective transfer of staff member to Strategic Projects Team – this would be managed through senior officers and service managers with staff.  
Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

Relevant benchmarking / performance information

Implementation Start Date **01/01/2019** Savings Start Date **31/03/2019** Implementation Duration [Months]

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	102,000	102,000	102,000	102,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£408,000	£0	50%	204,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

	1-5 Assess	Score	Scoring Matrix	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver	
Savings	1	1.5		5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	5	7		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	4	4.8		3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5		1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5		Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						
		28.3								

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile	0%	100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
		2		1 Staff member is capitalised. On the part of the capital budget, there is a reduction in staff cost as the strategic projects Manager post will be removed from the establishment.
		1		
	0	1	0	

Increased Income	Current	Proposed	Increase	Notes for completion:
				Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
	£0	£0	£0	

Other revenue savings	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Tourism	-	55,000	55,000	55,000	55,000	Reduce the tourism Budget of £130k by £55k. Leaves £85k
Savings	-	55,000	55,000	55,000	55,000	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£47,000	£47,000	£47,000	
	£0	£55,000	£55,000	£55,000	
	£0	£102,000	£102,000	£102,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	No costs for implementation
					£0	£0	
					£0	£0	
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£102,000	This section is automatically populated using information provided.
	£0	£102,000	

Service Impact	Children, Young People & Lifelong Learning	Economy, Environment & Infrastructure	Communities
	Education, Social Work, Resources & Support Services, Lifelong Learning & Wellbeing	Enterprising Services, Planning & Regulatory Services, Economic Development	Infrastructure & Transportation, Civic & Local Services, Customer Services, Community Planning & Engagement

Service Impact	Corporate Services	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	Notes for completion:
	Finance & Procurement, OD, HR & Assets				Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1
<b>Proposition Title:</b>	1.15 Make efficiencies within Business and Enterprise Services.
<b>Prepared by:</b>	Jan Falconer, Head of Economic Development
<b>Impact on Council Plan</b>	
What impact will this have on aspects of Council priority?	
<p>The Case supports building the local economy but must consider how it will protect the region's most vulnerable people.</p>	
<b>Impact Assessment</b>	
	<b>Potential Impact</b>
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
No impact	
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
No impact	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
No Impact	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
No impact	

<b>Summary of Impacts</b>	<b>Net positive</b>
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This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>none</i>		<i>Medium</i>		<i>Low</i>	

<b>Measures to reduce/address risks and minimise any negative impacts</b>
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Not applicable

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	Reduce Sustainable Development Service
<b>Proposition Number:</b>	1.16
<b>Prepared by:</b>	Jan Falconer, Head of Economic Development
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>At its meeting of 12 September 2017, the EEI Committee agreed that officers should develop a Dumfries and Galloway Council Sustainable Development, Environment and Climate Change Strategy 2018 – 2032 to align with the Scottish Government’s proposed changes in Climate Change Scotland Act (2009) and recent policy changes. Rather than bring together a complex strategy, the Economic Development Service has developed a simple Environment Policy, presented to the Committee on 22 January 2019 to guide and direct the Council’s corporate activities relating directly to Sustainable Development, Environmental Activities, and Adaption, in light of new and existing legislation. A Low Carbon Economic Strategy will build on this to enable the Energy Investment in the region that aims to bring higher value jobs, increase growth and productivity in the region. The service has transferred the Energy Management Team and is in the process of transferring a Sustainable Development Assistant to ensure that the Council achieves its corporate energy efficiency targets. The service believes that energy efficiency and sustainability is best serviced to be corporately embedded and to be part of the Transformation process.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>A range of other services within the Council are internal stakeholders, these include: fleet, property, Waste services, Roads, Catering, Flood Prevention, Fuel Poverty, Housing Strategy, Economic Development and many of the front facing services have roles in this agenda and are undertaking key elements of the agenda.</p> <p>Other key external stakeholders include Scottish Government Scottish Sustainable Network, Scottish Renewables, etc</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>It is the aim to embed a low carbon, energy and environmental aware culture across the Council. This is vital to achieving the transformation required for an effective Council into the future. The Economy, Environment and Infrastructure Committee approved the Environmental Policy Framework to enable the delivery of the Council’s Carbon Reduction Commitments. The policy was developed by the Economic Development Service using best practice from other authorities. As noted above, many other services across the Council have a role to play and are actively contributing to the agenda. This negates the need for a standalone service.</p> <p>It is vital that the Council has a shared understanding of the opportunities available in gaining efficiencies in energy management and utilising the resources the Council has in the most effective manner. The Council’s Transformation programme demonstrates this in a practical manner. Work is ongoing to ensure that the right resources are available in the right place at the right time, hence why the Energy Management Team has been transferred to Property and Architectural Services along with additional expert resource to Property and Architectural Services. A Low Carbon Economic Strategy for the region is identified as a deliverable for the Borderlands Growth Deal. This will be key to both the growth of the region and as a result, the Council.</p>	

## Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

The greatest benefit will be embedding this approach as a way to enable the Council's transformation and modernisation. All services have a role in this agenda, and are already accelerating action.

This will deliver savings of £93,973 from 2019/20 onwards.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Sustainable Development	Cost	Council	External Funds	Total
1 Sustainable Development Assistant	33,499	33,499		33,499
1 Team Leader Sustainable Development	52,043	52,043		52,043
Vehicle Fuel Costs	328	328		328
Car Allowances etc.	388	388		388
Equipment, Furniture & Tools	250	250		250
Printing, Stationery, Postage & Advertising	25	25		25
External Contractors	0	0		0
Computer Equipment & Maintenance	2,800	2,800		2,800
Telephones	440	440		440
Conferences & Subsistence	200	200		200
Renewables				
Equipment, Furniture & Tools	3,000	3,000		3,000
Payments to Other Bodies	1,000	1,000		1,000
Total Other Expenditure	93,973.00	93,973.00		93,973.00
Payments to Other Bodies	327,000.00	327,000.00		327,000.00
<b>Total Other Expenditure</b>	<b>429,404.00</b>	<b>429,404.00</b>		<b>429,404.00</b>
<b>Total Expenditure</b>		93,973.00		

The budget of £327k for Payment to Other Bodies is earmarked to meet the cost of Carbon Reduction Commitment (CRC) This is to be transferred and maintained by Property and Architectural Services where it has been agreed that one Sustainable Development Assistant is transferred to Energy Management Team to undertake the work for the CRC. The remaining posts are no longer required. Embedding the skills supersedes this need. The Environment Policy Framework, Professional training and the Transformation and modernisation process presents the opportunity to make a viable saving.

Total savings at £93,973.00 in 2019-2020 and beyond.

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

This approach is more inclusive and seen as strategically beneficial.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no budget requirements associated with implementing this, except for any ERVS funding required to enable staff reductions.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

The timescale for implementation is anticipated to be as soon as budget decisions are taken.

Staff and Union engagement, transfer of any additional resource. Seek to put in place a corporate reporting process to ensure the Climate Change Commitment is reported to Scottish Government through the Scottish Sustainability Network

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Main risks are the failure to deliver statutory services, this will be mitigated by placing the specialist resource within Planning Services.

Redeployment of Current Staff – this would be managed through the Council’s workforce transition processes.

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.

Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

**Key Assumptions**

That the responsibility for delivering the climate change strategy is embedded across the council and is part of a business as usual consideration for managers in delivering their services.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Engagement and communication with Managers. Reporting of the Climate Change Commitment is to be reported annually through Property and Architectural Services within existing resources.

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Proposition Title **Remove Sustainable Development Service**

Proposition Reference Number **1.16** Transformation Theme **Theme 1 - Sustained focus of our resources on Council Plan Priorities**

Description of Proposition  
Embed Sustainable Development across the council. Transfer resource to Property Services where necessary

Rationale for proposed change  
It is the aim to embed a low carbon, energy and environmental aware culture across the Council. This is vital to achieving the transformation required for an effective Council into the future. The Economy, Environment and Infrastructure Committee approved the Environmental Policy Framework to enable the delivery of the Council's Carbon Reduction Commitments. The policy was developed by the Economic Development Service using best practice from other authorities. As noted above, many other services across the Council have a role to play and are actively contributing to the agenda. This negates the need for a standalone service.

Implementation challenges / risks/barriers  
Main risks are the failure to deliver statutory services, this will be mitigated by placing the specialist resource within Planning Services.  
Redeployment of Current Staff – this would be managed through the Council's workforce transition processes.  
Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.  
Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

Relevant benchmarking / performance information

Implementation Start Date **01/03/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **1 month**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	93,973	93,973	93,973	93,973	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£375,892	£0	50%	187,946	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	0	0	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	5	7	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		23.6						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
	2	0	2	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
				Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£85,542	£8,431	£93,973	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£93,973	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
							X				

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
		X				Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 – Sustained focus of our resources on Council Plan Priorities
<b>Proposition Title:</b>	1.16 Reduce Sustainable Development Service
<b>Prepared by:</b>	Jan Falconer, Head of Economic Development

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Ensure that the Council is meeting its low carbon and sustainable development commitments.

### Impact Assessment

	<b>Potential Impact</b>
--	-------------------------

#### 9 Protected Characteristics

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
<b>Human Rights</b>	<b>No Impact</b>

#### Health, Health Inequalities and Wellbeing

	<b>No Impact</b>
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#### Economic & Social Sustainability

	<b>Low Positive Impact</b>
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The council will deliver its climate change duties by embedding sustainable development within its operations and within its policies. Through other strategic partnerships and initiatives it will develop a Low Carbon Energy Master Plan.

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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<b>Summary of Impacts</b>	<b>Net positive</b>
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This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<b>Medium</b>		<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>			<b>Medium</b>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

None

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 1 - Sustained Focus of our Resources on Council Plan Priorities
<b>Proposition Title:</b>	Primary Class Composition to match national guidance
<b>Proposition Number:</b>	1.17
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the "As-Is" position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>National class sizes are set out by Scottish Government as part of the Education Act. This template proposes consistent application of class composition across all sites. Currently there may be an additional class retained in a school when the role drops to just below the threshold for a further year to determine the stability of the situation. This can result in significantly smaller class sizes in individual schools for the duration of this over-allocation.</p> <p>Under this proposal, the class numbers will be set at the start of the year based on the numbers at enrolment, with the number of classes being reduced accordingly from the start of the next session. This will create a consistent application of the national class size criteria across all schools.</p> <p>This proposal will also remove the historic local arrangements of single teacher school class sizes being capped at 19. Applying the national class composition criteria will move this threshold to 25, ensuring consistency across all primary schools.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>Key stakeholders are schools. This proposal will remove the flexibility to support schools through the transition of a falling roll and will require class restructuring to take place in the new school year.</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>This proposal sets out the need for consistent application of the class size criteria across all primary schools in Dumfries &amp; Galloway. This will ensure equity across schools.</p>	
<b>Savings / Benefits</b>	
<p><i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p> <p>Savings identified £965,648 year on year Part year savings in 2019/2020 - £563,295 (from start of school year)</p>	

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

24 x Class Teacher SCP3 (mid scale) - £30,714

Total salary	£737,136
With on costs	£965,648
Saving	£965,648

In the current year, arrangements whereby the school roll has dipped below the threshold, but the additional class is retained total 20fte including the requirement for non-contact time cover.

This proposal is based on removal of the 20fte teaching staff using a mid scale point 3 salary cost of £42,658 however, it should be noted that with fluctuations in school roll on an annual basis, this may not be a consistent figure year on year.

Reduction of 20fte teaching staff who will be either redeployed into other vacancies or offered premature retirement.

The number of classes affected by the new ratio for one teacher schools would be approx. 6. Year on year this can fluctuate following enrolment. This would lead to redeployment of the 6 teachers currently required for these classes.

Calculations above are based on 24 to allow for fluctuations.

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

This proposal would remove the very low class sizes enjoyed by some schools when their roll reduces, but all class sized remain within criteria.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

This proposal will rely on placing some staff into vacancies across other schools, but also a reduction in staff numbers through Teacher's Premature Retirement Scheme. Costs of this are dependant on individuals who apply.

## Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

Work has started on the annual staffing exercise, but immediately following budget setting, discussions with schools in this position will take place and planning will continue based on the assumptions made in this proposal for staffing levels in August 2019.

## Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

This will impact on the Pupil Teacher Ratio by 0.26

The notes above regarding fluctuations mean that this total may not always be achievable, but would be managed year on year.

Teacher refresh may be required to deliver the number of Premature Retirements required.

### **Key Assumptions**

Enough staff will request to leave as part of a primary teacher refresh programme.

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Immediately following budget setting, discussions with schools in this position will take place and planning will continue based on the assumptions made in this proposal for staffing levels in August 2019. This will then form part of the normal annual staffing exercise.

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Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
 Under this proposal, the class numbers will be set at the start of the year based on the numbers at enrolment, with the number of classes being reduced accordingly from the start of the next session. This will create a consistent application of the national class size criteria across all schools.  
 This proposal will also remove the historic local arrangements of single teacher school class sizes being capped at 19. Applying the national class composition criteria will move this threshold to 25, ensuring consistency across all primary schools.

Rationale for proposed change  
 National class sizes are set out by Scottish Government as part of the Education Act. This template proposes consistent application of class composition across all sites. Currently there may be an additional class retained in a school when the role drops to just below the threshold for a further year to determine the stability of the situation. This can result in significantly smaller class sizes in individual schools for the duration of this over-allocation.

Implementation challenges / risks/barriers  
 Staff who become surplus as a result of reducing school roll, will be redeployed as part of the Annual Staffing exercise in schools. Impact on Pupil Teacher Ratio - 20.4fte = increase of 0.24 on ratio

Relevant benchmarking / performance information  
 National PTR

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	563,295	965,648	965,648	965,648	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£3,460,239	£0	80%	2,768,191	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	3	4.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		23.9						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile			100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
Staff Savings	£0	£563,295	£965,648	£965,648	£965,648	
Other Revenue Savings	£0	£0	£0	£0	£0	
Total Savings	£0	£563,295	£965,648	£965,648	£965,648	

Costs	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost						Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for						
Revenue Cost						
% revenue accounted for						
Project Costs	£0	£0	£0	£0	£0	
Project Costs - additional funds	£0	£0	£0	£0	£0	

Net Benefit	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£563,295	£965,648	£965,648	£965,648	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£563,295	£965,648	£965,648	£965,648	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X										

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 1 - Sustained focus of resources on our Council plan priorities
<b>Proposition Title:</b>	Primary Class Composition to match national guidance
<b>Proposition Number:</b>	1.17
<b>Prepared by:</b>	Susan Martin, Schools Manager; Gillian Brydson, Acting Director of Education

### Impact on Council Plan

What impact will this have on aspects of Council priority?

National class sizes are set out by Scottish Government as part of the Education Act. This template proposes consistent application of class composition across all sites. Pupils will be class sizes of <25, 30 and 33 as dependent on age.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generated on:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

### Measures to reduce/address risks and minimise any negative impacts

Ensure good communication for parents and staff; this provides a consistent approach to staffing across our schools. Single teacher schools are currently provided with peer support through partnership primaries and clusters.

## Customer and Digital Transformation – Theme 2

### Business cases- overview and summary

We will transform the experience of our customers when interacting with us. We'll deliver a one Council, customer centred model allowing a customer driven self-service one stop approach. This will provide a more cost- effective, responsive customer contact whilst continuing to service the unique needs of our more vulnerable citizens.

The Council Plan promises to change and improve how we interact with our customers. To do this we'll provide better value for money with accessible, flexible services, delivering what the customer needs. We'll invest in technology, adopt a digital first approach and fully address digital exclusion. No matter when or how our customers contact us they will receive a high- quality level of customer service.

Our business cases lay out how we'll deliver a transformational programme of customer interactions with services by transforming the way the Council works. The impact, expected savings and required investment are detailed. We need to increase the pace of transformational change to meet the ever-evolving needs of our customers and the speed of technology development. Building on the approach in our Customer Strategy and Charter, the vision is

**Our services are accessible, flexible and delivered with the customer's needs in mind, adopting a digital by choice approach and meeting customer needs at the first point of contact.**

Key outcomes are

- Services that are designed to meet the needs and preferences of our customers
- Staff that work within a do it once do it well customer focussed culture
- A range of access channels with an emphasis on digital by choice
- Proactive and seamless customer engagement

To do this we will:

- Create a dynamic new delivery team with senior leadership of an integrated, empowered and resourced Digital and Customer service that will lead digital participation activity enabling communities, local people and staff to fully engage in the digital world
- Invest in providing a robust, delivery orientated ICT infrastructure and bring together ICT budgets to maximise the impact of technology investment on our digital and customer offer
- Lead the development, specification and implementation of a fully automated Council wide customer relationship management business system that meets customer needs and removes inefficiency or duplication
- Develop and deliver a Digital Action Plan with clear corporate and political ownership. Enable 6 monthly progress reporting to the Members by providing information systems that comprehensively capture customer contact data and

provide regular reporting to managers, senior officers and Elected Members, enabling improvement

- Create effective community- based facilities bringing access into the heart of our communities utilising secondary schools to provide customer facilities
- Create, implement and measure a culture change and workforce development programme that will produce driven, engaged, digitally skilled and customer orientated staff
- Engage with our customers through new approaches to customer engagement with regular and sustained involvement of customers and user involvement when developing services and service design

#### What will be different? - **Current customer experience**

- Limited availability of digital services- most contact needs to be by phone or face to face
- Paper based processes for most transactions, inconvenient and time consuming for customers (and staff) - **Customer needs to chase progress**
- Need to deal with multiple Departments, even for the same enquiry or process, repeat information already provided - **Customer needs to chase progress**
- Difficult to contact the individual member of staff dealing with an enquiry/ process - **Customer needs to chase progress**
- Contacting the call centre only helps with a limited range of enquiries
- Visiting a customer contact centre may be necessary but is not always convenient and only helps with a limited range of enquiries, mainly used for library visits, registration or computer access
- A sense that all processes are designed to suit administrative/ bureaucratic needs not the customer - **Customer needs to chase progress**

#### **Future experience: Customers;**

- Will access services 24/7 across the region including digitally in their own home, in their own time to fit in with their lifestyle and is their first preference
- Will self-serve through automated easy to use processes which they are in control of through their own personal account “my D&G” which tracks progress and pre-fills all applications/ enquiries with personal details
- Can be kept updated automatically and have less need to contact someone in the Council to find out what is happening
- When contacting the Council by phone or face to face in a local hub or access point in their local school will be helped by a trained advisor able to offer tailored assistance without needing to contact other departments as systems will all speak to each other
- With complex needs, or a business owner, can access all the help they need through a single access point (digital, phone based or face to face with a dedicated advisor)
- If vulnerable, will still get the support needed through existing services including the network of Citizen’s advice bureau, homeless service, welfare advice and Social Work but they will be better supported through a more effective joined-up approach but based on individual needs

- Can get any help needed to access digital services if no access to a device or internet connection is available, through a network of local hubs including schools
- Will have access to library services in different ways including digital access, local hub, community run libraries or school- based facilities, with improved choice because of links to the Central Library ordering system
- Will receive help with learning digital skills at my local hub if not confident about using technology

This transformational change can be delivered over the next 3 years by implementing the programme outlined in the business cases. This will provide the benefits of significantly improving our customers' experiences interacting with the Council whilst realising efficiency savings and improved ways of working focussed on meeting customer needs.

Investment through the ICT Asset Class and spend to save opportunities will be prioritised, with potential to generate significant savings by year 4.

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# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 2 – Transform our Customer experience and improve our digital offer
<b>Proposition Title:</b>	Change how we develop our website and social media presence to better focus on customer experience
<b>Proposition Number:</b>	2.01
<b>Prepared by:</b>	Rhona Lewis, Head of Legal and Democratic Services; Graeme McIlorum, Business and Technology Solutions Manager

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

## **Where do we need to be?**

To support our customer services transformation, DGC must embrace the use of transactional and online services. These services are provided through our web site, which over the past few years has seen a radical change in how this service is provided. We have seen the redevelopment of our web site to accommodate the necessary functionality, and its transfer to a hosted solution to provide the necessary access capability. More recently our intranet, Connect, is under-going a similar transformation and that work will be completed shortly.

It is now important that we develop this new platform to deliver those online and transactional services required by our customers as part of transformation of customer services. We must deliver better experience for citizens/residents/businesses/partners/staff when using the dumgal.gov.uk website and ensure the web experience is more customer focused with an emphasis on user experience being a positive one with a site that is functional across different platforms including social, mobile and desktop.

## **What do we need to do?**

The web team are currently part of Business & Technology Solutions where the proximity to technical expertise has enabled the transition to stable digital platforms. The next stage in the development of our web services is to use these platforms to deliver efficient and effective customer focused services and develop an appropriate communications channel. This needs to be as part of a coordinated programme of digital transformation and which makes best use of skills and resources across the Council.

## **How do we go forward?**

Communications and customer service will drive the next phase of web development, and with the sites being hosted there are significant opportunities to have our web pages and functionality delivered by external organisations. There is general consensus that responsibility and resourcing within BTS is no longer optimal and that a new approach should be adopted where the digital development focuses on customer service and experience, to quickly respond to customer and digital services development needs, and where content management of public information is fully owned by relevant services, building on the development of content management protocols already established.

The direction of web development with a focus on customer and communications suggests the web development is now led through communications in support of the customer journey -Theme 2 in the Council’s Transformation Programme considered this and suggest as one of their proposals that consideration should be given to amalgamation with the Communications Team.

Some of the work would be absorbed within current duties of the communications team including the existing role of social media assistant which would be revised to include web development.

The existing web team posts would be removed (3 FTE – 4 posts). Through retraining, removal of vacancy and redeployment a saving of circa £100k staff savings could be achieved. The remaining web budget would transfer over as this relates to the costs of the outsourced hosting contract

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The following stakeholders have been identified:-

Elected Members - responding to requests for a more engaged and responsive experience for customers and users and helping the Council to move digital and more convenient customer experience forward.

Customers – as above

Heads of Service and Business Managers - the need to ensure compliance with web content management would be reinforced with responsibility for review and ownership of specific content. This could be achieved by continued coordination of the content management protocols.

Staff – the change in roles, loss of FTE posts and appropriate handling and support to manage change and redeployment. Clarity on absorption and re-allocation of duties to other staff is also a significant matter.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The main objective is to rationalise the communications and web teams to deliver a coherent website provision providing support for the Council's Transformation agenda and prioritising allocation of resources.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

There are number of areas where we can achieve benefit from this proposition.

- Having a Web and Digital Media Officer and a Digital team working together will help in delivering this will improve how our website looks, engages and informs. By utilising the experience we already have in the graphics team we can enhance the visual communication of the site and start to integrate more multimedia via video, photography, animation and interactive media.
- The site needs to assist services and directorates in delivering information (and some services if possible) to alleviate the time and financial pressures of face-to-face or telephone contact. In addition, If the correct information is carried on the website and can be easily found it may also reduce the number of FOI requests we have been experiencing.
- We have many stakeholders that we need to consider for the website. Users of the site will visit the site to accomplish a goal not to admire the graphic design of it. They will want accurate and reliable information or want to pay a bill or register interest etc. quickly.
- The functionality will be supplied by an external hosting company but the user experience and goal accomplishment will be done in house.
- The positioning of the most important and popular content will provide the clear roadmap for users. The search function is central to this and we must be able to hold and catalogue information efficiently so tasks/visits are completed as the user wishes whilst continuing to work with Services to ensure information is up to date/relevant.

- There needs to be a clearer idea on site navigation and user experience. The levels of navigation need to be reduced and simplified so having the ability to devise and develop this from one team is crucial.
- With only one Web Officer, expectation will need to be managed carefully. Clear guidelines on Service requirements will need to be strengthened.
- Consider accessibility – needs to continue to be accessible to all.
- Responsive design – users expect to access high-quality info and services anywhere, anytime and on any device in a secure manner. With the design experience that officers have we can ensure the requirements for screen size, platform and orientation of the user's device are considered.
- Deletion of dedicated social media support will be mitigated by individual communication officer work where use of social media is increasing.

This proposition will see the amalgamation of the web and communication teams. Any savings as outlined below are associated with the removal of FTE posts.

### Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The amalgamation of the communications and web teams is proposed with the following recurring savings identified. Deletion of the following posts:

1 x Principal Officer	£38k
1 x Band 7 (vacant)	£25k
2 x 0.5 FTE Band 7	£25k
Total salary	£88k
With on costs	£115k
Less additional costs of amalgamated post	£15k
	£100k

### Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There is a risk that the demand from services is in excess of capacity and therefore prioritisation of digital customer experience will ensure that regular assessment of workload are carried out.

### Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no budget requirements other than the additional costs noted above associated with implementing this project.

### Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

The timescale for implementation would be from March to July 2019, predicated on the completion of current tasks, HR processes and handover.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Redeployment of Current Staff – this would be managed through the Council’s workforce transition processes.

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.

Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

**Key Assumptions**

That the newly formulated team can meet the demands from the Council Transformation Programme and that a closer focused team as part of other consolidation of resources and responsibility to meet Digital ambitions are fully agreed and progress.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

A transition plan for both the work currently being carried out by this team, and the new offering to services is developed and communicated.

Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
This proposes a change in how we develop our website to focus on customer experience and online transactions. Over the past few years we have seen a change in how this service is provided with the redevelopment of our web site to accommodate the necessary functionality, and transfer to a hosted solution to provide the necessary access capability. It is now important that we develop this new platform to deliver those online and transactional services required by our customers. The web experience needs to be more customer focused with an emphasis on user experience being positive with a site that is functional across different platforms viz. social, mobile and desktop. The consensus through Transformation developments is for amalgamation within the Communications Team to support the direction of web development with a focus on customer and communications. This proposal would see a 3 FTE reduction in BTS Revenue Budget, and absorption of activity into Legal and Democratic Services and Council-wide Service support teams. Staff redeployment will be required to achieve savings

Rationale for proposed change  
The web team are currently part of Business & Technology Solutions where the proximity to technical expertise has enabled the transition to stable digital platforms. The next stage in the development of our web services is to use these platforms to deliver efficient and effective customer focused services and develop an appropriate communications channel. There is general consensus that continued inclusion within BTS is no longer optimal and that the activity should be moved.

Implementation challenges / risks/barriers  
Redeployment of Current Staff – this would be managed through the Council’s workforce transition processes.  
Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.  
Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

Relevant benchmarking / performance information  
N/A

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	100,000	100,000	100,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£400,000	£0	100%	400,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver		
Savings	1	1.5	Scoring Matrix	5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	2	2.8		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6		3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3		1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column							
		20.9								

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current (No.)			4		4	4	4	4	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)			0		0	0	0	0	
Reduction			4	0	4	4	4	4	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current									Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed									
Increase			£0	£0	£0	£0	£0	£0	

Other revenue savings	Vehicle and Transport Costs	Property running costs	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Vehicle and Transport Costs	-	-								You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
Property running costs	-	-								
<enter budget area>										
Savings	-	-	£							

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£0	£0	£0						Staffing savings this is set up to calculate at an average salary of £22,500 - if you know the salary banding of the posts to be reduced, you should update the formula in the cell.
Staff Savings	£0	£100,000	£100,000	£100,000						
Other Revenue Savings	£0	£0	£0	£0						
Total Savings	£0	£100,000	£100,000	£100,000						

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost												Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for												
Revenue Cost												
% revenue accounted for												
Project Costs	£0	£0	£0	£0	£0	£0						
Project Costs - additional funds	£0	£0	£0	£0	£0	£0						

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
				x		Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	Consultancy Costs												Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs												
	Property Costs												
	Staff Costs												
	Project Costs	£0	£0	£0	£0	£0	£0						
5 Year Total Cost	£0	£0	£0	£0	£0	£0							
Cost Check	£0	£0	£0	£0	£0	£0							

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 2 – Transform our Customer experience and improve our digital offer
<b>Proposition Title:</b>	2.01
<b>Prepared by:</b>	Lorna Meahan, Director of Corporate Services

### Impact on Council Plan What impact will this have on aspects of Council priority?

Support improved customer services and access to services online

### Impact Assessment

	<b>Potential Impact</b>
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#### 9 Protected Characteristics

Narrative and assessment of impact (includes staff and service users) on:

Age	Medium Positive
Disability	Medium 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
<b>Human Rights</b>	<b>No Impact</b>

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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<b>Economic &amp; Social Sustainability</b>	<b>Low Positive</b>
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<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>Low Positive</b>
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## 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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>	2	<i>Low</i>	2
<i>No Impact</i>	9					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

## Measures to reduce/address risks and minimise any negative impacts

-



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 2 - Transform our customer experience and improve our digital offer
<b>Proposition Title:</b>	Significantly increase the opportunities for customers to self-serve online (for example, to report, pay, book, or get information) therefore reducing the need for more costly and less convenient channels such as face to face or telephone
<b>Proposition Number:</b>	2.02
<b>Prepared by:</b>	Customer and Digital Transformation Delivery Board (CDTDB)/ Steve Rogers (Head of Planning and Regulatory Services)

## **Background Information - why?**

What is the background and descriptions of the proposition, the "As-Is" position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

We live in a digital age where citizens' expectations about how they access public services are now very different from a few years ago. The levels of service provided by private consumer-facing businesses have significantly transformed through digital technology. Public services have also been leading digital transformation, for example through gov.uk online services for a wide range of citizen needs from car tax renewal, tax returns, benefit claims to TV licence, passport applications etc. This is all driving citizen demand and expectation about customer service levels. There is a need for the Council to transform our digital and customer offer in line with changed demand and to better meet the needs of our communities. Digital services are significantly cheaper to deliver than traditional face to face or telephone based services. There is therefore an opportunity to reduce costs as well as improve customer choice and service levels. Scottish Government is supporting high speed broadband roll out with a target of 100% premises coverage by 2021 which will better support digital services. The comparative cost to the Council of different types of customer interaction are shown in the table below;

<b>Channel</b>	<b>Cost to transact per customer</b>
Face to face	£10.56
Post	£6.63
Telephone	£3.21
Internet	£0.39
Online transaction forms	£0.08

## **The current picture**

Customers currently contact us mainly by phone or face to face visits. Information provided through the Lagan CRM customer contact system shows that in 2017/18 digital interactions accounted for only 10% of customer interactions, with 31% face to face and 58% phone. (Please note that there is currently only a limited number of transactions captured through this CRM system and these statistics are illustrative). This reflects in part the limited availability of digital services. Our Customers find our current digital offer minimal, with few processes available on our website. Information collected through our Theme Board looking in detail at licenses and permits has so far identified over 165 separate request processes, of which only one is fully digital. Whilst there has been progress in some areas, for example e-planning, landlord registration and revenues and benefits there needs to be a significant acceleration of digital processes. As a comparison, one of our exemplar benchmark Councils, Argyll and Bute, now has 54 different licences and permits available to apply for digitally on its website. Customer research into contact preferences has been carried out recently and interim results (based on 667 online returns) show that;

- 99% of respondents use the internet
- 86% agreed that online is a convenient way to contact the Council
- 62.5% agreed that online is the easiest way to contact the Council
- 54% said that services could be made more accessible by making more available online
- 75% said they would register for online services with the Council
- 56% said our online services don't work well enough
- The services which most respondents would access if online availability was improved are Roads, Waste and Recycling, Leisure and Sport, and health/ social care
- 93% felt they had sufficient skills to use online services
- The most preferred method of contact currently is telephone (37% of first choices)
- If online services were to be improved the most preferred method of contact is electronic (30% of first choices)
- Face to face is only the most preferred first choice of 6% of respondents

Customer contact and service is currently fragmented across Directorates, with systems that have evolved within individual services and do not join up, and face to face provision based on a legacy of wherever Departments are located, plus Customer Service Centres. This means we have no overall picture of current customer engagement and management. It also means that robust information about our customers is limited, which restricts our ability to fully analyse and understand customer needs and preferences and incorporate that into service design and development. It also means that individual customers are not receiving a joined up or co-ordinated service and are liable to be passed around the organisation in pursuit of a response.

In terms of how we are organised, the Customer Service Centres and our call centre are resourced and managed by the Customer Services team in Communities. Our web team sits in BTS within Corporate Services, our Communications team sits within Legal and Democratic Services, as does our Performance and Improvement Team. Within individual Services there are also service improvement, quality and customer engagement posts and teams, for example within Education and Social Work services. This fragmented approach lacks direction and purpose, with no clear plan to develop our digital and customer offer, and service specific solutions rather than a one Council approach.

Whilst there has been some progress in developing our Digital Strategy, it is clear from benchmarking with other Councils through the Scottish Government's Digital Partnership Office and other public sector organisations that we are lagging behind in digital service availability for our customers and communities and in delivering excellent customer service. Exemplar Councils have already delivered transformational change to benefit their customers and communities. We have identified Argyll and Bute, Dundee, Edinburgh and West Lothian as examples of what is possible with a clear strategy/ plan, resources and a dedicated delivery team.

The approach taken by West Lothian focusses on identified key outcomes for customers, underpinned by activities in a delivery plan which included My Account, self- service, joining up of systems and deploying technology to support service provision (eg. telecare). KPIs were established to provide a framework for measuring the success of the programme.

### **Future model**

A step change is needed here in Dumfries and Galloway to build a one Council, citizen focussed approach that can fully support transformational change in the way we do things as an organisation. This will also be essential for meeting the challenges of our Financial Strategy. The future model is described in the attached overview document.

**Our vision is that our services are accessible, flexible and delivered with the customer's needs in mind, adopting a digital by choice approach and meeting customer needs at the first point of contact.**

The outcomes of this would be:

- Services that are designed to meet the needs and preferences of our customers
- Staff that work within a do it once do it well customer focussed culture
- A range of access channels with an emphasis on digital by choice
- Proactive and seamless customer engagement

The outcomes for Customers would be:

- You will be able to access services 24/7 across the region with a choice of ways to contact us
- You will be able to serve yourself through automated easy to use processes which you are in control of through your own personal account “my D&G”
- You will have less need to contact us as we will keep you advised automatically when you request a service or report something to us
- When you do contact us, we will know who you are and be able to offer tailored help and assistance as our systems all join up
- If you have complex needs or are a business, you can access all the help you need from us through a single door with a dedicated trained advisor
- You will be able to get any help you need to access digital services through a network of local hubs and customer access points within our towns and villages
- You will receive help with learning digital skills if you need it

#### **How will this work?**

- Customers will be assisted and advised at the point of contact whether that is by phone, in person, using remote or mobile technology, social media or digital processes.
- All customer contact will link to a system that is connected to all parts of the organisation enabling front line staff to access person-centred non-sensitive information across the Council to provide meaningful information and responses.
- Our staff will be developed and supported to provide excellent customer service.
- Digital service provision will be fully developed, offering easy to use self- service access to services which enable transactions to be carried out entirely online. The aim is to make these so good that they become the preferred route for most customers.
- Service processes will be redesigned around customer needs and the move to digital provision.
- Strategic hubs will provide one stop face to face support focussed on our more vulnerable customers with complex needs.
- Linked to these will be a network of satellite outreach customer access points linked by technology located in the heart of our towns and villages within existing public buildings including schools, community centres, halls, museums etc.

Within that approach it is recognised that there will be challenges to support digital access within some more vulnerable groups and that “assisted digital” with enhanced access to complex services will require continued face to face or telephone- based advice and support and this is explained further in proposition 9.2. Scotland’s Digital Participation Charter which the Council signed up to on 1 October 2018 commits us to recognise and support the needs of vulnerable groups in developing digital services. A recent example of this was the success of the support put in place to assist the roll out of Universal Credit as a digital only process. Our future digital and customer model will prioritise digital and social inclusion by recognising the complex needs of our most vulnerable citizens, developing a one door or hub approach for accessing services. It will also focus on supporting economic growth through a similar approach for businesses, linking to partner agencies but providing one door access to Council services used by businesses. The development of digital is also important for improving the region’s economic competitiveness, driving improvements to our infrastructure as well as responsive, readily accessible, efficient, customer focussed public services which are “investor friendly”.

It should be recognised that these changes are needed to position us to a more appropriate base level using current technology processes. It is clear however that the pace of technological change and impact on everyday services is increasing. The future impact and opportunities of developments like artificial intelligence, robotics and automation, wearables, autonomous vehicles, blockchain and other future developments needs to be understood and planned for.

### **How will this be delivered?**

We need to create a sustainable structure to deliver this change program, providing leadership, focus and the skills and capacity needed to realise these transformation plans.

- Create a dynamic new team, led by a Head of Services as strategic lead, which brings together talented and skilled staff from across the organisation including from Customer Services, Web Development, Performance and Improvement and Communications teams. The team would be empowered to deliver transformational change. The skills required include change management, service design, customer research and analytics, content design, business analysis, digital customer services, communications including social media, web development and technical skills. To deliver the programme at pace would require a number of multi skilled teams supplemented by external specialists and underpinned by capital and revenue budgets. Services will be expected to release key staff needed to create this new Service on a full-time permanent basis.
- Establish a young innovators/ tech wizards group (for example recruited from our local Further/ Higher Education and senior schools contingent) to act as an external sounding/ testing group to identify new and emerging technologies and inject new ideas and thinking.
- Supplement this with a network of Digital Service Leaders within Services to help identify opportunities for change, act as local change agents, link to the Digital Service, and support service design processes.
- Develop a Customer and Digital Action Plan to be overseen by a Project Board and accountable to Members through the Policy and Resources Committee.
- Create an elected member Digital Champion to lead the political input and provide political drive behind the programme.
- Ensure that all investment in future or existing digital systems and processes is channelled through the Customer and Digital Action Plan and signed off by the Project Board. Services would be accountable for the projects being delivered within their remit.

Our Council deals with thousands of ‘customer transactions’ every week – ranging from the very simple to extremely complex. To maximise our performance and be a customer centred organisation these transactions require to be reviewed, challenged and improved on an ongoing basis. A programme that is sustainable, yet ambitious, will be delivered that prioritises those customer transactions that will have the biggest positive impact on our customers, particularly the most vulnerable, and Council (improved customer experience, delivering efficiencies and financial savings – and where possible, ideally both). Historical processes will be robustly reviewed, challenged, and improved through a Service Design process. Effective use of technology will be the ‘enabler’ as opposed to the ‘driver’. We will design services around and involving our customers, remove unnecessary stages and ensure those steps that are left are as good as possible.

Priority work streams have been identified for early action in the next 6-12 months in the Digital Project Plan as follows:

- Contact Centre Infrastructure Update
- My Account – Council Tax and Non Domestic Rates
- Self Service Delivery
- Service Design
- Customer Relationship Management (CRM) system

- Cashless payments
- Enhanced customer service presence in communities including multi use of schools
- Staff development programme

These are explained more fully in the “Objectives and Activities” section below.

Driving customer service improvement and digital transformation will be an ongoing focus of our Council not just a short-term action. The work streams detailed above are highlighted as areas of current priority. As they are developed further/delivered other work streams will commence to maintain momentum.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

**Customers and service users-** will benefit from improved access to services and the ability to self-serve 24/7 using an individual online account which links to all services. There are also potential savings for customers for example removing the need to post forms/ documents or travel to Council offices.

**Vulnerable groups-** will benefit from a one door approach focussed on meeting their needs, with better managed seamless support which brings in all relevant services through a dedicated advisor or existing service.

**Businesses-** will benefit from a one door approach focussed on their needs, making it much easier for them to deal with the Council across a range of interactions and receive a more responsive service through a dedicated advisor. Cost and time savings from more efficient interaction with the Council.

**Staff-** will be supported and developed in customer service and digital skills enabling the delivery of a more satisfying customer experience.

**Communities-** will benefit from enhanced remote digital access to services through local hubs and Customer Access Points within schools and other community buildings, and where needed the provision of “assisted digital” support

**Partner agencies-** opportunities to provide more integrated services, with links to related processes, also opportunities for sharing hub facilities locally.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

### **Customer and Digital Action Plan 2019-22**

The aim is to transform our customer service by moving to a one Council customer- centred model. The following activities will form part of the Action Plan which will be subject to agreement and monitoring by the Communities Committee.

#### **1. Contact Centre**

The current arrangements for the Council’s “Contact Centre” are based on a traditional fixed location model due to restrictions associated with the technology currently used. A commitment has been made to upgrade the Contact Centre infrastructure. The current system is no longer maintained by the supplier. The upgrade will have enhanced functionality regarding options for more flexible contact centre service provision. This planned investment will act as a catalyst to develop and improve the use of telephony as a customer channel.

The current Contact Centre provides a wide range of other critical lifeline services beyond telephone enquiries (this includes “out of hours”, care call, lone working and alarm monitoring). The team within the Contact Centre are extremely knowledgeable in relation to Council services and play a vital role not only in “routine” enquiries but also in emergency planning and providing our communities with reassurance 24/7.

The overall vision for the telephony element of our Contact Centre is through using improved ICT infrastructure to develop a flexible network of available “call handlers” able to respond to incoming calls from any location that the technology is available. Resulting in increased resource capacity to respond to incoming enquiries, as well as maximising the use of staff resources at times where short-term capacity is identified or in emergency/peak demand situations. This will lead to staff resources being ‘multi-functional’ where customer service delivery is required, training and a CRM with detailed workflows will be provided to sustain this model. The current Contact Centre team will remain as the ‘core’ of the service supporting the development of staff resources across the organisation. Finally, this approach will support the delivery of the Council commitment to agile and flexible working.

- **Contact Centre Infrastructure:**

- upgrade to the existing Contact Centre infrastructure from UCCX version 8.5 to Cisco Finesse
- a ‘core’ contact centre team remains
- hubs/ customer access points across the region become satellite contact centres.
- reception/administrative functions across the Council could increase capacity within the contact centre model

- **Telephonetics Upgrade:**

- Upgrade to existing telephonetics system
- Implement the system to external customers (previously only used internally) this may reduce the contact centre incoming calls by up to 10%.

The upgrade to our Council’s existing telephony management system will provide enhanced flexibility to deliver ‘contact centre’ type services outwith the current fixed location of Monreith House. This business case provides specific staff savings totalling £64,906. As work streams associated with other proposals linked to the remit of the Customer and Digital Transformation Delivery Board; changes to Customer Service Centres, development of ‘My Account’, improved Web presence, as examples, this concept of a “virtual contact” centre can be expanded with further efficiencies and savings identified.

## **2. My Account**

My Account is a free and secure sign-in service for accessing public services online in Scotland. It is provided by the Improvement Service and funded by the Scottish Government. The site was launched in April 2014 and is now used by approximately 20 other Local Authorities. My Account is designed to work nationwide giving public sector organisations across Scotland a shared secure method of verifying who their online customers are. Despite early efforts My Account has not yet been implemented. It is now time to focus our efforts into delivering My Account into Dumfries and Galloway Council in 2019/20.

Currently when customers have a change of circumstance or want to apply for a variety of benefits they have to complete a range of forms and can be asked to provide the same information more than once.

We require to create a single record through the adoption of My Account and integrate systems so that a customer need only tell us once and from there other systems will be automatically updated. This will also complement our self-service ambitions. It will also require work to be done to prepare our numerous data sets to be accurate and consistent before they can be integrated. We have looked at the potential impact on efficiencies in one business area in more detail, Council Tax and Non domestic rates, and identified potential for over £190k of savings over a 4 year period (see detail in savings box below).

## **3. Self Service**

There are currently 30 interaction processes, of which none are currently provided by, linked or integrated to a corporate web self-service page. Most involve downloading and printing of

forms to be completed manually and returned by post or handed into an office. Whilst there has been some progress in developing our Digital Strategy, it is clear from benchmarking with other Councils that we are lagging behind in respect of our customers being able to self-serve. We require to deliver an enhanced functional website offering digital access to a range of services with a minimum of 40 transactional services available as fully digital self-service from end to end.

Detailed analysis of one end to end transaction relating to Authorised Venues licensing was carried out and the results show that moving to a digital process would reduce processing costs by approximately 50%. There is potential to replicate such savings across the many processes that we plan to move to digital including initially:

- Council Tax payments and changes to circumstances
- Benefit applications
- Grant applications
- Bulky uplift requests
- Waste collection requests e.g. new bin, assisted collections
- Blue badge applications
- Copy of registration certificate requests
- Payment of fixed penalty notices – parking, fly tipping, dog fouling etc
- Fault reporting – street lighting, potholes, empty grit bins, fly tipping, dog fouling, public toilets, anti-social behaviour, graffiti
- Requests – parking permits, library books, skip permits
- Licensing – food businesses, authorised wedding venues
- School meals and trips
- Register a dairy farm
- Harvesting of shellfish
- Permissions for parades
- Animal welfare licenses
- Business licenses including metal dealers, second hand motor dealers, street trading

#### **4. Service Design**

Digital service provision requires re-design of business processes, and this needs to be done by looking at customer journeys. A substantial programme of service design will need to be undertaken, at pace, if we are to meet our digital service ambitions and enable self-service and My Account to benefit our customers fully. This will need priority resourcing within Services, using staff trained in business process mapping and design techniques. All Services will be required to contribute staff resource to make this happen in conjunction with the new Customer and Digital Team.

#### **5. Customer Relationship management (CRM) System**

Customer relationship management is a process for managing interactions with customers; with a Customer Relationship Management System (CRM) being a core aspect of this process. In a local government context, the interface with customers can be complex; involving addressing queries, complaints, specific requests and demands accurate information to be transmitted and received speedily. How well delivery of customer service is organised directly affects levels of accessibility, inclusion, involvement and general care that can be offered to citizens. A CRM system is critical to the Council's ability to provide a single point to record all customer contact and provide auditable statistical information which can be analysed and used to improve services to the public. A CRM allows us to report on why, how, where and when our customers are contacting us.

The Council's current CRM is Lagan ECM (Enterprise Case Management) version 7 and requires to be upgraded in the short term to improve operating stability and functions. It is managed by the Customer Services team and is available to the Customer Service Centres

and contact centre rather than being a corporate system.

In the past, councils wanted a single view of a customer however today the priority is to enable customers to get a single view of the council – it should not matter that there are many different council services or departments. The Scottish Government and Scottish Local Authorities are committed to using 'My Account' as the authentication for accessing personalised online services.

To deliver this for customers requires the development, specification and implementation of a fully automated Council wide customer relationship management business system that meets customer needs and removes inefficiency and duplication.

The aim is to utilise a corporate CRM across the organisation to record all customer contact. This is essential to enable the organisation to know why, how, where and when our customers are contacting us and to make informed decisions on future service delivery. This will offer significantly enhanced functionality to that provided by the 'stabilised' current CRM system detailed above. Work is underway to specify our needs from a future system and determine whether we move to procure a completely new system or upgrade the existing.

## **6. Cashless payments**

The development of digital services will facilitate a move to cashless payments, for example through an electronic citizen's card and the online "MyAccount" system. Handling cash and cheque payments is expensive, and studies of public sector organisations have shown that 41% of the payment received is needed to cover the processing and handling costs. Cashless payments would be more convenient for customers, for example parents paying for school meals or trips. Immediate cash savings can be made from the handling charges we incur from third parties such as Securicor.

## **7. Enhanced customer service presence**

Our proposed model for future customer and digital services improves choice for customers by significantly upgrading digital service provision, recognising the increased demand for customers to access services at their own convenience 24/7. There will be a continued but reduced need for face to face interaction, particularly focussed on meeting the needs of the most vulnerable, but we remain committed to offering local access to services across the region using our extensive network of local assets and front line staff. There is a need for us to develop a more responsive and flexible approach to this, which will take various forms. It is important to reinforce that critical services across our region that require to be delivered on a face to face basis remain a priority and will continue, and indeed improve. This includes registration of births, deaths and marriages, providing our homeless and housing options service, supporting vulnerable people to access benefits. Proposed changes will occur sustainably, involving customers and communities, to ensure that provision is directly linked to the profile of demand, community aspirations in terms of local priorities and adopting a "total place" approach. This will fully recognise that due to the nature of Dumfries and Galloway there will be different solutions for different communities.

- Enhanced strategic customer hubs in larger towns (Dumfries, Stranraer, Castle Douglas, Annan and Gretna) using the enhanced model already developed for Stranraer
- Linked satellite spokes (customer access points) within communities, based within existing Council (or partner) buildings, in particular schools or community centres
- Customer access points with digital connectivity, access to assisted digital, virtual call centre, live link to customer advisors and place for prearranged face to face appointments. It will be possible to provide many more of these relatively simple spaces eg. within secondary schools and community centres/ village halls than is possible or affordable using the current Customer Service Centre model.
- A virtual call centre using staff working across the region



- Front line, community based staff who are customer service trained and empowered to deal with customers at first point of contact within the community, including mobile/ward based staff maximising use of mobile technology.
- More community management and ownership of local facilities such as libraries, combined with more innovative solutions such as digital libraries.

There are currently 24 sites across the region where the Council's Customer Services team provide a face-to-face service for the public to transact with the Council across a range of services. These are referred to as integrated customer service centres (there are no standalone public libraries in our region) and, where currently established, are as a result of an integration programme agreed as part of the 2013/14 budget development process. They are used by customers to access library services, public access PCs/ Wi-Fi, registrations and a range of customer services such as reporting faults and updating/ claiming various benefits. The current locations of these are – Stranraer, Newton Stewart, Wigtown, Whithorn, Port William, Gatehouse of Fleet, Dalry, Kirkcudbright, Castle Douglas, Dalbeattie, Lochside, Kirkconnel, Sanquhar, Thornhill, Lochthorn, The Ewart, Georgetown, Annan, Eastriggs, Moffat, Lockerbie, Lochmaben, Langholm and Gretna.

This proposal is to consider each current integrated customer service centre and over a three year programme work with customers and communities to develop sustainable local solutions to what provision will look like in the future. Potential approaches could include community ownership/operation with appropriate support from the Council, self-service book lending, better collaboration with partner organisations and arranging alternative provision in an adjacent facility (for example a local primary school). As part of the previously agreed integration programme a number of facilities received capital funding investment to improve condition, lay out and compliance with key building legislation. This investment will also now be an advantage in terms of ensuring facilities prioritised for community management/asset transfer are of a good standard. The 5 strategic hubs detailed above will support this model providing resource, advice and access to technology, etc. The programme will adopt a similar approach as that of the ongoing Council's Communities Facilities Review (i.e. meaningful local involvement, innovative solutions that reflect that particular community and progress reported to Members of the Communities Committee).

A significant element of the costs associated with the current operation of Customer Service Centres (CSC) across our region is staffing. As part of work to review current face-to-face services delivered by our Council, including through these Customer Service Centres, opportunities to align with the investment in our school infrastructure in a way that broadens access and makes better use of these assets is essential. Significant investment to upgrade Wi-Fi availability and ICT connectivity is planned for all our secondary schools and we will dovetail with this programme to identify opportunities to create customer access points within our secondary schools. The upgrade was agreed at CYPLL Committee and the aim is to facilitate multi- purpose use of our secondary schools by installing the necessary ICT infrastructure. The roll out will start with our most rural schools.

A key consideration is how to not only consolidate facilities but also the staff that deliver services from them. For example, solely moving a staffing compliment from a current CSC into a school would not generate significant savings. Focus needs to be on prioritising staff roles and maximising where staff could develop multi-functional remits. Through effective use of technology, a "face to face" service would not necessarily be delivered by a member of staff based in the facility the customer has visited.

The Customer Contact Service Review presented to Community and Customer Services Committee on 20 October 2015 outlined the benefits of developing customer hubs where multiple services and partner organisations are co-located to deliver face-to-face services through a coordinated single point of contact approach. The first significant progress towards this is the co-location of Financial Wellbeing Page 135 less teams in Stranraer Customer

Service Centre. Customers will be able to visit one location to request assistance / advice / information on services including:- Benefits, Housing, Council Tax, Scottish Welfare Fund, Homelessness, Public access PCs, Free Wi-Fi, Registration, Library services, General customer services.

This hub approach in Stranraer, which has also been adopted in Annan means that customers are not 'bounced' from one location to another resulting in multiple points of contact with multiple staff members and unnecessary repeat / duplicated contact. The centre is also used by other services and partner organisations such as McMillan Support, Building Healthy Communities, Care and Support Services, D&G Advocacy, Employability and Skills and NHS services.

## **8. Staff development**

Our Council have recently signed up to Scotland's Digital Participation Charter with two initial priorities being identified nationally as follows:

- ensuring that all of our staff and volunteers have an opportunity to learn basic digital skills, and that they take advantage of this opportunity
- encouraging and supporting our staff and volunteers to help other people learn basic digital skills, and help other organisations to embrace digital tools

Our plan to achieve this will revolve around the following activities:

- at a Strategic level undertake a digital maturity assessment on our organisation which will help identify future learning needs and support
- at a more operational level we would plan to introduce a new digital training and upskilling programme for all staff to ensure that they have the core digital skills and confidence to integrate them into their work and support customers and particularly those who are most vulnerable;
  1. an online digital hub is already being created for staff to help improve their digital knowledge and skills – this will pull together self-help and upskilling digital resources already available through Open University (Openlearn), "Futurelearn"; the Digital Champions Network and using key support resources such as the Microsoft Digital Literacy Curriculum and Barclay's Digital Wings;
  2. facilitated sessions will be arranged with the key front line staff who are in contact with vulnerable customers on a day to day basis through customers services, employability, lifelong learning, young people's services, revenue and benefits to ensure that their digital and customer skills and knowledge are enhanced. This will ensure that a wide group of front-line staff are able to support those who are most vulnerable in our communities by ensuring that they possess a minimum level of "foundation digital skills" such as being able to complete on-line applications; undertake web-based searches; online banking and transacting; set up an e-mail address. This would be complemented through a range of informal and accredited learning opportunities that would be available to our customers;
  3. a separate support programme will also be available to our workforce and particularly manual workers who have limited digital skills and who are not required to use a PC/Lap top. A pilot programme is already being developed working with two staff groups who require support with their digital skills as agreed through their manager. As this develops we plan to offer "drop in" sessions across the region so that staff can easily receive digital skills supports across a range of topics;
  4. in order to maximise the reach of our digital support, Dumfries and Galloway Council will require to work with a range of partners in order to support all of our citizens across the region. This would support a Centre of Excellence approach and help co-ordinate opportunities for vulnerable customers through Third Sector organisations and the business sector.

5. key partners and training providers are already identified by our local Employability Pipeline and this will provide a good starting point in understanding the provision already available to identify any gaps in order to target provision effectively
6. additionally, it may be useful to create a 'talent pool' by understanding where staff have an interest or skills that may be utilised in developing and implementing our digital strategy and transformational change.

The Draft Customer and Digital Action Plan is being prepared and will be consulted on and brought to Communities Committee in 2019/2020, with a refresh of the Customer Strategy.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Improved levels of customer satisfaction and reduced complaints volume,  
 More efficient customer transaction processes,  
 More efficient business processes,  
 Improved turnaround times for transactions,  
 Improved ability to collect and use customer data to improve future service planning,  
 Improved opportunity for systematic ongoing customer engagement and feedback,  
 Reduced levels of avoidable contact,  
 Replacement of some face to face contact with other more convenient ways of interacting with services,  
 Staff cost savings arising from efficiency improvements,  
 Staff costs, property and other cost savings from rationalising into fewer, better customer hubs,  
 Enhanced focus on supporting vulnerable groups and businesses contributes to delivery of Council Priorities of supporting the local economy and protecting our most vulnerable people, and  
 Supports and enables the delivery of other key elements of the Transformation Programme including theme 1 focus on Council Plan priorities, theme 3 modernise how we deliver some services, in particular P2P and Administration Services review, theme 4 maximise use of fewer assets especially making better use of our schools estate for example by looking for opportunities to locate customer service functions within school buildings, and theme 5 develop a smaller more flexibly skilled workforce for the future.

An estimate of savings from this element of the Theme is detailed below, totalling

19/20	20/21	21/22	22/23
£155k	£159k	£355k	£112k

As the Customer and Digital Action Plan is implemented additional savings opportunities will be identified for inclusion in future years.

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

#### **Contact Centre improvements**

3.06 FTE staff savings saving £65k

19/20	20/21
£42k	£23k

Savings based on a 3 year projection of take up of My Account looking at Council Tax and Non domestic rates as an example-

Year 2 take up 10%

Year 3 take up 25%

Year 4 take up 50%

Staff costs based on cost per transaction:-

Face to Face - £10.56

Phone - £3.21

Internet - £0.39

<b>Savings (cumulative)</b>	<b>Year 1 2019/20</b>	<b>Year 2 2020/21</b>	<b>Year 3 2021/22</b>	<b>Year 4 2022/23</b>	<b>Total</b>
Print Postage – 40p per notification	£0	£8k	£20k	£40k	£68K
Staff - Face to Face (4,455 contacts*)	£0	£4.5K	£11K	£22K	£37.5K
Staff – phone (35,759 contacts*)	£0	£10K	£25K	£50K	£85K
<b>Total</b>	<b>£0</b>	<b>£22.5K</b>	<b>£56K</b>	<b>£112K</b>	<b>£190.5K</b>

### Customer hub and access point model

Savings from moving to customer hub/ access point model-

	19/20	20/21	21/22
Staff reductions	£95k	£113k	£299k

### Cashless payments

	19/20	20/21	21/22
Savings from cashless payments	£18k	tbc	tbc

### Other savings

Savings from ICT system rationalisation (detailed in proposition 9.3) £225k

In summary (cumulative):

	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
Contact Centre Staff	£42k	£65k	£65k	£65k
My Account	0	£22.5k	£79k	£191k
Customer Hub and Access Point	£95k	£113k	£299k	£299k
Cashless Payments	£18k	£18k	£18k	£18k
<b>Totals</b>	<b>£155k</b>	<b>£218.5k</b>	<b>£461k</b>	<b>£573k</b>

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

The main potential dis-benefit is the possibility of creating digital exclusion of a small number of customers and service users. The provision of assisted digital support will address this, and digital services can improve inclusion by making services more accessible and efficient/ responsive to those that need them.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There will be investment required in our IT infrastructure and systems to deliver an enhanced digital offer and to create a fully integrated and connected internal system focussed on managing our customer interactions.

The costs of achieving this are under development based on establishing a full understanding of our future requirements.

### Contact Centre Infrastructure Upgrade

- Contact Centre infrastructure upgrade – already committed from Capital Programme
- Call Recording – not included as part of the infrastructure upgrade is critical to a flexible service delivery model (costs are being developed)
- Equipment – in order for the current 24 Customer Service Centres to function as part of the flexible service delivery model:
  - Gretna CSC – upgrade to telephony system which is not part of the Council VOIP system. Relates to the delivery of a business case from Theme 6 regarding Gretna income generation. If income is to be increased, then demand will increase putting more pressure on this facility. If this was part of the contact centre system, then the demand could be picked up by other facilities. (detailed costs are being developed.)
  - Upgrade to core contact centre computer equipment £21k – **would be funded from current capital and revenue**
  - Equipment to deliver a flexible model of contact centre service delivery (to be scoped)

### Telephonetics Upgrade

- Capital investment of £19k to upgrade the system and servers – **would be funded from current capital and revenue**
- Annual costs £10.5k budget already held by Customer Services– **would be funded from current capital and revenue**

At present we estimate that total investment required to deliver this programme is-

As outlined in proposition 9.3, the estimated budgetary requirements are related to ICT and systems requirements:

System rationalisation: £0k

Information management £100k: (My Account £50k, Visionware £50k) with £8k revenue

Digital Platform £175k from existing capital allocation: (CRM upgrade £40k, CRM replacement £80k with £27k revenue; CRM Strategic Needs assessment £25k; web development £40k; CRM workflows £35k; online web services £25k)

**Total amount required is £315k – would be funded from current capital and revenue programmes over three years based on current estimates**

**Work plan- when?***What are the overall indicative milestones and timescales for implementation?*

Assessment of the Council's digital maturity and readiness (by April 2019)  
 Mapping and assessment of current systems (June 2019)  
 Completion of upgrade of current CRM system to provide the necessary immediate stability and functionality (May 2019)  
 Review of future CRM requirements and establish required project (by August 2019)  
 Digital self-service first phase (top 10) (by end 2019)  
 Refresh Customer and Digital Strategy with Digital Action Plan (2019/2020)  
 Customer Journey mapping (ongoing)  
 ICT Digital infrastructure action plan (ongoing)  
 ICT capital programme 2019/20 and beyond  
 Implementation of prioritised Digital Action Plan (from Jan 2019 to March 2021)

**Risks/Issues/Barriers to Change- what if?***What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

- Failure to secure adequate investment required for infrastructure/ systems improvements
- Partial/ ad hoc implementation provides insufficient customer service improvements
- Technology/ system deployment takes significantly longer than expected
- Service disruption is created during the process of migrating to digital processes
- Customers are unable to access digital services fully because of connectivity problems/ lack of access to technology/ lack of appropriate skills/ knowledge
- Staff fail to embrace change to service delivery/ business processes/ culture
- Lack of technical skills available internally to develop and deliver the programme
- Lack of staff capacity to deliver the programme

**Key Assumptions**

The proposed digital team can be created from within current budgets and staff resource, supplemented where necessary by contracted external specialist advice/ input.  
 The proposed roll out of the school's ICT infrastructure project is delivered on time.  
 Key building blocks or enablers such as the CRM are given sufficient priority and delivered on time.  
 There will be commitment and support across all services to assist the delivery of transformative projects in the agreed Action Plan including Service Design and data quality projects.

**What needs to happen next?***What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

New Customer and Digital Plan and priorities needs to be agreed.  
 Investment requirements need to be finalised and resourced.  
 Clear and accountable ongoing Project/ Programme Management structure to oversee implementation of prioritised Digital Action Plan.  
 Capacity needs to be created to support development and delivery through a dedicated Customer and Digital Service.  
 Technical skills requirements to deliver the programme and supporting infrastructure need to be resourced.  
 Culture change and communication programme needs to be put in place.

**CUSTOMER AND DIGITAL TRANSFORMATION DELIVERY BOARD**

**CHANGING OUR CUSTOMER ENGAGEMENT CULTURE**

Old Style Customer Service	New Digital Customer Service
Few channels made for Council needs	Many channels that suit customer needs
Reactive to customer requests	Proactively meeting customer needs and pre-empting customer contacts and avoidable contacts
Transaction focused and driven	Engagement driven, often independent of specific transactions, also more business focused and community focused
Directive, one size fits all	Dialogue based and personalised; based on customer data/insight
Management information led	Intelligence and analytics led
Siloed approach	Joined up data and knowledge sharing

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**Proposition Title** Significantly increase the opportunities for customers to self-serve online (for example, to report, pay, book, or get information) therefore reducing the need for more costly and less convenient channels such as face to face or telephone

**Proposition Reference Number** 2.02 **Transformation Theme** Theme 2 - Transform our customer experience and improve our digital offer

**Description of Proposition** Transform customer service and digital innovation across the Council. Improve the quality and accessibility of customer service in the Council, resulting in more cost effective customer contact, allowing wherever possible self service or a one door approach. The proposition aims to transform ways in which the Council works over the next 3 years by delivering a Customer and Digital Action Plan through a new Digital and Customer Service. The vision is that our services are accessible, flexible and delivered with the customer's needs in mind, adopting a digital by choice approach and meeting customer needs at the first point of contact.

**Key outcomes**

- Services that are designed to meet the needs and preferences of our customers
- Staff that work within a do it once do it well customer focussed culture
- A range of access channels with an emphasis on digital by choice
- Proactive and seamless customer engagement

**Rationale for proposed change** Significantly increase the pace of change in this area to Improve customer service and generate sustainable efficiencies, promoting digital inclusion in ways that protect the most vulnerable. Customer expectations have changed significantly in recent years and at present we are not meeting them with our limited digital offer.

**Implementation challenges / risks/barriers**

- Failure to secure adequate investment required for infrastructure/ systems improvements
- Partial/ ad hoc implementation provides insufficient customer service improvements
- Technology/ system deployment takes significantly longer than expected
- Service disruption is created during the process of migrating to digital processes
- Customers are unable to access digital services fully because of connectivity problems/ lack of access to technology/ lack of appropriate skills/ knowledge
- Staff fail to embrace change to service delivery/ business processes/ culture
- Lack of skills available internally to develop and deliver the programme
- Lack of staff capacity to deliver the programme

**Relevant benchmarking / performance information** Digital Maturity Assessment. Maximise opportunities through Scotland's Digital Partnership. Benchmarking of current digital offer has been carried out against exemplar Councils including West Lothian, Dundee City and Argyll and Bute.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	155,000	218,500	461,000	573,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,407,500	£0	75%	1,055,625	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	3	4.5	5	> £2,500,000	Directly delivers Council Plan objectives	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	5	7	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	5	6	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	3	3	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	2	2	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		25.5						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
				0	0	0	0	0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
				£0	£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£0	£0	£0	£0	£137,000	£200,500	£443,000	£555,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£18,000	£18,000	£18,000	£0	£18,000	£18,000	£18,000	£18,000	
	£0	£155,000	£218,500	£461,000	£0	£155,000	£218,500	£461,000	£573,000	
	£0	£155,000	£218,500	£461,000	£0	£155,000	£218,500	£461,000	£573,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0		£0		£0	£0	£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
	£0		£0		£0	£0	£0	£0	£0	£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£0	£0	£155,000	£218,500	£461,000	£573,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x	x	x	x	x	x	x	x	x	x	x

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	x	x	x	x	x	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Transform our customer experience and improve our digital offer
<b>Proposition Title:</b>	2.02 Significantly increase the opportunities for customers to self-serve online (for example, to report, pay, book, or get information) therefore reducing the need for more costly and less convenient channels such as face to face or telephone
<b>Prepared by:</b>	Customer and Digital Transformation Delivery Board (CDTDB)/ Steve Rogers (Head of Planning and Regulatory Services)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

It will impact positively across all priorities by improving customer experience for all our customers. It delivers on the “Customer” section within the Council Plan which states that “we’re determined that customer needs and expectations can be met at the first point of contact. By adopting a do it once, do it well approach, residents and visitors to Dumfries and Galloway should receive high quality, responsive, timely and efficient contact.”

“We’re investing in technology and have adopted a digital by choice approach to introducing new technologies which meet the expectations of customers in this digital age”  
(both extracts from the Council Plan)

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	No impact
<b>Health, Health Inequalities and Wellbeing</b>	Low positive

<b>Economic &amp; Social Sustainability</b>	Low positive
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A more responsive and tailored access to Council services for local businesses and inward investors will help encourage and promote economic growth and the digital economy. Opportunities for community involvement in the management/ provision of local facilities promotes social cohesion and sustainability.

<b>Environmental Sustainability, Climate Change and Energy Management</b>	Low positive
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Greater accessibility for digital services/ processes reduces the need for paper use, printing, postage and other related processes, it also reduces the need to travel if whole transactions can be carried out remotely. The use of technology also enables the provision of a virtual call centre, and virtual connections to advice staff, reducing the need to travel.

<b>Summary of Impacts</b>	
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This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:

Summary of Impacts

<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>3</i>
<i>No Impact</i>	<i>10</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>

<b>Measures to reduce/address risks and minimise any negative impacts</b>
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None

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 2 - Transform our Customer Experience and Improve our Digital Offer
<b>Proposition Title:</b>	Focus face to face customer service to serve the most vulnerable and those with complex needs
<b>Proposition Number:</b>	2.03
<b>Prepared by:</b>	Customer and Digital Transformation Delivery Board (CDTDB)/ Harry Hay (Head of Customer Services)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The work of the Customer and Digital Transformation Delivery Board (CDTDB) has reinforced the need for our Council to improve consistency across services in terms of the overall customer experience – access, responsiveness and doing it once and doing it well. This is important for all our customers but particularly the most vulnerable and those with complex needs. There are examples across our Council where we do deliver good customer services, but we can do better.

There are currently too many unnecessary steps and “avoidable contacts” across our Council when vulnerable customers and those with complex needs require to access Council Services. This can result in frustration from customers – having to go from ‘pillar to post’ to get advice/information/or apply from different Officers across the Council **and** results in inefficiencies and avoidable cost – requests for the same information from customers on multiple occasions, “double handling” and tasks not always completed by the most appropriate member of staff at the first opportunity. It can also result in ‘lost contact’ i.e. customers disengage from the very services they need most.

This proposition will contribute to the delivery of key elements of the agreed **Dumfries and Galloway Council Plan 2017 – 2022**.

### **Our Principles**

Help the most vulnerable and those in need  
Deliver efficient and sustainable services

### **Our Priorities**

Build the local economy  
Protect our most vulnerable people

### **Our Commitments**

Tackle the causes and effects of inequality and poverty  
Ensure our older or vulnerable people receive the care and support they need  
Increase equality and opportunity

### **Strategies and Plans**

Anti-Poverty Strategy  
Customer Strategy  
Regional Economic Strategy 2016-2020

### **Our Approach**

Meet customer needs and expectations at first point of contact  
Sustain services through change  
Promote equality

## Lead digital innovation

Other propositions associated with Theme 2's Customer and Digital programme will act as an enabler to this approach and promote the required culture and infrastructure to maximise the opportunities. This particular proposition is not focussed on making financial savings but ensuring services are centred on providing excellent provision to the most vulnerable and those with complex needs.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

While the propositions associated with the wider Customer and Digital programme will ultimately benefit all Council customers (including individuals and families, community organisations and partners, etc.) this specific proposition is focussed on the most vulnerable and those with more complex needs.

Vulnerable individuals and families will benefit from a "one door" approach focussed on meeting their needs, with the provision of enhanced support which allows access to a range of relevant services through a dedicated adviser.

It is important to note that while our Council deals with many customers in relation to crucial services such as benefits advice, employability, social work services etc. a considerable number of these service users would not be considered as vulnerable. Our Council is improving the way information is used to make this distinction and inform our approach to focusing on priorities.

Businesses will also benefit from a "one point of contact" approach focussed on meeting their needs.

Staff will be supported, involved and empowered to deliver excellent customer services, have roles enriched by becoming knowledgeable about wider services and developing digital skills.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

Our ambition is when required, vulnerable customers and those with complex needs have an easily accessible single point of contact with the Council through an experienced, trained and empowered member of staff. The member of staff knows all Council Services well and deals with the issue in a professional and customer centred way. These customers have confidence in the services we provide therefore removing any possible barriers to accessing the support they need when they need it.

A key difference associated with this proposition is that the crucial role of 'customer service agents' will be consistently delivered across our whole organisation and the contribution they make to transforming our Council will have far greater emphasis and fundamental to "how we do things".

The wider vision of the Customer and Digital transformation programme is to provide as many services as possible (providing information, accessing information/advice, requesting/paying for services etc.) in a way that meets the increasing demand for online and self-service. This will enable our Council to prioritise the more resource intensive "face to face" customer service to be accessible to the most vulnerable and/or those with the most

complex needs. There are a wide range of roles across our Council that either wholly or partly support vulnerable individuals and families as a core part of their remit. Some examples include; Welfare and Benefits Advisors, Employability Officers, Social Workers, Gypsy Traveller liaison, Youth Workers, Homeless and Housing Options staff, School Staff etc.). In as many occasions as possible the necessary advice, support and information will be provided to the customer through an initial “single point of contact”. However, where this is not possible services will be better coordinated in such a way that it will not be “back to the start” again for a customer- information will be appropriately shared across teams to minimise duplication and ensure a solution is reached quickly. The technology detailed in other propositions associated with the Customer & Digital Transformation programme will help enable this. Once consistent and compatible systems are implemented the effective sharing and analysis of information will also help make the shift from reactive to proactive service delivery. In addition, our Council has many staff who are “out and about” across our communities delivering high profile key front line services (parks, burial grounds, refuse collection, repairs & maintenance, vehicle drivers etc.). Our Council has made a clear commitment that helping the most vulnerable is everyone’s job. We need to support these staff to ensure that when they identify there may be an individual or family who would benefit from some form of assistance they are empowered to highlight it. Depending on the situation, this could result in someone being “signposted” or the issue being seamlessly referred to a colleague.

The Council has also made a clear commitment in relation to supporting our regional economy. A core part of this will be to support local business to establish, grow and prosper. Customer service associated with the business sector will also be arranged to ensure the advice, permissions, support etc. needed can be accessed easily and consistently. The improvements planned in relation to our digital services-offering enhanced web presence, self-service and reducing duplication will enable businesses to deal with the Council at more convenient times to them. Where there is a need for “face to face” appointments this will be developed as much as possible using a “business hub”. More details associated with that are contained in proposals associated with the future arrangements for Economic Development in our region. (Linked to Theme 1 – Sustained focus of resources on our Council Plan priority outcomes).

**A summary of the aims/objectives of this proposition;**

- Face to face customer service functions will be available across the region based on changing demographics and need. Opportunities to make better use of all our assets, including schools, will be maximised.
- Face to face customer service will be provided in a way that promotes a single point of contact and “do it once and do it well”.
- Supported digital will be encouraged to allow customers the opportunity to access on-line services etc. in a way that reflects their needs and helps ensure service equality.
- We will collaborate with partners where required to broaden this availability of services.
- Where there are other services/advice available thought beneficial that the customer may not be aware of these will be highlighted and support given to access them.
- Customer advisers will be trained, supported and empowered to be proactive as opposed to reactive and be able to anticipate emerging issues that could be addressed prior to becoming more complex or a “crisis”.
- With better use of resources (including technology) “face to face” customer service can be effectively achieved in other ways than simply traditional approaches – Skype, Microsoft team etc. This will provide opportunities for customers to access far wider support (including in some instances not having to leave their own homes).
- With better use and analysis of information (including the use of Artificial Intelligence – A.I.) in the future emerging trends and potential service demands can be highlighted more efficiently. This will assist in delivering services proactively as opposed to reactively.

- It should be acknowledged that digital services may leave some service users excluded and that savings may still be created by applying digital solutions with bespoke services for those few users who are unable to access the mainstream online provision.

### **Internal and external changes that need to be considered**

Due to the significant emphasis our Council has placed on protecting the most vulnerable residents a number of the services that provide the required support have changed and improved already in terms of delivery and the range of opportunities to access them.

Examples include:-

- Development of our Council's Welfare and Housing Options team, (funded through Tackling Poverty budgets) to provide support to people who are at threat of losing their tenancy by providing assistance to access Scottish Welfare Fund and Discretionary Housing payments.
- Improved joined up working across Council services including a more streamlined service for those who claim Council Tax Reduction to ensure they also claim free school meals and clothing grants.
- Internal Financial Inclusion and Assessment Team provide benefit maximisation assistance to the disabled and elderly residents across the region.
- The Council's new Advice and Information Service commission which ensures a focus on income maximisation, debt management and advocacy is available across the region for working age people.

There are also some external factors that change our Council's role and approach to delivering services to the most vulnerable including:-

- The introduction of the Scottish Welfare Agency who have committed to providing locally delivered support to those who claim the new devolved Scottish Social Security benefits.
- Central Government's decision to provide additional funding to CAB's across the UK to delivery additional support to Universal Credit claimants who need budgeting and digital access support.

Due to all of the aforementioned the dependency on the current 24 customer service facilities to act as a face to face "access point" for services to the most vulnerable continues to diminish since the original concept of "Integrated Customer Service Centres" was established. In 2017/18 our Customer Service Centres across the region recorded 122,940 'interactions' of which 14% (18,240) were in relation to specifically Revenues and Benefits advice/services. This is a drop from 26% in 2016/17. Due to the nature of the Revenues and Benefits service the majority of these 14% 'interactions' would not be classed as vulnerable customers (they may have visited simply to update contact details).

### **Workforce development, culture and behaviours**

To successfully deliver this ambition across our region depends on a workforce that is trained, supported and empowered to take personal ownership of an issue or enquiry (many of which will be complex) and effectively support the customer to resolve it. There needs to be an organisational culture and behaviours that recognise the crucial role these customer service agents have and value and support them. The use of ongoing customer feedback and other performance information will be used to ensure all services across our Council monitor and improve their contribution to this priority.

In terms of training and support a programme will be delivered across the Council that provides our front facing staff with learning and development that enhances their customer service and digital skills. Our Council already have a range of very experienced and high performing 'customer advisors' and we will use a 'train the trainer' approach to maximise the



benefit of this internal resource. All staff however, regardless of role or grade, need to understand the importance of excellent customer service. On this basis, compulsory training and awareness raising will be programmed to assist in making the necessary culture and behaviour changes. Specific examples of training and development that will be delivered include;

- introducing a new modular approach to attaining “customer excellence” and which incorporates areas such as diversity; dementia/age awareness; foundation digital skills; conflict management;
- supporting “digital transformation” through new online modules/support packages/self-help tools; local facilitated workshops/drop in sessions
- upskilling front line staff to act as trainers/experts and to help support our most vulnerable customers;
- we also plan to develop a “lighter touch” customer service awareness programme aimed at front line staff working out in the field across our communities. This would focus on fundamental customer care skills and also equip staff with the ability to deal with customer queries/concerns by adopting a “one Council” mindset. A “train the trainer” approach would be utilised to help upskill front line supervisors to help deliver key messages and support cultural change
- new digital portal being launched in January 2019 which includes a range of new support resources
- digital maturity assessment being undertaken with Senior Leaders
- Our Council have recently signed up to Scotland’s Digital Participation Charter with two initial priorities being identified nationally as follows:  
ensuring that all of our staff and volunteers have an opportunity to learn basic digital skills, and that they take advantage of this opportunity  
encouraging and supporting our staff and volunteers to help other people learn basic digital skills, and help other organisations to embrace digital tools

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

- Improved level of customer satisfaction.
- More efficient customer transaction processes.
- More efficient business processes.
- Reduced level of avoidable contact.
- Better outcomes for vulnerable customers dealing with complex issues.
- Business sector able to access the best advice quality to enable them to focus on business growth thus supporting economic development.
- Direct contribution to agreed Council Plan.
- While this proposition is focussed on supporting the most vulnerable there is the opportunity for some staff efficiencies (associated with increased staff capacity as avoidable contact is reduced).

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

There is no direct savings associated with this proposition. Financial savings associated with Customer and Digital will arise from the other propositions being delivered as part of the overall programme. This proposition focusses on improving services to the most vulnerable and business sector.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

On the basis that this proposition will result in a better service being experienced by our most vulnerable there are no negative impacts on any area of the Council Plan etc.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

The other propositions associated with the Customer and Digital transformation programme will detail the investment required to maximise this improved way of delivering customer service.

There will be a requirement to invest in staff training and development. This will be accommodated using existing resources and internal expertise.

There are also elements of the changes to delivering services to the most vulnerable that will be implemented using existing Tackling Poverty funding commitments.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Key elements/stages/tasks of the overall Customer and Digital transformation programme required to deliver the outcomes associated with this proposition are detailed in other business cases (09.1 and 09.3). In addition,

- Agreeing methodology for mapping customer journeys associated with customers requiring to access services (April 2019).
- Completing mapping exercise of current customer journeys associated with vulnerable service users to identify opportunities to improve (a prioritised programme throughout 2019/20 and beyond)).
- Prioritisation of services to re-design and improve delivering outcomes (throughout 2019/20 and beyond).
- Staff training, involvement and development to effectively deliver new customer service model (Throughout 2019/20).
- Engagement/involvement with specific customer groups to ensure service re-design reflects their experience including Tackling Poverty Reference Group (February 2019 onwards).
- A range of facility adaptations/infrastructure changes to support this programme (July 2019).
- Customer communication and support (ongoing as required).

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

- Partial/ adhoc implementation of other proposals linked to Customer and Digital programme that this proposition is dependent on.
- Required cultural change doesn't happen at the required pace.
- Customer service disruption from transition to re-designed services.
- Required physical changes/investment to facilities doesn't occur at the required pace.

## Key Assumptions

To maximise the opportunities associated with this proposition it is assumed all propositions detailed as part of Customer and Digital transformation are supported.

## What needs to happen next?

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

On the basis that all propositions associated with Customer and Digital transformation are agreed the priority of focussing face to face customer service to serve the most vulnerable and those with complex needs will be a key feature of the new 'customer and digital plan' outlined in the 'What needs to happen next' section of proposition 9.1. This will include;

- Clear and accountable programme management being established.
- The Customer and Digital Board will ensure oversight of (i) investment in ITC infrastructure and (ii) staff training and communication.
- An integral part of this work will be effective engagement/involvement with service users (including Tackling Poverty Reference Group) who will provide user perspective feedback/influence service redesign etc.

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Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
 While the propositions associated with the wider Customer and Digital programme will ultimately benefit all Council customers (including individuals and families, community organisations and partners, etc.) this specific proposition is focussed on the most vulnerable and business sector.  
 Vulnerable individuals and families will benefit from a "one door" approach focussed on meeting their needs, with the provision of enhanced support which allows access to a range of relevant services through a dedicated adviser.  
 Businesses will also benefit from a "one point of contact" approach focussed on meeting their needs.  
 Staff will be supported, involved and empowered to deliver excellent customer services, have roles enriched by becoming knowledgeable about wider services and developing digital skills.

Rationale for proposed change  
 There is no direct savings associated with this proposition. Financial savings associated with Customer and Digital will arise from the other propositions being delivered as part of the overall programme. This proposition focusses on improving services to the most vulnerable and business sector. The proposition will make a significant contribution to continuing to deliver on our Council's commitment to support the most vulnerable.

Implementation challenges / risks/barriers  
 • Partial/adhoc implementation of other proposals linked to Customer and Digital programme that this proposition is dependent on.  
 • Required cultural change doesn't happen at the required pace.  
 • Customer service disruption from transition to re-designed services.  
 • Required physical changes/investment to facilities doesn't occur at the required pace.

Relevant benchmarking / performance information  
 Our Council's own internal performance information and bench marking with partner Local Authorities. Ongoing customer feedback and satisfaction levels will be crucial to measure impact and support continuous improvement.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	-	-	-	-	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£0	£0	50%	-	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Strategic Alignment	5	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	5	3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	2	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	Notes for completion:						
17		Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						

Benefits Achievement %	Profile	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion:
		2018/19	2019/20	2020/21	2021/22	2022/23	
When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?							

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion:
				2018/19	2019/20	2020/21	2021/22	2022/23	
	0	0	0	0	0	0	0	0	

Increased Income	Current	Proposed	Increase	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion:
				£0	£0	£0	£0	£0	
	£0	£0	£0	£0	£0	£0	£0	£0	

Other revenue savings	<enter budget area>	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion:
		-	-	-	-	-	
	<enter budget area>	-	-	-	-	-	
	Savings	-	-	-	-	-	
You should use this section to detail any other savings - these must be realisable savings and within existing budgets.							

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion:
		£0	£0	£0	£0	£0	£0	£0	£0	
	Staff Savings	£0	£0	£0	£0	£0	£0	£0	£0	
	Total Savings	£0	£0	£0	£0	£0	£0	£0	£0	
This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)										

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:			
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.			
					£0	£0				
					£0	£0				
					£0	£0				

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excel costs accounted for)	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion:
		£0	£0	£0	£0	£0	£0	
		£0	£0	£0	£0	£0	£0	
This section is automatically populated using information provided.								

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X	X	X	X	X	X	X	X	X	X	X

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	X	X	X	X	X	

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:	
	Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs						
	Property Costs						
	Staff Costs						
	Project Costs	£0	£0	£0	£0		
	5 Year Total Cost	£0	£0	£0	£0		
Cost Check	£0	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 2 - Transform our Customer Experience and Improve our Digital Offer
<b>Proposition Title:</b>	2.03 Focus face to face customer service to serve the most vulnerable and those with complex needs
<b>Prepared by:</b>	Customer and Digital Transformation Delivery Board (CDTDB)/ Harry Hay (Head of Customer Services)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

This proposition (and the principles, objectives and aims detailed) will have a positive impact on the Council Plan and associated priorities – Protect our most vulnerable and Build the local economy.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
Narrative and assessment of impact (includes staff and service users) on:	
Age	Medium positive
Disability	Medium positive
Gender	No impact
Transgender	No impact
Marriage & Civil Partnership	No impact
Pregnancy & Maternity	Low positive
Race	No impact
Religion or Belief	No impact
Sexual Orientation	No impact
<b>Human Rights</b>	Medium positive
<b>Health, Health Inequalities and Wellbeing</b>	Medium positive
<b>Economic &amp; Social Sustainability</b>	Medium positive
<b>Environmental Sustainability, Climate Change and Energy Management</b>	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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>	5	<i>Low</i>	1
<i>No Impact</i>	7					
<i>Negative</i>	<i>High</i>	0	<i>Medium</i>	0	<i>Low</i>	0

## Measures to reduce/address risks and minimise any negative impacts

There are no negative impacts associated with this proposition.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 2 - Transform our Customer Experience and Improve our Digital Offer
<b>Proposition Title:</b>	Integrate existing ICT systems to reduce costs of maintenance and licenses and focus expenditure on technology that improves the customer experience
<b>Proposition Number:</b>	2.04
<b>Prepared by:</b>	Customer and Digital Transformation Delivery Board (CDTDB)/ Graeme McIlorum (Senior Manager Business Solutions)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

### **Where do we need to be?**

The Internet is at the core of success locally, nationally and across the globe, disrupting traditional ways of doing things and powering new enterprises. It is impacting public services too by driving improvements in efficiency and productivity.

DGC needs to fully embrace how digital technology and data management can be a way to save money and improve services through co-production, collaboration and challenge by residents and businesses.

By the end of the decade users of public services will expect to access what they want 24/7, by a variety of digital means – phone, TV, computer, console. The DGC workforce will need to up-skill radically to meet these higher expectations from taxpayers and service users, as well as developing bold new solutions to social problems.

There are now opportunities for councils to redesign public services around the consumer experience, enabled by personal mobile technology and digitally enabled services.

In a climate of reducing budgets, the use of data analysis and open data can help drive out costs for services and allows clearer analysis of how to spend money efficiently. Through greater transparency citizens will see our priorities for investment and how we make every pound work as hard as it can.

As technology changes, significant disparities in access and opportunity are emerging. The rate of change is such that here in Dumfries & Galloway there is a danger of creating digital ‘have’s’ i.e. those who have access and the skills to use digital services and are ready to exploit this new environment, while the majority, the ‘have not’s’ remain locked out from the benefits of change. Unless this is remedied the digital divide will be truly entrenched in the medium term.

Increasingly citizens expect to be able to access services quickly and conveniently. It is critical that DGC adopts a radical approach to the use of online and digital technologies in order to provide services in an efficient and effective manner, and in line with our corporate plan and our ‘digital by choice’ approach.

### **What do we need to do?**

There a number of areas where as part of this proposition there must be focus if we are to be truly transformational. This proposition seeks to provide an overview of how the use of digital technologies can transform how DGC delivers its services. With ICT spread across all of our council priorities it is difficult to categorise the digital enabling work to be carried out, so the following statements reflect the outcomes required. The priorities which are needed to address the digital challenges fall into the following categories:-

**Creating the conditions for and harnessing the benefits of economic growth** we can foster digital skills through a number of opportunities and learning initiatives, stimulate an expansion of

high-speed internet access across the region and develop a digital approach to provide a single and efficient point of access to council services to help local businesses

**Developing new solutions to reduce inequality**, using technology to integrate services across functional and geographical boundaries so they are more efficient through sharing of resources and potentially able to act sooner to help families with complex needs as a result of better information sharing between agencies

**Investing in our communities to ensure sustainable neighbourhoods** by improving access to digital technology in areas where it is most needed and freeing volunteers, businesses and community facilities such as libraries to nurture digital skills in the community, so our most vulnerable residents are not left behind, and focusing our face to face service delivery on those who need it

**Enabling the delivery of value for money services by 'getting it right first time'** through efficient online services delivered through our website, transforming the Council's workforce so it is digital and mobile by default and taking advantage of the emerging "internet of things" to redesign smarter public services around citizens and businesses

**Providing democratic and strategic leadership** through greater transparency enabled by making the Council's information available online, using business intelligence tools to put resources where they are most needed and maximising digital channels, including social media, to revitalise democracy and engage hard to reach groups.

The range of opportunity is vast, but the following statements illustrate the potential opportunities for DGC:

- **Ensuring our key policies and strategies are integrated with our digital ambition** particularly in the areas of planning, procurement, economic growth and commissioning;
- **Developing the digital skills and confidence of our workforce** so they are equipped to productively and proactively apply technology to drive better ways of delivering public services;
- **Growing digital centres of excellence** to provide innovation, leadership and support to the Council in digital developments including channel shift, business intelligence and integrated service delivery;
- **Changing the way we design and build IT systems** putting the customer's needs and experience at the heart of how new systems will operate and work;
- **Protecting privacy** through effective information management as well as ensuring appropriate data sharing arrangements are in place both internally, between systems and with partners which will also drive efficiencies and enable information sharing.
- **Delivering robust information security** to protect our citizen and business data from misuse and cyber threats;
- Ensuring that **online services are safe and digital identities protected**.
- **Implementing a digital systems technology platform** that is flexible and adaptable so our IT systems can better respond to the needs of resident, businesses and Council services;
- Collaborating regionally and nationally through Scottish Local Government Digital Office to leverage the benefits from **collaborative working with other local authorities**.
- **Exploiting the potential of emerging cloud services** to support the delivery of shared services and partnership working at the lowest possible cost;
- **Investing in IT resilience** to ensure that our citizens, businesses and Council staff have access to reliable IT systems.
- **Stimulate innovation in public services through open data and public information sharing initiatives and events**. Provide access to Council data so businesses and innovators can use this to develop new online services (for residents and businesses) which may also help to promote DGC.

- **Harness the opportunities offered by the emergence of location based data and services** in local areas including support for tourism and the proactive promotion of local businesses, attractions, and most importantly locally based services;
- **Deliver affordable and innovative IT support services to schools**, community groups and other public bodies that enables them to keep pace with technological change
- **Modernising public IT facilities** in community settings including libraries.
- **Expanding the availability of online services** onto mobile devices and smart phones which have a greater potential reach than other electronic channels;
- **Improving the accessibility of council services for disabled and vulnerable groups** by harnessing advances in technology including improved translation services and video conferencing;
- **Effective signposting to information and online resources** that will help vulnerable residents via the council's web site;
- **Enabling efficient and accessible face-to-face provision for vulnerable groups.** Integrate our IT systems with partners and other service providers (e.g. The Post Office) to ensure convenient face-to-face access for those who need it;
- Ensuring that critical IT systems which support our vulnerable clients, such as those used in social care, are sufficiently adaptable to **keep pace with reforms such as changes to welfare and care funding**
- **By joining up data more efficiently** across the whole Council we can deliver a very different customer experience. For example, Customer Service Agents can resolve more calls at the first point of contact using a single 'picture' of the customer rather than needing to contact various departments
- **Online services can be better and more responsive** than services that are not digital. By creating a 'My Account' for DGC we can personalise services so it is possible for residents to track the progress of applications and correspondence with the Council as well as receiving proactive alerts and reminders when, for example, a parking permit is due for renewal or a local planning application is made.
- **Expanding services onto mobile phones** offers the possibility of completing more transactions conveniently on the move and at times that are convenient;
- The emergence of increasingly sophisticated IT systems means that **specialist work (e.g. needs assessments) can be automated and completed** without manual intervention or paper handling which saves money and means that services can be delivered more promptly;
- **Linking up systems** means that we can process applications in seconds or minutes rather than days. For example linked up free school meal applications with our benefit systems enabling us to instantly process the free school application online as we were able to confirm receipt of benefit. A process that would previously have taken several days whilst the application was sent from the school to be manually assessed by the Council.

### **Where are we now? And how do we go forward?**

Historically the computer systems either used to deliver services directly or to provide and record information about service delivery have been purchased by directorates to meet a specific business need. In many of these cases the focus has been to use these systems for an immediate business requirement and as a consequence only a limited amount of the system functionality has been used.

More recently when a system has needed to be replaced or upgraded a new more detailed consideration of both the requirements for the system, and the overall functionality systems could provide was considered. This has led to the identification that many of our systems have similar functionality, but are configured for one particular purpose. For example, our Revenues and Benefits system serves only to manage our revenues and benefits service but is in fact a case management system, similarly our Customer Relationship Management System used by Customer Services is another case management system, as is our E-planning, Complaints, and ICT Service desk systems. There is clearly defined opportunity to consider the functionality of these system to establish if all systems could be combined when the time allows allowing continued service

delivery at a level provided by these individual 'best of breed' systems.

The same is true for Document management systems.

Our current system data is still held in unconnected silos. This means it is extremely difficult to share data between systems and to analyse corporate data effectively.

Our current infrastructure to support digital services presents an improving picture. There is still significant work to be done to enable the delivery of online and transactional services to the public, and the transition to online and self-service channels is likely in the initial stages to cause confusion and disruption.

## **How do we go forward?**

### **System Rationalisation**

This rationalisation of systems will provide the opportunity to combine systems and then retire those that are obsolete removing the need for duplicate maintenance and support charges, and negate the need for re-procurement.

Rationalisation of systems may reduce costs but we must also consider the introduction of currently un-used functionality within existing systems where that would allow improved or automated services.

More fundamentally, decisions around retiring systems need to also take into account which services they deliver and if those can be delivered by an alternative system. This will require a full analysis of which services are delivered by which system, and a review to establish if they are still required. With systems having been implemented based on service need, this rationalisation will prove difficult.

*However, if we are to be truly radical we need to not just consider what these systems deliver but how and where they are supported and maintained. There a number of teams or individual members of staff across the council working in isolation from Business & Technology Solutions, each with revenue funding budgets to support individual systems. There is £3.5M spent on supporting the ICT environment and systems across the council and it is estimated that there is £1.5M Revenue expenditure out with the corporate ICT budgets spent on these systems. These discrete budgets and the individualistic approach to system management negates the opportunity for rationalisation and associated efficiencies. As part of the system rationalisation proposal we must explore the opportunities, efficiencies, and improvements that would be provided by consolidating these resources (staff and finance), developing and expanding the existing Key systems support team to enable cost reductions through economies of scale. While this has been identified as a savings (£100k) consideration should be given to reallocating this money to further develop online digital services.*

### **Information Management**

In order to use digital technologies to automate and improve our services it is critical that we ensure that each system which includes core information such as people and places, can demonstrate that there is consistency of information between and across all systems. Only then with properly matched and managed information records can we confidently share information between systems and guarantee the information we provide to customers (using my account) about themselves is accurate and complete.

We must examine in detail not only the information stored in our systems, but what information is shared between them. This information will provide data on our information sources, allowing us to understand where we can retrieve information from that can be combined to update customers, provide business intelligence, and to improve our ability to report and use the vast amount of information this council already holds. This work will also allow identification of prime information stores that we must retain to ensure information can be consistently used across any ICT software systems that will remain. It cannot be emphasised enough that the management and provision of consistent information across systems, page 162 GC wish to take a one point of contact

approach, is key to DGC being able to deliver digital and automated services, and to accurately report and analyse what we do. We must maximise our use of our existing master data stores to ensure we achieve efficiency in data sharing and management, and if necessary create a resource to implement this effectively.

There are a significant number of 'operational' spreadsheets where staff hold information about local services. These often contain contact details i.e. name address, telephone and are managed independently. Consideration must be given to developing a managed approach to these datasets so that consistency and reporting ability is retained to match other corporate systems.

This proposal for Data integration seeks to analyse and define what is needed to ensure consistent information between and in our major systems allowing our council to provide a consistent view of each citizens interactions with the council, and to have high data quality ensuring that we can use and analyse the information effectively. It also includes the proposal to embrace Business Intelligence and Open Data to further enhance our use of the information we hold.

The use of many of our systems has remained stationary for a number of years with the functionality originally implemented being the only parts of the system that are used. Consideration must be given to exploring the other functionality that these existing systems can provide to enable service improvement at minimal additional cost, or develop approaches to system upgrades which show a definite ability to improve services and make savings. (eg – Mosaic Upgrade,– iTrent upgrades and improvements which are being taken forward by Theme 3)

Before any decisions about rationalising systems can take place it is necessary to understand what services are delivered by what systems, and most importantly if any of these services are no longer needed, or are there any that could be delivered more effectively using available functionality. Once corporate needs have been decided and the systems from which they will be delivered has been established, only then can a proper customer journey and improved business process be established.

### **Digital Platform**

It is also critical that in order to enable these system improvements, the digitisation of services, and a corporate ability to deliver services where and how they are needed, that our underlying ICT environments must also be developed to accommodate the necessary solutions.

Digital Services, covers a broad range of ICT enablers, from mobile technologies to enhanced business processes.

The pressure to find new and ever more efficient means of delivering services will persist and we will need to continue to look to technology as an important facilitator and catalyst. Technology therefore needs to be used appropriately as part of both strategic and operational plans to deliver better services more effectively, one key area is the use of digital.

The Digital Revolution is already here – recent research suggests that those who are digitally disadvantaged e.g. poor access to the internet, are now doubly disadvantaged as many critical support services move to on line provision.

We must now focus on our customers and staff to design, build and implement an environment, where we can deliver effective and efficient services. For our customer it is about delivering effective services through a series of different channels to suit their needs, and delivering those face to face services at appropriate locations, however the focus of this part of the proposition is for our staff. It is about building a culture and environment, where with the right tools, they can successfully deliver effective and efficient services using redesigned processes that use the functionality of our ICT systems to our best advantage.

There is no doubt that moving forward DGC must be as effective and efficient as possible when it

comes to service delivery. Our staff require the removal of manual and complex processes and their replacement with automated well designed workflows. The same is true of the services our customers consume through whatever channel, where our aim must be to use digital by choice. We must use these digitally based processes to introduce new delivery methods, enable channel migration, and where possible capture information about the services we deliver, so through reporting and business intelligence we can improve service to our customers.

To enable this transformation in how ICT is used we must develop a digital ICT platform from which these new services can be launched. There a number of key enablers which must be developed:

1. Web site. We must continue the development of our web site to ensure we have a robust foundation from where those developing digital services in an efficient way to deliver on line and transactional services which citizens of Dumfries & Galloway will want to use as their first choice in contacting the council. Work on online services is being developed in proposal 9.1.
2. Digital telephony. By upgrading our telephony system we can provide opportunities to distribute our call centre customer contacts to where there is available resource, particularly at peak times. We can also enhance our ability to use telephone conferences as a communication method. The move to digital telephony also future proofs our system to embrace new telecare, improve business resilience opportunities and provide functionality to aid direct contact with staff.
3. A digital platform for staff. The introduction of Windows 10 and Office 365 will significantly change the ICT provision for staff. Enabling Smarter Working this provision will also introduce collaborative tools e.g. skype for video conferencing, Teams for project collaboration, Sway for graphic communication. Additionally, the solution we are currently implementing will deliver opportunities to expand the range of devices that can access our systems.
4. Digital communications. Reliant on a number of asset upgrades e.g. wireless networking, will be developing the ability for ICT to support opportunities to deliver multi use buildings enabling access to community groups and partners.

We must deliver a digital platform from which we can launch a wide range of digitally enabled services for our customers but also provide a digital capability for our staff which sees the expansion for access to our corporate systems and information from a range of locations, including mobile, and provides services with the opportunity to rationalise, review and improve their business processes using automation or system improvements.

#### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The following stakeholders have been identified:

ICT System Users  
Reporting Managers  
Management teams  
System Owners  
BTS - Key system support teams  
BTS – Technology Services  
SLT  
C&DTDB

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

There are a number of objectives associated with this work, with priority dependent on the viewpoint:

- the rationalisation of ICT systems and associated support staff and finances to reduce costs associated with the support, maintenance, and licencing of these systems.
- the use of digital technology to improve our customer experiences in dealing with the council enabling a move towards more cost effective online services.
- the automation of processes to improve efficiency, and the introduction of improved system functionality, reducing the overheads associated with the delivery of council services, both internal and external and enabling time release savings associated with the administration of these services.
- the development of consistent shared data between systems enabling Business Intelligence and reporting, and improved digital service delivery
- to make the best use of our existing systems using existing functionality to improve service delivery or make it more efficient.
- to ensure that our underlying ICT infrastructure and environments are enabling and supportive of our corporate priorities and prioritised solutions.

In order to achieve these objectives the following activities are suggested.

9.3.1 ICT System Analysis – for systems rationalisation

9.3.2 ICT System Analysis – for data integration between key systems

Theme 3 [9.3.3 Key Systems Improvement – iTrent – Time recording]

Theme 3 [9.3.4 Key Systems Improvement – iTrent – Mobile Access]

Theme 3 [9.3.5 Key Systems Improvement – iTrent – digital & automated processes & enhanced functionality]

9.3.6 Key Systems Improvement – Integra - digital & automated processes & enhanced functionality

9.3.7 ICT Infrastructure – Digital ICT Platform

9.3.8 Key Systems Improvement – Mosaic Enhancement

## **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Much of what will be delivered by this proposition will enable savings. In broad terms, new technologies, automation, and process improvement will enable directorates to determine new ways of working generating opportunities to develop a wide range of savings.

Savings have been identified in three blocks:

1. Revenue reduction. This includes the removal of system costs through consolidation, rationalisation of staff supporting these systems.
2. Time release savings associated with reducing the overhead to deliver services both internally and externally. Associated with process digitisation and improvement, along with automation, and a move away from face to face delivery, will see the reduction of both the staff processing overhead, as well as a reduced need to provide direct customer contact.
3. Supplemental savings generated from adoption of the newer technologies eg desktop video conferencing removing the need for travel.

The benefits of implementing this proposal are significant. Improved service delivery using self-service and automated channels, along with an improved ability to deliver efficiencies supported by a functional, and flexible digitally enabled ICT infrastructure.

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

It should be noted that the propositions associated with this workstream have an initial investigatory phase to them which will influence any effective solution. As this final solution has not yet been determined only an estimate of associated savings can be given at this time.

#### **System Rationalisation**

##### **a. System consolidation**

Current investigations suggest there is scope to combine a number of systems together e.g. merge all staff related systems into iTrent etc.

Current estimated savings are that £25k can be released.

##### **b. staff consolidation**

It is estimated that there are currently 15FTE associated with system maintenance and development outside BTS. There is opportunity to consolidate this function within BTS and reduce the support overhead by 5 FTE releasing a saving of £120k

##### **c. budget consolidation**

There is £3.5M spent on supporting the ICT environment and systems across the council and it is estimated that there is £1.5M Revenue expenditure out with the corporate ICT budgets spent on these systems. Through budget consolidation and the introduction of a corporate approach to budget management a saving of £100k can be achieved.

#### **Information management**

It is vital that our information is managed correctly and securely to allow the delivery of customer focused services e.g. to provide data for a "My Account" implementation.

#### **Costs – would be funded from current capital and revenue programmes over three years based on current estimates**

A number of costs which will be incurred:-

My Account implementation £50k with £8k annual revenue

Integration of data between systems (Visionware configuration) £50k

#### **Digital Platform**

Our digital platform is not yet complete and associated with this development are a number of capital costs. It is anticipated that these capital costs can be accommodated within the existing ICT Asset / Business system capital allocation.

**Costs:** There are costs associated with the development of online and digital services. These are also highlighted in Proposal 9.1 and are also listed here.

Until a full analysis is completed the currently identified costs are:-

Digital Platform £175k from existing capital allocation CRM upgrade £40k, CRM replacement £80k with £27k revenue; CRM Strategic Needs assessment £25k; web development £40k; CRM workflows £35k; online web services £25k.

It is thought unlikely that there will be any direct savings associated with the digitisation, improvement and automation of business processes or changes to customer services delivery. It is expected that these enabling technologies will allow services to identify internal process efficiencies and determine subsequent savings. Additionally, for those delivering services to customers, the enablement of channel shift and associated process efficiencies and automation will allow identification for cost reduction and time release savings in this area.



**Dis-benefits***Are there any negative impacts of this?**Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There are no disbenefits associated with this proposal as it when implemented will support all the corporate priorities and objectives.

There will be an associated information management overhead to achieve consistency of data between systems. This will be kept to a minimum.

In delivering a suitable digital platform it is anticipated that there will be some minimal disruption to normal services as new functionality is brought online.

**Budget- how much?***Are there any costs associated with doing this?**What are the resources & budget required to implement this proposition?*

As outlined above in the savings section, the estimated budgetary requirements are:

System rationalisation: £0k

Information management £100k from existing capital allocation: (My Account £50k, Visionware £50k) with £8k revenue

Digital Platform £175k from existing capital allocation: (CRM upgrade £40k, CRM replacement £80k with £27k revenue; CRM Strategic Needs assessment £25k; web development £40k; CRM workflows £35k; online web services £25k)

**These would be funded from current capital and revenue**

**Work plan- when?***What are the overall indicative milestones and timescales for implementation?*

<b>Business Case</b>	<b>Provisional Implementation timescale</b>
9.3.1 ICT System Analysis – for systems rationalisation	Planning & Analysis Stage - October 18 – Jan 19 Implementation – Jan 19 – Jan 20 (dependent on findings from analysis)
9.3.2 ICT System Analysis – for data integration between key systems	Planning & Analysis Stage – October 18 – April 19 Implementation - April 19 – April 20
9.3.3 Key Systems Improvement – iTrent – Time recording	Theme 3
9.3.4 Key Systems Improvement – iTrent – Mobile Access	Theme 3
9.3.5 Key Systems Improvement – iTrent – digital & automated processes & enhanced functionality	Theme 3
9.3.6 Key Systems Improvement – Integra - digital & automated processes & enhanced functionality	Not yet defined – waiting on outcome of P2P
9.3.7 ICT Infrastructure – Digital Platform	Ongoing – expected completion March 2019
9.3.8 Key Systems Improvement - Mosaic	Dec 2018 – Mar 2019

**Risks/Issues/Barriers to Change- what if?***What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

There is no buy in from Directorates to provide suitable and adequate resource to evaluate their systems and needs

The exercise does not identify sufficient system rationalisation opportunities

The identification and standardisation of data cannot be carried out in appropriate timescales to

meet timetables

System owners do not address the challenge of integrated corporate data.

### **Key Assumptions**

CDTDB members will lead on the various workstreams

Directorates will provide appropriate resource to help with analysis

Directorates will provide resource for customer journey and business process analysis.

If volume of work is unsustainable by internal resource, then external support will be funded.

That customers want to change to online services

A suitable secure solution to online services can be agreed.

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Detailed implementation plans for each proposition need to be developed and agreed and determine appropriate board resource to lead of the various workstreams.

CDTDB need to help identify suitable resource to initially deliver Workstreams 1&2, including resources from directorates to assist with information gathering and needs analysis for all systems.

Digital platform proposals need to be agreed and aligned with corporate needs.

Proposition Title

Proposition Reference Number  Transformation Theme

**Description of Proposition**  
 Historically the computer systems either used to deliver services directly or to provide and record information about service delivery have been purchased by directorates to meet a specific business need. In many of these cases the focus has been to use these systems for an immediate business requirement and as a consequence only a limited amount of the system functionality has been used.  
 More recently when a system has needed to be replaced or upgraded a new more detailed consideration of both the requirements for the system, and the overall functionality systems could provide was considered. This has led to the identification that many of our systems have similar functionality, but are configured for one particular purpose. For example, our Revenues and Benefits system serves only to manage our revenues and benefits service but is in fact a case management system, similarly our Customer Relationship Management System used by Customer Services is another case management system, as is our E-planning, Complaints, and ICT Service desk systems. There is clearly defined opportunity to consider the functionality of these system to establish if all systems could be combined while at the same time allowing continued service delivery at a level provided by these individual 'best of breed' systems.  
 The same is true for Document management systems.  
 This rationalisation of systems could provide the opportunity to combine systems and then retire those that are obsolete removing the need for duplicate maintenance and support charges, and negate the need for re-procurement.  
 Rationalisation of systems may reduce costs but we must also consider the introduction of currently un-used functionality within existing systems where that would allow improved or automated services.  
 More fundamentally, decisions around retiring systems need to also take into account which services they deliver and if those can be delivered by an alternative system. This will require a full analysis of which services are delivered by which system, and a review to establish if they are still required.

**Rationale for proposed change**  
 In order to use digital technologies to automate and improve our services it is critical that we ensure that each system which includes core information such as people and places, can demonstrate that there is consistency of information between and across all systems. Only then with properly matched and managed information records can we confidently share information between systems and guarantee the information we provide to customers about themselves is accurate and complete.  
 It is also critical that in order to enable these system improvements, the digitisation of services, and a corporate ability to deliver services where and how they are needed, that our underlying ICT environments must also be developed to accommodate the necessary solutions.  
 There are a significant number of 'operational' spreadsheets where staff hold information about local services. These often contain contact details i.e. name address, telephone and are managed independently. Consideration must be given to developing a managed approach to these datasets so that consistency and reporting ability is retained to match other corporate systems.

**Implementation challenges / risks/barriers**  
 There is no buy in from Directorates to provide suitable and adequate resource to evaluate their systems and needs  
 The exercise does not identify sufficient system rationalisation opportunities  
 The identification and standardisation of data cannot be carried out in appropriate timescales to meet timetables  
 System owners do not address the challenge of integrated corporate data.

**Relevant benchmarking / performance information**  
 Scotland's Digital Partnership

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	150,000	245,000	-	- This section is populated automatically from the information in the section below
Cost	-	210,000	65,000	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£495,000	£275,000	50%	27,500	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	2	2.8	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	2	2.4	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	2	2	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	2	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	2	2	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		14.2						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		25%	35%	40%		When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current (No.)					15	15	15	15	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)					13	12	10	10	
Reduction			0		2	3	5	5	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current									Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed							0	0	
Increase			£0	£0	£0	£0	£0	£0	

Other revenue savings	system rationalisation	budget consolidation	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
system rationalisation	-	12,500		25,000						You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
budget consolidation	-	37,500		50,000						
<enter budget area>										
Savings	-	50,000		75,000						

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£0	£0	£0						This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
Staff Savings	£0	£50,000	£75,000	£120,000						
Other Revenue Savings	£0	£50,000	£75,000	£125,000						
Total Savings	£0	£100,000	£150,000	£245,000						

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost		100%	£0	0%	£0	£0		£210,000	£65,000			All costs relate to capital and revenue existing budget investments and these while recorded are not offsetting savings
% capital accounted for		100%		0%								
Revenue Cost			£0	0%	£0	£0						
% revenue accounted for				0%								
Project Costs			£0		£210,000	£65,000				£0	£0	
Project Costs - additional funds			£0		£0	£0				£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£0		£110,000	£85,000	£245,000	£0	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£100,000		£150,000	£245,000	£0		

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X	X	X	X	X	X	X	X	X	X	X

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	X	X	X	X	X	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 2 - Transform our Customer Experience and Improve our Digital Offer
<b>Proposition Title:</b>	2.04 Integrate existing IT systems to reduce costs of maintenance and licenses and focus expenditure on technology that improves the customer experience
<b>Prepared by:</b>	Customer and Digital Transformation Delivery Board (CDTDB)/ Graeme McIlorum (Senior Manager Business Solutions)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

This proposition will see the enabling of efficient and effective customer services, by harnessing the information we hold on citizens into a single coherent format which will be available to them and to those who provide services to them. It will see the rationalisation and consolidation of our ICT systems to provide a robust and secure platform to enable services to develop customer centred digitally based services.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
Narrative and assessment of impact (includes staff and service users) on:	
Age	No impact
Disability	Medium 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
<b>Human Rights</b>	No impact
<b>Health, Health Inequalities and Wellbeing</b>	No impact
<b>Economic &amp; Social Sustainability</b>	No impact
<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact

Narrative description and assessment

### 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:

#### Summary of Impacts

<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>1</i>	<i>Low</i>	<i>0</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>

### Measures to reduce/address risks and minimise any negative impacts

None

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Transform our customer experience and improve our digital offer
<b>Proposition Title:</b>	Reduction in ICT Staffing
<b>Proposition Number:</b>	2.05
<b>Prepared by:</b>	Graeme McIlorum, Business and Technology Solutions Manager

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

### **Where do we need to be?**

There is recognition that reductions in the overall ICT cost in the Council needs to contribute to close the budget gap. Business & Technology Services are one of the elements of ICT costs in the Council – there are ICT budgets across services also.

BTS have contributed savings from staffing and expenditure over the last five years, and there are limited non staffing options left to contribute to costs reduction. Revenue expenditure has been reduced to focus on licensing to allow us to use of software legally, and also to provide adequate protection to our information, networks and systems. The service have therefore concluded that further cuts in resources must come from a reduction in staffing.

### **What do we need to do?**

With the majority of our staff delivering direct support to our staff using ICT, or to the systems they use, and the introduction of improved ICT, there is limited scope to reduce resources without a diminution in sustainable core support and services.

It is acknowledged that BTS must only focus resources on tasks associated with our Council Plan, Cyber security and the requirements of our Transformation programmes. Through mandating coordinated and controlled decision making on ICT spend across Council, and structural consolidation of ICT expenditure budgets currently allocated across services, BTS can reduce the amount of time and resource spent on inputs to support specification, information gathering, and implementation of low priority projects and focus resources on a Council-wide resourcing of a shared programme, allowing a reduction in FTE deployed on service engagement.

Consolidation of resources with decision making as part of Digital and management proposals will mean that all ICT resources can be brought to bear on delivering council-wide solutions, customer digital experience and integration and rationalisation of existing software and technology, and automation.

### **How do we go forward?**

On the understanding that corporate and directorate ICT needs are identified and consolidated through project and transformation activities, and that these with all ICT budgets and resources will be consolidated, overseen and coordinated through the Transformation Programme leadership, the need for a BTS development / engagement team becomes unnecessary with key consultation carried out by remaining Service managers and principal officers and linkage through one Digital Programme. The removal of the majority of the functions within the BTS Development Team is proposed with a resultant reduction in 7 posts (6 FTE). Through retraining, removal of vacancy and redeployment a saving of circa £200k staff savings could be achieved.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The following stakeholders have been identified:-

Elected Members - responding to requests for reduction in costs, consolidation of expenditure and costs for value for money, improved pace of digital change and helping the Council to move digital and more convenient customer experience forward.

Customers – as above

Heads of Service and Business Managers - the need to ensure a leadership model is in place to steer and lead the digital programme and coordinate expenditure and prioritisation with colleagues. This would be achieved through consolidation of revenue expenditure budgets, including associated staff alongside capital resources and clarity in chief officer leadership.

Staff – the change in roles, loss of FTE posts and appropriate handling and support to manage change and redeployment. Clarity on absorption and re-allocation of duties to other staff is also a significant matter.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

The main objective is to contribute to closing the funding gap in 2019/2020 through prioritisation of resources and deployment. There is a wider goal in terms of implementing the arrangements and conditions to achieve this reduction relating to delivery of digital change through effective leadership and decision making on entire council ICT budgets and resources to advance the transformation objectives.

This will impact in the short term because there would be a significant reduction in the capacity of BTS and any gap from this point to new arrangements for digital leadership and consolidated budgets to determine business needs in relation to new and improved ICT system use.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

This proposition will see the removal of the BTS Development Team and therefore will see the cessation of engagement and support to directorates in developing their ICT plans and improvements. Any savings as outlined below are associated with the removal of posts.

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The removal of the BTS Development Team is proposed with the following savings identified.

1 x service manager  
1 x Band 9  
2 x Band 9 (Vacant)  
1 x Band 6 (2 x 0.5FTE)  
1 x Band 3

Total salary with on costs £200k



**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

With the removal of BTS engagement with directorates and services there will be a significant change in how services develop business requirements or statement of needs for any ICT developments and how these are prioritised council wide. This may lead to longer implementation times, with a risk that business requirements may not reflect the ICT need. The use of external resource may be required.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no budget requirements associated with implementing this, except for any ERVS funding required to enable staff reductions.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

The timescale for implementation is anticipated to be as soon as budget decisions are taken, however it will be predicated on the completion of current tasks

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Redeployment of Current Staff – this would be managed through the Council's workforce transition processes.

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.

Communication with Staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

**Key Assumptions**

That the need for ICT engagement is significantly reduced through a corporately defined ICT need and prioritisation and consolidation of all council ICT resources and FTE. That if required, external resource can be accessed for any capital projects as part of identified investment.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

A detailed transition plan for both the work currently being carried out by this team, and the removal of associated services is developed.

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Proposition Title **Reduction in ICT Staffing**

Proposition Reference Number **2.05** Transformation Theme **Theme 2**

**Description of Proposition**  
 This saving would reflect a reduction in business development activity within BTS, acknowledging the need to reduce or contain the overall ICT costs of the Council and recognising that any scope for further reduction in ICT expenditure is already captured in Transformation proposals at this stage. It is acknowledged that in the future the range of requests to BTS for development or improvement will be restricted to that associated with our Council Plan and the requirements of our Transformation programmes with associated consolidation of budgets, programmes and decision making across all Council ICT budgets and roles. Local requirements should be readily defined, supported and where appropriate carried out by the requesting service or team, reducing the burden of specification, requirements gathering and implementation on BTS, allowing us to focus on major programmes and projects based on prioritisation and through one digital programme. It means that we can focus on ICT issues and advice and become less involved in the wider business requirements.

**Rationale for proposed change**  
 On the understanding that corporate and directorate ICT needs are identified and defined through project and transformation activities, and that these will be in broad terms the same as those of each directorate, the need for a BTS development / engagement team becomes unnecessary with key consultation carried out by remaining service managers and principal officers. The removal of a significant proportion of the BTS Development Team is therefore proposed.  
 This proposal would see a 6 FTE reduction in BTS Revenue Budget and removal of activity. Staff redeployment will be required to achieve savings.

**Implementation challenges / risks/barriers**  
 Redeployment of Current staff - this would be managed through the Council's workforce transition process.  
 Effective transfer of duties, roles and information - this would be managed through senior officers and service managers with staff.  
 Communication with Staff and Stakeholders - ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

**Relevant benchmarking / performance information**  
 N/A

Implementation Start Date **01/03/2019** Savings Start Date **30/06/2019** Implementation Duration [Months] **3 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	200,000	200,000	200,000	200,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£200,000	£0	100%	200,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	Savings	1-5 Assess	Score	Scoring Matrix	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
	Strategic Alignment	1	1.4	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
	Customer Satisfaction	1	1.2	3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
	Timing	5	5	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
	Risk / Ease of Implementation	3	3	1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
	Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						
			18.6							

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					6	6	6	6	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
					0	0	0	0	
				0	6	6	6	6	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
									Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
				£0	£0	£0	£0	£0	

Other revenue savings	Vehicle and Transport Costs	Property running costs	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
										You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	Staffing savings this is set up to calculate at an average salary of £22,500 - if you know the salary banding of the posts to be reduced, you should update the formula in the cell.
					£0	£200,000	£200,000	£200,000	£200,000	
					£0	£0	£0	£0	£0	
					£0	£200,000	£200,000	£200,000	£200,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
												Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
			£0	£200,000	£200,000	£200,000	£200,000	This section is automatically populated using information provided.
			£0	£200,000	£200,000	£200,000	£200,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
				X		Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
													Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 2
<b>Proposition Title:</b>	2.05
<b>Prepared by:</b>	Lorna Meahan, Director of Corporate Services

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Reflecting prioritisation of services around Council plan and removal of revenue costs of lower priority activity.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
<b>Economic &amp; Social Sustainability</b>	<b>Low Negative</b>
Loss of jobs in region	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>

**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:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	12					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	1

**Measures to reduce/address risks and minimise any negative impacts**

-  
Application of HR policy on redeployment and prioritisation of activity

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes						
<b>Proposition Title:</b>	Reduce Internal Courier Services						
<b>Proposition Number:</b>	3.01						
<b>Prepared by:</b>	Douglas Kirkpatrick, Transportation Manager Lead Officer SWESTRANS						
<b>Background Information - why?</b>							
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>The proposal is to reduce the current level of Internal Courier service provision. The Internal Courier Service provides mail, document, parcel and other bulky deliveries to all Council, and some external, locations across the region. The move to a more agile and reduced paper working environment across the Council should reduce the need for some deliveries currently undertaken by the service. The proposal is to reduce the operation from a series of daily routes serving all locations to a more focussed key destinations only service with an on-request option available for other destinations subject to availability.</p>							
<b>Stakeholders - who?</b>							
<p>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</p> <p>All internal Council services across the region, including all schools, are served by the current internal courier operation.</p>							
<b>Objectives &amp; Activities- what?</b>							
<p>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</p> <p>The proposal is for a significant reduction in service to achieve a budget saving. There would be an impact on those internal services which rely on the Internal Courier Service to move bulky resources between locations across the region, particularly, CYPLL for school resources, Communities for Library resources and the Print Unit.</p>							
<b>Savings / Benefits</b>							
<p>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</p> <p>Proposed saving would be £70k per annum through the reduction of the service from financial year 2019/20.</p>							
<b>Details of Savings</b>							
<p>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</p> <p>The current service budget is £140k and is mainly associated with staff costs (7 staff - 2 part time; 1 full time; 4 casual) and vehicle operating costs. The proposal is to reduce the daily mileage covered by some 70% and the staff requirement to operate the service from the current 7 staff to 2 part time and 1 full time staff only. It is estimated this will save £70k per annum.</p> <p>2 x Band 2 (Living Wage) £8.51 per hour – 24 hours for 38 weeks 2 x Band 2 (Living Wage) £8.51 per hour – 24 hours for 52 weeks</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total salary</td> <td style="text-align: right;">£36,760</td> </tr> <tr> <td>On Costs</td> <td style="text-align: right;">£11,400</td> </tr> <tr> <td><b>Total staff saving</b></td> <td style="text-align: right;"><b>£48,160</b></td> </tr> </table> <p><b>Fuel/Maintenance saving</b>                      <b>£22,000</b></p>		Total salary	£36,760	On Costs	£11,400	<b>Total staff saving</b>	<b>£48,160</b>
Total salary	£36,760						
On Costs	£11,400						
<b>Total staff saving</b>	<b>£48,160</b>						

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

The proposed reduction in service will have a cost implication for those Council services who require to find alternative methods to send mail if they cannot move fully to the use of digital document transfer or make use of the reduced capacity Internal Courier Service.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no cost or resource implications from this proposal apart from possible costs associated with staff being displaced.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

The reduction of the services can be implemented from financial year 2019/20.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The reduction in service will require to be clearly explained to all Council Services to ensure expectations can be managed and Services can source alternative solutions for any time critical mail.

Redeployment of current staff – this would be managed through the Council's workforce transition processes.

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.

Communication with staff and stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

**Key Assumptions**

The primary assumption for this proposal is that Services will adjust their requirements for internal document transfer by courier.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

The reduction of the Internal Courier Service will be actioned following a Member decision as part of the budget setting process.



Proposition Title **Reduce Internal Courier Services**

Proposition Reference Number **3.01** Transformation Theme **Theme 3 - Modernise how we deliver some services to meet our outcomes**

**Description of Proposition**  
The proposal is to reduce the current level of Internal Courier service provision. The Internal Courier Service provides mail, document, parcel and other bulky deliveries to all Council, and some external, locations across the region. The move to a more agile and reduced paper working environment across the Council should reduce the need for some deliveries currently undertaken by the service. The proposal is to reduce the operation from a series of daily routes serving all locations to a more focussed key destinations only service with an on-request option available for other destinations subject to availability.

**Rationale for proposed change**  
The proposal is for a significant reduction in service to achieve a budget saving. There would be an impact on those internal services which rely on the Internal Courier Service to move bulky resources between locations across the region, particularly, CYPLL for school resources, Communities for Library resources and the Print Unit. The primary assumption for this proposal is that Services will adjust their requirements for internal document transfer by courier.

**Implementation challenges / risks/barriers**  
The reduction in service will require to be clearly explained to all Council Services to ensure expectations can be managed and Services can source alternative solutions for any time critical mail. Redeployment of current staff – this would be managed through the Council’s workforce transition processes. Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff. Communication with staff and stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

**Relevant benchmarking / performance information**

Implementation Start Date **01/03/2019** Savings Start Date **2019/20** Implementation Duration [Months] **3 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	70,000	70,000	70,000	70,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£280,000	£0	100%	280,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		17.1						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Staff Savings estimate	Transport savings estimate	<enter budget area>	Savings	Notes for completion:
	-	48,000		48,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	22,000		22,000	
	-	70,000		70,000	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£70,000	£70,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£0	£70,000	£70,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£70,000	This section is automatically populated using information provided.
	£0	£70,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X	X	X	X	X	X	X	X	X	X	X

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	X	X	X	X	X	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	3.01 Reduce Internal Courier Services
<b>Prepared by:</b>	Steven Herriott, Head of Infrastructure and Transportation
<b>Impact on Council Plan</b>	
What impact will this have on aspects of Council priority?	
-	
<b>Impact Assessment</b>	
	<b>Potential Impact</b>
<b>9 Protected Characteristics</b>	
Narrative and assessment of impact (includes staff and service users) on:	
Age	No impacts
Disability	No impacts
Gender	No impacts
Transgender	No impacts
Marriage & Civil Partnership	No impacts
Pregnancy & Maternity	No impacts
Race	No impacts
Religion or Belief	No impacts
Sexual Orientation	No impacts
<b>Human Rights</b>	<b>No Impact</b>
No impact.	
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
No impact	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
No impact	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

### Measures to reduce/address risks and minimise any negative impacts

Mitigation for this proposal is that Services adjust their requirements for internal document transfer by courier.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Remove the Print Unit
<b>Proposition Number:</b>	3.02
<b>Prepared by:</b>	Alan Mawson, Facilities Services Operations Manager
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>The proposal is to remove the internal Print Unit and outsource all printing requirements through a procurement process that will secure local printing companies across the region to deliver our printing requirements that cannot be processed through in-house Multiple Function Devices.</p> <p>The future of Print Units in general is challenging as the new world of technology pushes the need for paper ever further away, this can be evidenced by the considerable reduction in newspaper circulation as the move towards digital platforms on other devices increases. The Print Unit is currently operating inefficiently and during these times of austerity should not be exempt from being considered as a budget pressure saving. With the ever increasing move away from paper and the introduction of paperless Committee reports likely to be implemented in the future, the Print Unit could see a potential reduction of 1.3 million prints, this is currently 26% of total current volume. To this end the removal of the internal Print Unit should be considered.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>All Directorates.</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>Removal of the internal Print Unit and the outsourcing of all printing requirements through a procurement process that will secure local printers across the region that will deliver our printing requirements that cannot be processed through in-house Multiple Functional Devices (MFD).</p>	
<b>Savings / Benefits</b>	
<p><i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i></p> <p>The saving benefits will be delivered from the efficiency incurred through the removal of variable costs associated with the running of the Print Unit.</p> <p>The need for printing will be met through available frameworks through Scotland Excel and if required any local frameworks established through procurement if there is any gap. This will be undertaken as soon as a budget decision is taken to ensure that there is continuity of service between the wind down of the print unit and redeployment and the establishment of external arrangements early in the new financial year.</p>	

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Details of breakdown of actual staff posts

Band 8 – 1fte salary £27,837

Band 7 – 2fte at £25,116 and 1 temp fte at £23,331

Total salary £101,400

On-costs £26,127

Total £127,527

Staff savings £127k (print supervisor & 3 printers) as £36k already removed from the budget in respect of the Print Manager ERVS process concluded during 2018/19.

Printer maintenance cost £71k –no financial penalty on termination of contract as long as 90 days' notice given.

Paper cost £42k

Postage £8k

Total savings £248k

Less income generated £184k

Net saving £64k full year

Remaining costs relate to recharges for the occupancy of Cargen Towers (refuse collection, building cleaning, internal recharges) and if these were removed from the budget without additional costs to other services then the net saving could be increased by £25k.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Potential displacement of staff.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

ERVS/Displacement costs for staff.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Undertake procurement exercise if required.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

There has already been a saving of £43k attached to the Print Unit with regard to the Property and Facilities Model, this saving is predicated on redirecting a volume of Colour printing to the in-house Print Unit due to reduced printing costs, for this saving to be delivered the external contract charges will have to be less or equal to the current Print Unit charges, this will be determined once the procurement process concludes.

Redeployment of current staff – this would be managed through the Council’s workforce transition processes.

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff.

Communication with staff and stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

### **Key Assumptions**

External costs are equal or less than current in-house charges to avoid any print cost increase to individual Council Services.

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

The Removal of the Print Unit will be actioned following a Member decision as part of the budget setting process.

Start procurement process to secure external provider(s).

Consideration may be given to the implementation of this savings option from the start of financial year 2020/21 in order to ensure that the external provider(s) are in place first and the effects of breaking of contracts for print machines are minimised.

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Proposition Title **Remove the Print Unit**

Proposition Reference Number **3.02** Transformation Theme **Theme3 - Modernise how we deliver some services to meet our outcomes**

Description of Proposition  
The proposal is to remove the internal Print Unit and outsource all printing requirements through a procurement process that will secure local printing companies across the region to deliver our printing requirements that cannot be processed through in-house Multiple Function Devices.

Rationale for proposed change  
The future of Print Units in general is challenging as the new world of technology pushes the need for paper ever further away, this can be evidenced by the considerable reduction in newspaper circulation as the move towards digital platforms on other devices increases. The Print Unit is currently operating inefficiently and during these times of austerity should not be exempt from being considered as a budget pressure saving. With the ever increasing move away from paper and the introduction of paperless Committee reports likely to be implemented in the future, the Print Unit could see a potential reduction of 1.3 million prints, this is currently 26% of total current volume. To this end the removal of the internal Print Unit should be considered.

Implementation challenges / risks/barriers  
There has already been a saving of £43k attached to the Print Unit with regard to the Property and Facilities Model, this saving is predicated on redirecting a volume of Colour printing to the in-house Print Unit due to reduced printing costs, for this saving to be delivered the external contract charges will have to be less or equal to the current Print Unit charges, this will be determined once the procurement process concludes. Redeployment of current staff – this would be managed through the Council’s workforce transition processes. Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff. Communication with staff and stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

Relevant benchmarking / performance information

Implementation Start Date **01/03/2019** Savings Start Date **2019/20** Implementation Duration [Months] **6 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	64,000	64,000	64,000	64,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£256,000	£0	50%	128,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	5	> £2,500,000	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	4	4	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion:					
		<b>14.1</b>	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
	184,000		£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Staff Savings	Printer Maintenance	Consumables	Savings	Notes for completion:
	-	71,000	50,000	248,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£248,000	£248,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£64,000	£64,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X	X	X	X	X	X	X	X	X	X	X

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	X	X	X	X	X	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
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<b>Proposition Title:</b>	3.02 Remove the Print Unit
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<b>Prepared by:</b>	Steven Herriott, Head of Infrastructure and Transportation
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### Impact on Council Plan What impact will this have on aspects of Council priority?

None

### Impact Assessment

	Potential Impact
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#### 9 Protected Characteristics

Narrative and assessment of impact (includes staff and service users) on:

Age	No impact
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Disability	No impact
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Gender	No impact
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Transgender	No impact
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Marriage & Civil Partnership	No impact
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Pregnancy & Maternity	No impact
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Race	No impact
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Religion or Belief	No impact
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Sexual Orientation	No impact
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<b>Human Rights</b>	<b>No Impact</b>
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No impact

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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No impact

<b>Economic &amp; Social Sustainability</b>	<b>Low Positive Impact</b>
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Low positive – support to local SMEs in placing external contracts.

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

### Measures to reduce/address risks and minimise any negative impacts

Placing of external contracts to provide alternative printing options.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Reduce Primary Devolved Budgets
<b>Proposition Number:</b>	3.03
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager

**Background Information - why?**  
 What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The following options are all presented from Primary DSM budgets which represent the costs devolved to schools directly:

- As we maintain a focus on maximising attendance across services, this template aims to provide more responsibility within the Devolved School Management (DSM) Scheme for Headteachers. Currently, the first 2 days of staff absence is devolved to primary schools under the DSM scheme. Schools manage absence and pay for cover accordingly. When a member of staff has been absent for more than 3 days, the cost of the cover is transferred to the central budget. This is seen as an incentive to maximise attendance. This proposal extends the time period that the school is responsible for providing the cover from 3 days to 5 days. Savings £70k
- Procurement of a sole supplier for classroom materials resulting in greater discounts available facilitating a reduction in budgets allocated to schools under DSM Savings £59k

**Stakeholders - who?**  
*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The stakeholders in both parts of this proposal are schools. A contingency fund will be held to support those schools who experience budget pressures as a result of devolving the additional days absence cover to schools.

**Objectives & Activities- what?**  
*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?*

Maximising Attendance is a priority area for the Council and devolving this additional responsibility to schools will maintain the focus at a local level, but with some support available if appropriate.

The implementation of a sole supplier for general class materials results in best value and better adherence to procurement policy.

**Savings / Benefits**  
*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Savings identified £129,000 year on year  
 2019/20 - part year savings of £100,000 – these will be topped up to full year level using DSM reserves

Made up as follows:  
 Devolve staff absence first 5 days – £70,000  
 Sole Supplier - £59,000

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Based on absence data from 2018, this would result in around 500 absences being paid for from schools budgets, rather than from the central budget. This could realise savings from the central budget in the region of £70,000.

Proposal is based on 10% of primary school spend on classroom materials in previous financial year.

Cover may be bought in using the supply teachers, but may also be provided by promoted staff from within school.

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

The additional days devolved to schools for absence cover will need to be monitored to ensure it does not place undue pressure on school budgets, particularly very small schools.

There are no disbenefits from the sole supplier contract for classroom materials.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

As above, the school budgets will need to be monitored to ensure that impact is managed

## Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

The sole supplier options within this proposal is budget allocated at the start of the financial year, so can be implemented from April 2019.

However, absence will be a part year saving in 2019/20 as they will be implemented form August 2019.

## Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

In our smallest schools, devolved budgets are very limited. Whilst this proposal applies a consistent approach across all schools, it is recognised that small school budgets may not be able to cope with pressures of significant levels of staff absence. In such cases, criteria will be applied and the cost of the absence may be met centrally.

## Key Assumptions

Levels of staff absence remain consistent or better than current values.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Budget allocations will be adjusted following budget setting process for new financial and school years.

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Proposition Title **Reduce Primary Devolved Budgets**

Proposition Reference Number **3.3** Transformation Theme **Theme 3 - Modernise how we deliver some services to meet our outcomes**

**Description of Proposition**  
 The following options are all presented from Primary DSM budgets which represent the costs devolved to schools directly:  
 •As we maintain a focus on maximising attendance across services, this template aims to provide more responsibility within the Devolved School Management (DSM) Scheme for Headteachers. Currently, the first 2 days of staff absence is devolved to primary schools under the DSM scheme. Schools manage absence and pay for cover accordingly. When a member of staff has been absent for more than 3 days, the cost of the cover is transferred to the central budget. This is seen as an incentive to maximise attendance. This proposal extends the time period that the school is responsible for providing the cover from 3 days to 5 days. Savings £70k  
 •In line with a move across the Council to reduce management costs, this template proposes a reduction to the allocation of management time for primary schools. Currently management time is allocated based on a number of criteria, one of which is pupil roll. The current allocation is 0.042hrs per pupil. This proposal would reduce that allocation to 0.037, resulting in savings of £65,000. School allocations will see a reduction of management time capacity in schools of a maximum in the largest primary schools of 2hrs/week. Savings £65k  
 •Procurement of a sole supplier for classroom materials resulting in greater discounts available facilitating a reduction in budgets allocated to schools under DSM Savings £59k

**Rationale for proposed change**  
 Maximising Attendance is a priority area for the Council and devolving this additional responsibility to schools will maintain the focus at a local level, but with some support available if appropriate.  
 Reduction in management costs is also an area of focus. Primary Headteachers are now non-class committed in the main and therefore this small reduction in flexibility in the use of management time is proposed. The maximum reduction in a large primary will be 2hrs/week.  
 The implementation of a sole supplier for general class materials results in best value and better adherence to procurement policy.

**Implementation challenges / risks/barriers**  
 The additional days devolved to schools for absence cover will need to be monitored to ensure it does not place undue pressure on school budgets, particularly very small schools.  
 The reduction in management time available may impact on the ability to develop middle leaders through this budget area, as the number of leadership/management opportunities will be reduced

**Relevant benchmarking / performance information**

Implementation Start Date **01.04.18** Savings Start Date **20.08.18** Implementation Duration [Months] **04/01/1900**

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	99,833	129,000	129,000	129,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£486,833	£0	80%	389,466	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

**Scoring Framework**

	1-5 Assess	Score		Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	Scoring Matrix	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	0	0		3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3		1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						
		<b>13.9</b>							

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
				0	0	0	0	0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
			£0	£0	£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Absence Cover	Sole Supplier	<enter budget area>	Savings	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
	-	40,833	70,000	70,000	70,000	70,000	70,000	70,000	70,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	59,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	
	-	99,833	129,000	129,000	129,000	129,000	129,000	129,000	129,000	

Savings / benefit summary	DSM Reserves (Part Year)	Staff Savings	Other Revenue Savings	Total Savings	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
	£0	£0	£0	£0	£0	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	£0	£99,833	£129,000	£129,000	£129,000	£129,000	£129,000	£129,000	£129,000	
	£0	£99,833	£129,000	£129,000	£129,000	£129,000	£129,000	£129,000	£129,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	£0	£0	£0	£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
	£0	£99,833	£129,000	£129,000	£129,000	£129,000	£129,000	This section is automatically populated using information provided.
	£0	£99,833	£129,000	£129,000	£129,000	£129,000	£129,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement	

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition						

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:	
					£0	£0	£0	£0	£0	£0	£0	£0	£0	Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
					£0	£0	£0	£0	£0	£0	£0	£0	£0	
					£0	£0	£0	£0	£0	£0	£0	£0	£0	
					£0	£0	£0	£0	£0	£0	£0	£0	£0	
					£0	£0	£0	£0	£0	£0	£0	£0	£0	
					£0	£0	£0	£0	£0	£0	£0	£0	£0	
				£0	£0	£0	£0	£0	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Reduce Primary Devolved Budgets
<b>Proposition Number:</b>	3.03
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Three areas of the schools DSM are proposed to be reduced – procurement, absence management and management time allocated to primary headteachers.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each protected characteristic level of impact, therefore providing an

overall assessment for the savings/income generation option:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

*Ensure good communication to headteachers to apply this consistently.*

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Reduce Secondary Devolved Budgets
<b>Proposition Number:</b>	3.04
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

- As we maintain a focus on maximising attendance across services, this template aims to provide more responsibility within the Devolved School Management (DSM) Scheme for Headteachers.  
Currently, the first 10 days of staff absence is devolved to secondary schools under the DSM scheme. Schools manage absence and pay for cover accordingly. When a member of staff has been absent for more than 10 days, the cost of the cover is transferred to the central budget. This is seen as an incentive to maximise attendance. This proposal extends the time period that the school is responsible for providing the cover from 10 days to 15 days. Savings £30k
- Currently additional teaching staff can be allocated to some secondary schools for a variety of reasons. In the current session 2.0fte staff have been allocated. This proposal seeks to remove all teacher additionality. £95k
- Procurement of a sole supplier for classroom materials resulting in greater discounts available facilitating a reduction in budgets allocated to schools under DSM Savings £41,586

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Secondary Schools are the stakeholders in this proposal.  
Not all schools will be impacted by the removal of the additional teacher allocations – this affects 2 out of 16 secondary schools.

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

Maximising Attendance is a priority area for the Council and devolving this additional responsibility to schools will maintain the focus at a local level, but with some support available if appropriate.

The implementation of a sole supplier for general class materials results in best value and better adherence to procurement policy.

Other aspects of this proposal aim to create more consistency across schools and ensure that all staff allocations are fair and transparent.

## Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Devolving additional days absence	£30,000	Part Year from August 2019	£21,000
Additional Allocations	£95,000	Part Year from August 2019	£55,417
Sole Supplier	£41,586		

2019/20 Part Year £118,000 – this will be made up from DSM reserves to achieve full year effect  
Full Year Savings £166,586

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Based on absence data from 2018, this would result in around 250 absences being paid for from schools budgets, rather than from the central budget. This could realise savings from the central budget in the region of £30,000.

Cover may be bought in using the supply teachers, but may also be provided by promoted staff from within school.

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Some schools will no longer benefit from the additional staffing allocations they have previously received.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

No additional costs

## Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

Work is underway on the Secondary Staffing exercise and following budget setting, discussions will be had with those schools affected by the removal of additional allocations. All other aspects are as per the budget allocation process.

## Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Redeployment of current staff – this would be managed through the Annual Secondary Staffing exercise

Pupil Teacher Ratio will increase by 0.02. Dumfries & Galloway Ratio is currently 13.1, national average is 13.6.

**Key Assumptions**

Staff can be redeployed. As this will be part of the annual staffing exercise, this is unlikely to cause difficulty for these numbers.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Discussions as part of annual staffing exercise  
Allocation adjusted for next financial year.

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Proposition Title **Reduce Secondary DSM Budgets**

Proposition Reference Number **3.04** Transformation Theme **Theme 3 - Modernise how we deliver some services to meet our outcomes**

**Description of Proposition**

- As we maintain a focus on maximising attendance across services, this template aims to provide more responsibility within the Devolved School Management (DSM) Scheme for Headteachers. Currently, the first 10 days of staff absence is devolved to secondary schools under the DSM scheme. Schools manage absence and pay for cover accordingly. When a member of staff has been absent for more than 10 days, the cost of the cover is transferred to the central budget. This is seen as an incentive to maximise attendance. This proposal extends the time period that the school is responsible for providing the cover from 10 days to 15 days. Savings £30k
- Currently additional teaching staff can be allocated to some secondary schools for a variety of reasons. In the current session 2.0fte staff have been allocated. This proposal seeks to remove all teacher additionality. £95k
- Procurement of a sole supplier for classroom materials resulting in greater discounts available facilitating a reduction in budgets allocated to schools under DSM Savings £41,586

**Rationale for proposed change**

Maximising Attendance is a priority area for the Council and devolving this additional responsibility to schools will maintain the focus at a local level, but with some support available if appropriate.

The implementation of a sole supplier for general class materials results in best value and better adherence to procurement policy.

Other aspects of this proposal aim to create more consistency across schools and ensure that all staff allocations are fair and transparent.

**Implementation challenges / risks/barriers**

Monitoring of the devolved absence cover budget will be required to ensure this does adversely impact on school budgets.

**Relevant benchmarking / performance information**

Impact on Pupil Teacher Ratio - increase by 0.02

Implementation Start Date **01.04.19** Savings Start Date **20.08.19** Implementation Duration [Months] **04/01/1900**

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	118,003	166,586	166,586	166,586	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£617,761	£0	80%	494,209	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	0	0	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		15.4						

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
									Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
				0	2	2	2	2	

Increased Income	Current	Proposed	Increase	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
				£0	£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Absence Cover	Sole Supplier	<enter budget area>	Savings	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
	-	21,000								You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	41,586								
	-	62,586		71,586						

Savings / benefit summary	DSM Reserves (Part year)	Staff Savings	Other Revenue Savings	Total Savings	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
	£0	£0	£0	£0						This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£55,417	£95,000	£95,000						
	£0	£62,586	£71,586	£71,586						
	£0	£118,003	£166,586	£166,586						

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
	£0	£118,003	£166,586	£166,586	£166,586	£166,586	£166,586	This section is automatically populated using information provided.
	£0	£118,003	£166,586	£166,586	£166,586	£166,586	£166,586	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X										

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
					£0	£0	£0						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
					£0	£0	£0						
					£0	£0	£0						
					£0	£0	£0						
					£0	£0	£0						
				£0	£0	£0							

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3
<b>Proposition Title:</b>	Reduce Secondary Devolved Budgets
<b>Proposition Number:</b>	3.04
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

This template proposes reduction of discreet areas of DSM allocated to secondary schools, including savings related to procurement and absence management.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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### 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 generated on:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

*Ensure good communication to headteachers to apply this consistently.*

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Reduce Running Costs across CYPLL
<b>Proposition Number:</b>	3.05
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Angela Paterson, Head of Resources and Support; Susan Martin, Education Support Services Manager

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Running costs across CYPLL are to be targeted to make reductions in budget spend.

These are set out below:

### **Grey Mileage:**

Enforcement of stricter criteria in relation to eligibility for payment of grey mileage allowances. Estimated total travel costs for all CYPLL for 2018/19 are £615k. Of this, £249k relates to grey mileage, broken down by service area as follows:

Supporting Learners £100k,  
Social Work £24k  
Secondary Schools £7k  
Primary Schools £38k  
Policy and strategy £48k  
LLWB £32k

### **Hospitality:**

Hospitality costs from ABB 2018/19 Budget Estimates:

	£
ELC	150
Primary	0
Secondary	0
Supporting Learners	200
Policy & Strategy	5,567
LLW	4,789
SWS	2,843
Resources	3,709
<b>TOTAL</b>	<b>17,258</b>
 50% reduction	 8,629

### **Printing and Advertising**

	Printing £	Advertising £
ELC	2,796	1,312
Supp Learn	11,835	
Education	44,444	2,498
LLW	23,266	26,185
SW	8,791	
Resources	19,680	
	<b>110,812</b>	<b>29,995</b>

50% Reduction

Increased use of digital technologies to share information to replace printing.

**Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Staff across CYPLL

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

The objective is to reduce spending in these targeted areas

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Savings identified –

**Grey Mileage:**

2019/20 £62,250  
2020/21 £124,500  
2021/22 £124,500

**Hospitality:**

2019/20 £8,629  
2020/21 £8,629  
2021/22 £8,629

**Printing:**

2019/20 £55,406  
2020/21 £55,406  
2021/22 £55,406

**Advertising:**

2019/20 £15,000  
2020/21 £15,000  
2021/22 £15,000

**TOTAL SAVINGS**

2019/20 £141,285  
2020/21 £203,535  
2021/22 £203,535

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

25% reduction in the cost of grey mileage claims by CYPLL staff in Year 1 increasing to 50% from Year 2

50% reduction in all other areas from 2019/20

No staffing implications

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There are no dis-benefits, only efficiencies to be made

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no costs associated

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Budgets will be reduced from new financial year 2019/20

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

**Key Assumptions**

None

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Budget allocations would be reduced and then monitored by managers

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Proposition Title **Reduce Running Costs Across CYPLL**

Proposition Reference Number **3.05** Transformation Theme **Theme 3**

Description of Proposition  
 Running costs across CYPLL are to be targeted to make reductions in budget spend.  
 These are set out below:  
 Grey Mileage:  
 Enforcement of stricter criteria in relation to eligibility for payment of grey mileage allowances.  
 Estimated total travel costs for all CYPLL for 2018/19 are £615k. Of this, £249k relates to grey mileage, broken down by service area as follows:  
 Supporting Learners £100k,  
 Social Work £24k  
 Secondary Schools £7k  
 Primary Schools £38k  
 Policy and strategy £48k  
 LLWB £32k

Rationale for proposed change  
 Reducing running costs protects front line budgets

Implementation challenges / risks/barriers  
 Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

Relevant benchmarking / performance information

Implementation Start Date **01.04.19** Savings Start Date **01.04.19** Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	141,285	203,535	203,535	203,535	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£751,890	£0	50%	375,945	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings		0	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment		0	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction		0	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing		0	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation		0	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)		0	Notes for completion:					
	0	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Travel	Hospitality	Printing and Advertising	Savings	Notes for completion:
	-	62,250	124,500	124,500	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	8,629	8,629	8,629	
	-	70,406	70,406	70,406	
	-	141,285	203,535	203,535	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£141,285	£203,535	£203,535	
	£0	£141,285	£203,535	£203,535	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£141,285	This section is automatically populated using information provided.
	£0	£141,285	
	£203,535	£203,535	
	£203,535	£203,535	

Service Impact	Children, Young People & Lifelong Learning	Economy, Environment & Infrastructure	Communities
	Education X, Social Work X, Resources & Support Services X, Lifelong Learning & Wellbeing X	Enterprising Services, Planning & Regulatory Services, Economic Development	Infrastructure & Transportation, Civic & Local Services, Customer Services, Community Planning & Engagement

Service Impact	Corporate Services	Notes for completion:
	Finance & Procurement, OD, HR & Assets, Legal & Democratic Services, Business & Technology Solutions, Assessors & ERO	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3
<b>Proposition Title:</b>	Reduce running costs across CYPLL
<b>Proposition Number:</b>	3.05
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

More efficient targeting of resource to front line budgets

### Impact Assessment

	<b>Potential Impact</b>
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#### 9 Protected Characteristics

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
<b>Human Rights</b>	<b>No Impact</b>

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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### 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 generated from the proposal:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Admin and Support Services Savings
<b>Proposition Number:</b>	3.08
<b>Prepared by:</b>	Angela Paterson, Head of Resources and Support

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

During the first year of Phase 2 of the creation of a single Council-wide support service, we have further developed the proposed operating model based on 4 functional pillars and are progressing the delivery of savings towards the Theme 3 target figure of £525,000.

There are a number of key processes which could be eliminated altogether or fully automated provided behaviours and expectations of support staff change and/or key system developments are implemented. A detailed analysis is being conducted of the current demand being met by the 320 staff within the scope of Phase 2 of the Council-wide Admin review. The key activities which consume significant amounts of admin resource are dealing with telephone calls, minuting meetings, processing timesheets and processing invoices. We are working with Customer Services to divert all initial customer contacts to the Council’s Contact Centre (Pillar 4). Where there is ongoing contact between a key worker and customer, this contact should be direct. A series of Smarter Working bulletins have been and will continue to be issued to all Council staff, encouraging the behavioural and cultural changes needed to increase the use of self-help tools and available technology to reduce the call on support staff (Pillars 2 & 3). As well as customer contact, this guidance also includes making use of Skype for Business and Microsoft Teams to hold virtual meetings with colleagues, reducing travel, and creating action notes, rather than have an admin officer type up formal minutes (unless there is a statutory need for a formal record of the meeting). Similar traditional approaches and expectations are being challenged around the need for written correspondence. We now have the Royal Mail Print & Post remote facility where there is no alternative but to send a letter. Links to Microsoft Office training, hints and tips are being provided to all operational staff to reduce the need for support staff to format documents on their behalf. Required improvements to self-help tools such as pool car booking are also being addressed.

The Council-wide move to fully electronic invoicing is being progressed through the Purchase to Pay (P2P) project, also under Transformation Theme 3. A number of employee-related processes have been identified in the i-Trent Development Plan, where system enhancements will allow all staff to access self-serve facilities. These include timesheet input, absence recording, PDR completion, management of learning and development and recruitment, automatically triggering appropriate authorisation. In terms of demand on support services’ time, the most significant of these by far is timesheet processing.

Currently in the region of 2,000 staff and casual workers do not have access to corporate computers and are therefore unable to access iTrent electronically to book holidays, check holiday balances, amend and update personal details and be able to utilise potential functionality such as electronic timesheet recording. As a result, employees use paper-based systems that are time and resource intensive and require multiple handling of information and subsequent entry into iTrent.

A significant reduction in the number of paper-based systems and the amount of manual processing required could be achieved if access to iTrent Employee and Manager Self Service is rolled out to all employees. The roll-out of the required access would be achieved via licensing the Midland HR Mobile module for iTrent in tandem with work currently being undertaken by Business and Technology Solutions as part of our Council’s adoption of Office365. This will enable staff without corporate PC access to be able to use their own devices, and those with a corporate mobile

device, to access functionality within Employee and Manager Self-Service.

Additional functionality within iTrent could also be made available to all Council staff (8,000) via mobile or non-corporate devices such as access to PDRs, Training Records and Absence Management as these are defined and delivered through the iTrent Development Plan.

The cost of the mobile module is £9,500 initial rental followed by £11,400 ongoing annual rental. Based on a 3-year time-frame, the total investment required is £32,300.

A further available enhancement is the Timesheets module. The price quotation we have received for this from Midland HR is £1.20 pa for each employee. This is the functionality which will allow all staff to record time worked, providing us with a single solution for flexi-time recording across the Council. We have therefore assumed that all staff will require access to this module at a total annual cost of £9,600, giving a cost for a 3-year period of £28,800.

With regard to GDPR compliance in relation to personal data held on employees, Midland HR offer a comprehensive facility covering Privacy, Retention and Access at an annual cost of £1 per employee, a total of £24,000 for 3 years from 2019/20.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Key Stakeholders are Elected Members (the Council), Directors, Business Managers, Service Managers, Supervisors and staff including non-pc-based staff and casual workers.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

The Council's Contact Centre resources are focused on providing professional, consistent, high quality service to all customers.

All Council staff are directly contactable by the public, colleagues and partner bodies.

The use of meetings, travelling throughout the region and the creation of records is kept to a minimum.

Maximum use is made of the technology the Council has invested in. Staff develop improved ICT skills.

The way the Council does business becomes comparable with other 21<sup>st</sup> Century organisations and thereby better meets the public's expectations of digital access to services.

All employees and managers can access relevant and timely HR/Payroll/Training information electronically, as well as corporate news and key messages in real time, delivering a One Council approach.

Duplicate manual processes are eliminated and standardised to corporate digital processes. The need for paper-based timesheet logging, checking and authorisation for example is eliminated.

Data quality is improved and maintained on a timely basis leading to informed decision-making across the Council.

The reliance on manual support services is reduced.

## Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Automation of manual processes leading to reduced processing time, duplication, multiple handling of documents and the risk of error.

Equality and enhanced HR/Payroll service provision to all staff: adoption of mobile module will enable additional iTrent processes and functionality made available through self-service (PDRs, Timesheets/Flexi, booking of training)

Fully electronic PDR process will improve the timeliness of reviews, alerting managers and staff to due dates. The ease of completion should result in improved performance across the Council in particular in those Directorates where performance is significantly lower (lowest was 62% in 2017/18) than the target of 95%.

Improved accuracy of timesheet/payroll and absence data within iTrent leading to more informed decision making

Estimated reduction of 17 X FTE at average Band 4 (Admin and payroll staff) = £382,500 - £29,000 (Invest to Deliver funding required) = £353,500 pa full year effect. This is an estimate at this stage. The results of the Activity Analysis exercise currently being undertaken will provide greater accuracy based on actual current resource allocation which will form the baseline position. This will be a combination of the deletion of vacant posts, normal retirements and the approval of ERVS requests.

The access to i-Trent self-service tools will be part of wider access to the Council's network for all employees. This will allow corporate communications to be shared by all staff electronically and eliminate the need for paper-based newsletters, bulletins etc. which do not always reach the intended audience.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

17 posts @ £22,500 (based on an average Band 4 midpoint, with on-costs). In reality the saving will be made from the deletion of a range of posts from Band 2 (£21k) to Band 9 (£40k) or higher. By removing the need for manual timesheet input a range of posts in both Admin and Payroll could be deleted. This is a prudent estimate for the time being which will be reviewed and updated once better baseline information is confirmed.

An analysis of transaction volume data for the last 3 months (Sept to Nov 2018) shows an average of around 6,000 items per month across the whole Council including teachers.

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

None

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

£85,100 investment required to fund the additional costs of all required i-Trent enhancements over the next 3 years.

Implementation would be undertaken within existing resources in BTS as part of an agreed iTrent development plan with input from HR, Payroll, Business Support and Communications where required.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Contract with Midland HR to obtain enhanced functionality – February 2019  
Implementation and training – From March 2019 ongoing in conjunction with Lifelong Learning to include initial training, on-line self-help facility, launch, floor-walking, drop-in surgeries, team sessions, trouble shooting, help-desk

Initial 'Go Live' and the start of phased implementation from April 2019

**A detailed project plan will be made available once discussions with the software providers have concluded.**

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Staff resistance to change of move from manual to digital processes arising from lack of confidence or digital skills – communications and training plan/resources developed and in place to ensure staff become confident and comfortable using technology and accessing the system.

None – functionality has been fully tested and is immediately available to implement

**Key Assumptions**

Additional functionality of timesheet module is also purchased.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Agreement to Invest to Deliver funding

- Identification of initial funding requirement in Year 1 of £27,100

Agreement to Contract change with MHR to licence module – Finance and Procurement/BTS



Proposition Title **Administration and Support Services - Further Savings**

Proposition Reference Number **3.08** Transformation Theme **Theme 3**

**Description of Proposition**  
 Currently employee and manager self-service within iTrent, the corporate HR/Payroll system, is limited to those with access to a Dumfries and Galloway Council computer connected to the corporate network.  
 Approximately 2,000 staff and casual workers do not have access to corporate computers and are therefore unable to access iTrent electronically to book holidays, check holiday balances, amend and update personal details and be able to utilise potential functionality such as electronic timesheet recording. As a result, employees use paper-based systems that are time and resource intensive and require double handling of information and subsequent entry into iTrent.  
 A significant reduction in the number of paper-based systems and the amount of manual processing required could be achieved if access to iTrent Employee and Manager Self Service is rolled out to all employees.  
 This would be achieved via licensing the MHR Mobile module for iTrent in tandem with work currently being undertaken by Business and Technology Solutions as part of our Council's adoption of Office365. This will enable staff without corporate PC access to be able to use their own devices, and those with a corporate mobile device, to access functionality within Employee and Manager Self-Service.  
 Additional functionality within iTrent could also be made available to all staff (8,000) via mobile or non-corporate device such as access to PDRs, Training Records, Absence as these are defined and delivered through the iTrent Development Plan

**Rationale for proposed change**  
 All employees and managers should be able to access relevant and timely HR/Payroll information electronically  
 Duplicate manual processes need to be eliminated and standardised to the corporate digital process within iTrent  
 Data quality within iTrent needs to be improved and maintained on a timely basis leading to informed decision making across our Council.

**Implementation challenges / risks/barriers**

**Relevant benchmarking / performance information**

Implementation Start Date **01/04/2019** Savings Start Date **01/07/2019** Implementation Duration [Months] **3 months**

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	292,500	382,500	382,500	382,500	- This section is populated automatically from the information in the section below
Cost	-	27,100	29,000	29,000	29,000	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,440,000	£114,100	100%	1,325,900	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	4	5.6	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	5	6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		<b>29.6</b>						

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile		75%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction
	320	320	0
	320	307	13
	320	303	17
	320	303	17
	320	303	17

Notes for completion: Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase
			£0
			£0
			£0
			£0
			£0

Notes for completion: Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Income	Staff Savings	Other Revenue Savings	Total Savings
<enter budget area>	£0	£0	£0	£0
<enter budget area>	£0	£292,500	£0	£292,500
<enter budget area>	£0	£0	£0	£0
Savings	£0	£292,500	£0	£292,500

Notes for completion: You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings
	£0	£0	£0	£0
	£0	£292,500	£0	£292,500
	£0	£0	£0	£0
	£0	£292,500	£0	£292,500

Notes for completion: This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds
			£27,100		£0	£0
			£29,000		£27,100	£27,100
			£29,000		£29,000	£29,000
			£29,000		£29,000	£29,000
			£29,000		£29,000	£29,000

Notes for completion: Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)
	£0	£0
	£265,400	£265,400
	£353,500	£353,500
	£353,500	£353,500
	£353,500	£353,500

Notes for completion: This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning	Economy, Environment & Infrastructure	Communities
	Education X, Social Work X, Resources & Support Services X, Lifelong Learning & Wellbeing X	Enterprising Services X, Planning & Regulatory Services X, Economic Development X	Infrastructure & Transportation X, Civic & Local Services X, Customer Services X, Community Planning & Engagement X

Service Impact	Corporate Services	Notes for completion:
	Finance & Procurement X, OD, HR & Assets X, Legal & Democratic Services X, Business & Technology Solutions X, Assessors & ERO X	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs		£27,100	£29,000	£29,000	£29,000	
Property Costs						
Staff Costs						
Project Costs	£0	£27,100	£29,000	£29,000	£29,000	
5 Year Total Cost	£0	£27,100	£56,100	£85,100	£114,100	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3
<b>Proposition Title:</b>	3.08 Admin and Supports Services Savings
<b>Prepared by:</b>	Angela Paterson, Head of Resources and Support

### Impact on Council Plan What impact will this have on aspects of Council priority?

The way the Council does business becomes comparable with other 21<sup>st</sup> Century organisations and thereby better meets the public's expectations of digital access to services

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	

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
<b>Human Rights</b>	<b>No Impact</b>

Narrative description and assessment

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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Narrative description and assessment

**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:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3
<b>Proposition Title:</b>	Commercial Fleet
<b>Proposition Number:</b>	3.09
<b>Prepared by:</b>	Gordon Bryce, Transport and Operations Manager

**Background Information - why?**  
 What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Commercial fleet numbers will be reduced to secure the saving indicated.

The majority of the reductions will be achieved by ending current leases. Assets will also be identified to be replaced through the capital programme.

The distribution of the commercial fleet reduction will vary across Directorates and equipment.

To underpin these savings and further savings a focus on commercial fleet reduction will require a radical change to the strategic planning, management and operation of the fleet across the Council, through a one-door approach.

Such change will increase the utilisation of the fleet reducing costs whilst identifying areas of fleet that have the potential to be removed, downsized or shared between services.

**Stakeholders - who?**  
*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*  
*Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

All Council Directorates.

**Objectives & Activities- what?**  
*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*  
*What will be different as a result of this? What are the aims/objectives of the proposition?*

At this stage for 2019/20 and 2020/21, the reduction of the commercial fleet can be achieved mainly through ending current leases, but also replacing identified assets through the capital programme.

Savings for the future will require the proposed change process detailed above to be developed and implemented.

**Savings / Benefits**  
*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Anticipated savings of £30k 2019/20 and an additional £50k 2020/21

Commercial Fleet Reduction	
2019/20	2020/21
£30k	£80k

<i>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</i>
The majority of these savings will made by ending current Leases and replacing identified assets via the capital programme. The costs will vary over Directorates and equipment.
<b>Dis-benefits</b> <i>Are there any negative impacts of this? Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i>
N/A
<b>Budget- how much?</b> <i>Are there any costs associated with doing this? What are the resources &amp; budget required to implement this proposition?</i>
There are no costs directly associated with the proposed savings detailed in this template.  The development of the change process proposed will have to be considered and costed.
<b>Work plan- when?</b> <i>What are the overall indicative milestones and timescales for implementation?</i>
For 2019/20 the implementation will be immediate.  For 2020/21 reductions will be planned.  A detailed timescale for the delivery of the change process will require to be developed.
<b>Risks/Issues/Barriers to Change- what if?</b> <i>What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?</i>
Key risk will be stakeholder engagement. Detailed Fleet and operational reviews will be carried out to support the change process which will also introduce and develop a new culture within Fleet Management and asset usage.
<b>Key Assumptions</b>
A proportionate reduction in commercial fleet associated with service change and delivery.
<b>What needs to happen next?</b> <i>What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?</i>
Identified leases to be ended to achieve 2019/20 saving. Planned reduction for 2020/21 and scope out a project plan to address the change process. The change process will involve the Transport Manager, Fleet Team, Fleet SDLO, Workshop Manager, Business Improvement Team, Procurement and BTS.

Proposition Title **Commerical Fleet**

Proposition Reference Number **3.09** Transformation Theme **Theme 3**

**Description of Proposition**  
 Commercial fleet numbers will be reduced to secure the saving indicated.  
 The majority of the reductions will be achieved by ending current leases. Assets will also be identified to be replaced through the capital programme.  
 The distribution of the commercial fleet reduction will vary across Directorates and equipment.  
 To underpin these savings and further savings a focus on commercial fleet reduction will require a radical change to the strategic planning, management and operation of the fleet across the Council, through a one-door approach.  
 Such change will increase the utilisation of the fleet reducing costs whilst identifying areas of fleet that have the potential to be removed, downsized or shared between services.

**Rationale for proposed change**  
 Straightforward reduction in commercial fleet associated with service change and delivery. The proposed change process will underpin current savings proposals and enable further savings to be considered.

**Implementation challenges / risks/barriers**  
 The main risk is lack of stakeholder engagement. Detailed Fleet and operational reviews will be carried out to support the change process which will also introduce and develop a new culture within Fleet Management and asset usage.

**Relevant benchmarking / performance information**  
 Current KPI's

Implementation Start Date **01/04/2019** Savings Start Date **01/04/2020** Implementation Duration [Months] **12**

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	30,000	80,000	80,000	80,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£270,000	£0	100%	270,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	5	6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	3	3	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	2	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	2	2	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		17.4						

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile	0%	0%	100%	0%	0%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Fleet Budget Codes	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	30,000	80,000	80,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£30,000	£80,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
	£0	0%	£0	0%	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£30,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X	X	X	X	X	X	X	X	X	X	X

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	X	X	X	X	X	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	3
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<b>Proposition Title:</b>	3.09 Commercial Fleet
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<b>Prepared by:</b>	Gordon Bryce, Transport and Operations Manager
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**Impact on Council Plan**  
What impact will this have on aspects of Council priority?

No Impact

### Impact Assessment

	<b>Potential Impact</b>
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#### 9 Protected Characteristics

Narrative and assessment of impact (includes staff and service users) on:

Age	No Impact
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Disability	No Impact
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Gender	No Impact
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Transgender	No Impact
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Marriage & Civil Partnership	No Impact
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Pregnancy & Maternity	No Impact
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Race	No Impact
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Religion or Belief	No Impact
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Sexual Orientation	No Impact
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<b>Human Rights</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Summary of Impacts</b>	<b>No Impact</b>
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This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Reduction of Grey Mileage
<b>Proposition Number:</b>	3.10
<b>Prepared by:</b>	Gordon Bryce, Transport and Operations Manager

## Background Information - *why?*

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Currently our Council operates a Fleet of 176 Pool Cars. The current utilisation and cost of this fleet against the equivalent grey mileage provides an annual cost avoidance figure of 160k. This makes the pool car fleet very effective and an efficient way for our Council Employees and Members to travel. The Fleet is currently managed by one Administrator within the Fleet Management Team and uses our Tranman system as a management tool and as an online booking tool. These systems are currently under review with the aim of reducing block bookings, to give the user a wider availability of cars when making bookings and to increase the utilisation of the Fleet.

The cost of grey mileage in 2017/18 was 405k (912,457 miles) and is forecast to be 397k at the end of the current financial year. By increasing the Pool Fleet with an additional 50 cars which would be targeted to travel a minimum of 10,000 miles per year we would reduce the total grey mileage by 500,000 miles and save 45k from our total cost.

Identifying users will be key in the success of reducing Grey Mileage and will require further analysis of the mileage reports to guide us towards what departments and staff groupings to target.

Description	2017/18 Miles	2017/18 Cost	YTD Miles	YTD Cost
CYPLL	637,962	£279,809	272,143	£123,654
MEMBERS	158,470	£71,153	103,897	£46,754
EEI	48,070	£27,183	25,462	£11,662
COMMUNITIES	62,510	£24,310	25,257	£11,366
CORPORATE	5,145	£2,643	2,367	£1,065

The administration of the additional vehicles would be absorbed into the current Fleet Team with an emphasis being put on staff to use the online self-service booking facility to reduce the current work time being spent on phone bookings.

## Stakeholders - *who?*

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

All Council departments and Members.

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

To reduce the overall cost of Grey Mileage within our Council by increasing the Pool Car Fleet.

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

- Reduction of Grey Mileage costs
- Reduce our carbon footprint
- Manage our Occupational Road Risk

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

**Grey Mileage Cost**

£405,100

**Miles**

912,457

**Cost of 50 Cars inc Fuel Miles (minimum)**

£179,485

500,000

**Cost of 500,00 Miles @ 0.45p**

£225,000

**Saving (Cost of Miles - Cost of Cars)**

£45,515

The saving figure above is based on a minimum usage of 10,000 miles per year per vehicle, as the users and the mileages of the vehicles increase so to will the savings figure.

Year 1 2019/20 - £45,000

Year 2 2020/21 - £80,000

Accumulative £125,000 in Year 2

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

N/A

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

50 pool cars including fuel to cover 10,000 mile per year - £179,485

The above costs cover:

- Lease / Depreciation
- Maintenance
- Insurance
- RFT

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Additional vehicles would be on the road for the start of financial year 2019/20. The purchase of vehicles could be included in our current renewals, which would take advantage of 2018 prices. For example, Vauxhall have communicated a £500 per car rise from Jan 2019.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Council building and receptions are closing and reducing their opening hours which makes collection of vehicles difficult. This also cause issues with the key and booking management of vehicles. The use of technology could be introduced to use a keyless entry system which would be linked to Council ID badges. This would reduce the amount of contact required at receptions and allow a more flexible collection system.

**Key Assumptions**

This is a spend to save opportunity.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

A procurement exercise to ascertain which funding route would be best value. These will be either, Leasing, an Operating Lease or by prudential borrowing. An intensive analysis of the grey mileage reports would be carried out to provide the high priority staff groupings. Our Fleet Team would then work with those employees to build the most efficient travel plan within the regulations of the HMRC. A Grey Mileage Policy will be introduced ensuring economic efficiency in our spend on Employees/Members travel and to promote the most cost-effective method of transport in the first instance.

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Proposition Title **Reduction of Grey Mileage**

Proposition Reference Number **3.10** Transformation Theme **Theme 3**

Description of Proposition  
To reduce the overall cost of Grey Mileage within our Council by increasing the Pool Car Fleet.

Rationale for proposed change  
Pool car fleet is the most effective and efficient way for our Council Employees and Members to travel.

Implementation challenges / risks/barriers  
Council building and receptions are closing and reducing their opening hours which makes collection of vehicles difficult. This also cause issues with the key and booking management of vehicles. The use of technology could be introduced to use a keyless entry system which would be linked to Council ID badges. This would reduce the amount of contact required at receptions and allow a more flexible collection system.

Relevant benchmarking / performance information  
Mileage reports show:  
CYPLL Description 2017/18 Miles  
MEMBERS 37,962  
EEL 158,470  
COMMUNITIES 48,070  
CORPORATE 62,510  
5,145  
Further analysis will help identify specific groups to target for reductions.

Implementation Start Date **01/04/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **1**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	45,000	125,000	125,000	125,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£420,000	£0	100%	420,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Savings	1-5 Assess	Score	Scoring Matrix	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver	
Savings	1	1.5		5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6		3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5		1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column							
		24.3								

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%			When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Vehicle & Transport Costs - Grey Mileage	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	45,000	125,000	125,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£45,000	£45,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£45,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X	X									

Service Impact	Corporate Services				Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO
					Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0		
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	3.10 Reduction of Grey Mileage
<b>Prepared by:</b>	Gordon Bryce, Transport and Operations Manager
<b>Impact on Council Plan</b>	
What impact will this have on aspects of Council priority?	
No Impact	
<b>Impact Assessment</b>	
	<b>Potential Impact</b>
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	No Impact
<b>Health, Health Inequalities and Wellbeing</b>	No Impact
<b>Economic &amp; Social Sustainability</b>	No Impact
<b>Environmental Sustainability, Climate Change and Energy Management</b>	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:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Purchase to Pay Review - Centralisation of Ordering and Payments Processing
<b>Proposition Number:</b>	3.11
<b>Prepared by:</b>	Karen Scott, Procurement and Commissioning Manager; Lindsay Wilson, Financial Transactions Manager

## Background Information - why?

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The Council spend on average £240M per annum on external goods, services and works with around 4400 suppliers. The table below highlights the number of orders, invoices and average invoice values currently processing this external supplier spend:

System	Orders	No. of Invoices	Value	Average Invoice Value	Average Invoices processed per annum per FTE
<b>Integra</b>	0	33,431	£149.5M	£4,471.90	5571
<b>PECOS</b>	29,225	35,632	£24.6M	£690.39	7126
<b>MOSAIC</b>	0	30,926	£29.5M	£953.89	7363
<b>TOTAL</b>	16,136	17,464	£29.7M	£1,700.64	2910
<b>PMIS/MILAN</b>	11,000	12,004	£9.6M	£799.73	3429
<b>ALL</b>	<b>56,361</b>	<b>129,457</b>	<b>£242.9M</b>	<b>£1,876.30</b>	<b>5462</b>

The cost of processing these orders and invoices is a significant overhead for the Council with an industry average cost of processing invoices at £35 each, this is in effect costing the Council £4,534,145 to spend £240M.

Benchmarking against other local authorities has been undertaken and highlighted the best performing local authority is currently Aberdeen City Council with an average invoice value of £3,000.

The table below demonstrate the value of invoices being processed:

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	100	0.08%	£83,438,375.29	35.37%
£50,001 to £250,000	241	0.20%	£24,997,721.88	10.60%
£10,001 to £50,000	1,818	1.49%	£35,027,585.66	14.85%
£1,001 to £10,000	28,480	23.39%	£75,563,964.81	32.03%
£501 to £1,000	16,382	13.46%	£11,964,573.49	5.07%
£101 to £500	33,020	27.12%	£8,397,160.42	3.56%
£51 to £100	13,275	10.90%	£981,900.31	0.42%
Less than £51	25,576	21.01%	£611,862.27	0.26%
Credits	2,850	2.34%	-£5,057,377.64	-2.14%
<b>Total</b>	<b>121,742</b>	<b>100.00%</b>	<b>£235,925,766.4</b>	<b>100.00%</b>

Please note the difference in volume of invoices between the two tables (129,457 invoices and 121,742 invoices) is as a consequence of the different reporting tools being used as one excludes payments to individuals (these appear in the top table but not the bottom).

These orders and invoices, are processed through five main systems, as follows:

1. Integra – Invoices – Council wide
2. Pecos – Purchase orders & invoices – Council wide
3. Total - Purchase orders & invoices – Fleet, Roads & Building Services
4. Mosaic - Purchase orders & invoices – Social Work
5. PMIS - Purchase orders & invoices – Property & Architectural Services

Each of these systems has separate service-based personnel involved in the processing of orders and invoices and as a consequence various approaches have been adopted. Corporate Finance & Procurement have a Billing, Ordering & Payments team who provide a centralised role for the Integra, Pecos and Mosaic functions. Although there are dedicated staff for each system within this team, most team members have a multi-system role to meet demand as and when required; and/or to cover staff absence/leave, creating a more resilient team to support three of the five systems currently used.

The staff involved in the ordering and invoicing within non-corporate teams for the other systems may perform some other roles, however they are placed with the responsibility of adopting fit for purpose ordering and payment schedules, which is evidenced by the volume and value of orders and invoices above and is resulting in considerable additional work. There is limited guidance and oversight to ensure approaches and processes being used are streamlined and minimise the level of human input required. The fragmented approach of staff also means there are areas of non-compliance in relation to Procurement Standing Orders and Financial Regulations which is not receiving corporate oversight. The roll out of a recent no PO no Pay policy within the Council has been adopted through corporate approaches but again there is limited impact or reporting available through other systems.

Due to localised staff for each services / system, there is also considerable confusion for suppliers around where to send requests for payment / invoices and receipting of these can often be confused with other contract monitoring duties.

There is currently no central reporting to monitor performance across these teams and systems corporately, albeit this does take place for the corporate systems (PECOS and Integra).

A significant and disproportionate amount of staff time is spent on dealing with mismatches of invoices that are received and dealing with suppliers chasing payments through the corporate team, this is reflected in the average number of invoices the Integra FTE's can process per annum in comparison to the PECOS FTE's.

It is appreciated that for all systems that other staff get involved in pre-authorising or authorising orders/invoices – However for these devolved staff this aspect is a small part of their work and Purchase to Pay Review would not intend changing this, especially as it might conflict with the remit of other transformation projects.

The Council currently have a Corporate Purchasing Card in place which has is being utilised by all departments with limited guidance or approaches to maximise benefits achieved through reduction in ordering and invoicing overhead costs for low value orders.

## Stakeholders - who?

Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?

Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?

### Council Stakeholders

**Finance Transactions Team:** BOP staff processing invoices within Integra Purchase Ledger (including urgent payments) 6.0FTE; Pecos 5.0 FTE; Mosaic 3.0 FTE. These staff are supervised by a Billing, Ordering and Payments Team Leader who reports to the Financial Transactions Manager. The staff involved in processing orders and invoices in Integra and PECOS will be affected as these posts would be merged into a wider team who would use electronic invoices, reduced scanning, remove duplication of scanning (currently invoices are scanned into 2 systems where they are processed through PMIS or Total).

The team leader and financial transactions manager would have greater control of the ordering, billing and invoicing processes across the Council and will be able to monitor performance and easily and quickly implement improvements.

**Procurement:** The procurement officers implementing new contracts will be able to share information easily with system administrators to ensure appropriate controls are in place to support contract compliance.

**Property and Architectural Services:** staff processing orders and invoices within PMIS (3.4 FTE estimate) will fall into the scope of a centralised team.

Contract managers within PAS will also be affected and consideration of receipting of works complete and the separation of contract monitoring duties will be required.

**Enterprising Services:** Scale is currently being investigated, although a significant proportion of processing takes place in devolved offices. Based on pro-rata of Integra/PMIS/Pecos/Mosaic invoice numbers, the invoice throughput for Total would require 6.0 FTE (recognising that all systems are different).

Contract managers within EEI will also be affected and consideration of receipting of works complete and the separation of contract monitoring duties will be required.

**Social Work:** Social Work have identified that 20% of Social Work Administrative Assistant Care Management (AACM) posts are involved with processing invoices on Mosaic.

Consultation of numbers and posts that would fall within the scope of a centralised BOP team for all services is required and will take place in December 2018. This will include the commencement of the formal consultation process.

In summary:

<b>System</b>	<b>Est PL FTE</b>
Integra & Urgents	6.0
Total	6.0
Mosaic (BOP & AACM)	4.2
PMIS/Milan	3.4
Pecos	5.0
<b>ALL</b>	<b>24.6</b>

In addition, the Council's Business Managers will be key stakeholders and regular performance reporting should be provided to this group as a P2P forum which will review performance and areas for improvement on a quarterly basis.

#### External Stakeholders

**Suppliers / Clients in receipt of payments:** a more positive, consistent approach will make provide a clear payment process which ensures payments would be made more timeously and promotes electronic invoicing. The reduction in orders and invoices will save suppliers money in the cost of processing orders and invoices from their perspective too.

#### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

#### Objectives

The aim of this project is to:

- Ensure the Council has in place effective and efficient business processes and systems for ordering and payment of goods, services and works across the Council with regular performance reporting;
- Remove duplication in the Council processes and systems;
- Reduce the number of orders placed and invoices processed;
- Reduce / remove the need for internal recharges for delivery of works;
- Improve Council performance in relation to compliance with relevant regulations, Council policies and contracts; and
- Pay suppliers/clients within agreed business terms (30 days) and be able to track stage of payments when dealing with supplier queries.

#### Centralised activities

Opportunities exist for bringing together the staff involved with the ordering and payment activities undertaken within Total and PMIS systems, into an expanded Billing, Ordering & Payments Team. This would provide greater control around the ordering and invoicing processes and ensure consistency in approach across the Council.

The centralisation of staff undertaking these duties will enable a programme of improvements to reduce the number of transactions and staff, through implementation of consolidated invoicing and improved use of purchase card. Delivery of this project shall include a targeted project to reduce the number of transactions by around 20K. This will also provide an opportunity to reduce the required supervision, releasing staff time from the more senior posts (bands 7 – 12) which shall enable the team to provide advice and training to operational services. The provision of this advice and training shall create an opportunity to continue to reduce the volume of transactions and explore use of new technologies, identifying any further potential time and / or financial savings and avoid the current issues and behaviours recurring.

In summary, the aspiration is to mirror the successful team mergers which took place in the Council when Staffing and Payroll teams combined to form Pay & Employment Service (£249,000 savings achieved); and Purchase Ledger team, Sales Ledger team, Pecos team, and Social Work Financial Control team merged to form Billing, Ordering & Payments Team (£80,000 savings achieved) in 2016.

#### Technology

Note: This business case aligns to the rationalisation of systems used for ordering and payments business case.

The rationalisation of system business case will capture a requirement to utilise electronic message reader/optical character reading technology to dramatically reduce "hands touching" the actual documents leading to less manual data input required.

Automation and other practices would be exploited with the aim to reducing the need for manual input. Site visits to Falkirk and North Ayrshire Council's indicate that this is possible utilising electronic message reader technology to drop invoices received by e-mail directly into purchase ledger; whilst optical character reader technology can be used to automatically input the relevant information previously done manually. (OCR scanning success of 75% seems to be standard).

In terms of exploiting further technology for Purchase Ledger activities – Artificial Intelligence and Robotic Process Automation – Discussions have been initiated with Capita on the likely timescale for this being available. Indications are that Capita will have a workable product available in the 12 to 18months timeframe. (January 2020 to June 2020). There is potential for further time and / or financial savings depending on the outcome of the availability and cost of robotic process automation within systems.

The activities should also include wider implementation of e-invoicing. An e-invoice is an electronic transaction document that contains billing information in an electronic format. Using e-invoices eliminates the printing of invoices by suppliers, postage, delay, reduces manual inputting by supplier and council, removes paper, reduces errors, facilitates faster payments to suppliers and provides the ability to track invoices more easily. The use of e-invoicing will become mandatory in 2020 through regulation, however the efficiencies that can be realised through increased use and a phased approach to rolling out e-invoicing will be delivered through this project.

The centralisation of this team would implement a consistent and robust approach to use of purchase card for all one-off payments under £2,000. This would also need to recognise that the use of existing contracts is mandatory, and the purchase card must not be used to circumvent payments to suppliers out with agreed payment procedures, compliance checks on this would be required to ensure this is undertaken.

Key Benefits of this card includes:

- The P-Card eliminates the procedure and effort in adding ad-hoc/infrequent suppliers on to the ordering and payment systems and ongoing maintenance of these systems;
- It enables cardholders and approvers to review, allocate, and approve charges made with the purchase card and charged to the Cardholders designated cost centre and account code.
- Significant savings can be realised in the administrative costs associated with such purchases compared to conventional methods, if the purchase card is used properly.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

The target savings figures of 1.0 FTE in 2019/2020; 2.0 FTE in 2020/2021; 2.0 FTE in 2021/2022.

Financial savings as identified within Part 2 of the Business Case.

Performance improvements as highlighted within the objectives above.

Suppliers/clients paid quicker – current performance issues identify many suppliers are not paid on time. Difficulties in reporting mean the actual volume of suppliers paid late cannot be quantified. A centralised function and system shall enable effective reporting on this performance and ensure all valid invoices are paid within the contracted terms, which shall not exceed 30 days.

Sustainable and more resilient team through a centralised function.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The target savings figures of 1.0 FTE in 2019/2020; 2.0 FTE in 2020/2021; 2.0 FTE in 2021/2022.

The target for savings is based on: -

1. Previous experience of merging *process based* Teams;
2. Consolidated invoicing;
3. Exploiting the opportunity that one prime corporate ordering/invoicing system allows for achieving economies of scale.

Figures are based on Band 3 (Living Wage) plus on-costs = £20,767. This is the banding that predominantly processes orders/invoices and will be rationalised through progression of the centralisation initiative.

Staff time savings should be realised through improvements to the business process following lean six sigma review for ordering and invoice processing, additional time savings shall be realised through a reduction in orders and invoices raised where appropriate through better use of value based orders etc.

Potential in the future for further time and / or financial savings:

- Utilising new technology to achieve more automation and less manual input
- Expansion of the consolidation of invoices

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

If staff are accurately identified as requiring participating in the centralisation process, then there should be no negative impacts.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Short-term – Consultancy needed to explore technical requirements of passporting transaction information from Purchase Ledger/Nominal Ledger to service based systems (if needed).

0.75 FTE from January – March 2019 to research and undertake contract negotiations to implement activities, as highlighted in activities below.

## Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

- Validation of relevant staff in scope of the review: December 2018
- LEAN Six Sigma Process to be concluded to identify inefficiencies and best practice in current ordering and invoicing process: January 2019 (BTS Business Systems Development Manager taking forward this activity);
- Formal consolation with staff and unions and completion of activity schedules: January – March 2019;
- Identify suppliers and contracts to be targeted and undertake contract negotiations to implement consolidated billing – January 2019 (resource will be required to undertake this activity alongside BOP team);
- Undertake consolidated billing and e-invoicing negotiations – January 2019 – March 2019 (resource will be required to undertake this activity);



- Consultation with services in relation to validate the post figures highlighted in the stakeholder section above and savings / benefit projections below;
- Union and staff consultations;
- Identification of technology able to automate the process and remove the need for manual intervention to scan and match invoices – December 2018;
- Implementation of e-invoicing – BAU with immediate effect for all new contracts being awarded (subject to supplier capability);
- Implementation of consolidated billing – BAU with immediate effect for relevant contract;
- Development an action plan to roll out e-invoicing and develop an electronic invoice template to meet needs of systems reading invoices and provide support and guidance to targeted suppliers to be onloaded for e-invoicing – February 2019.
- Implementation of centralised ordering and payment processing with improved efficiencies – May 2019

### **Risks/Issues/Barriers to Change- *what if?***

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

#### **Identification of posts in scope:**

Staff may be in scope of other transformation project reviews – consultation with other theme leads to ensure appropriate allocation of posts;

Accuracy of the number of posts which should be within scope given mixed duties and activities undertaken by some post holders – work is being undertaken to identify a benchmark of the number of staff used to process the number of orders / invoices currently being processed. The benchmark will be informed by each system across the Council and data from other local authorities.

Main risk is obtaining an accurate breakdown of which staff should be included in the new Team, and that a “fair” resource transfer takes place for all activities transferred. This is especially relevant as experience shows that very few staff spend all their time on orders/purchase ledger activity, and there would require to be some “give and take” to ensure that both services had sufficient staff resources post transfer. Mitigation – Discussions with current service based managers.

Another risk is around the possibility of passporting the purchase ledger information from the prime system back into the service based system *if required* – this may be easy or difficult.

### **Key Assumptions**

Successful implementation and delivery of the rationalisation of ordering and payments system business case objectives.

That savings can be extracted from identifying economies of scale.

Headcounts can be reduced through natural turnover.

Suppliers participate in the process improvements and consolidation of invoices. No issues are anticipated as this can reduce the administration for suppliers too.

Resource is available within the Council to undertake the Lean 6 sigma review within the project timescales.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

<b>Activity</b>	<b>Target Completion Date</b>
<u>Centralised Team</u>	
Identify initial posts considered in scope for each system	07/12/2018
HR advice on consultation and subsequent process	07/12/2018
Theme lead consultation to id cross over of posts in scope	14/12/2018
Trade union consultation	14/12/2018
Staff consultation	
Staff activity schedules	30/01/2019
Finalise posts in scope	14/02/2019
<u>Consolidated Invoices</u>	
Identify suppliers to be moved to consolidated invoices	30/11/2018
Identify target reduction in invoices	30/11/2018
Meet with services for targeted areas of spend to explore options and implications of consolidated invoicing, this should include identification of any wider recharge and contract monitoring implications	30/01/2019

Proposition Title **Centralisation of Ordering and Payments Processing**

Proposition Reference Number **3.11** Transformation Theme **Theme 3 – Purchase to Pay Review**

Description of Proposition Opportunities exist for centralising staff involved with the ordering and payment activities, around the current Integra, Pecos, Mosaic, PMIS and Total systems. This would provide greater control around the ordering and invoicing processes and ensure consistency in approach across the Council.

Rationale for proposed change The centralisation of staff undertaking these duties will enable a programme of improvements to reduce the number of transactions and staff, through implementation of consolidated invoicing and improved use of purchase card.  
The aim of this project is to:  
•Ensure the Council has in place effective and efficient business processes and systems for ordering and payment of goods, services and works across the Council with regular performance reporting;  
•Remove duplication in the Council processes and systems;  
•Reduce the number of orders placed and invoices processed;  
•Reduce / remove the need for internal recharges for delivery of works;  
•Improve Council performance in relation to compliance with relevant regulations, Council policies and contracts; and  
•Pay suppliers/clients within agreed business terms (30 days) and be able to track stage of payments when dealing with supplier queries.

Implementation challenges / risks/barriers Accurately identifying staff involved in centralised creditor processes across all current systems Main risk is obtaining an accurate breakdown of which staff should be included in the new Team, and that a "fair" resource transfer takes place for all activities transferred. This is especially relevant as experience shows that very few staff spend all their time on orders/purchase ledger activity, and there would require to be some "give and take" to ensure that both services had sufficient staff resources post transfer. Mitigation – Discussions with current service based managers.

Relevant benchmarking / performance information PI information on time taken to pay invoices within 30 days by system

Implementation Start Date **01/04/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **2 years**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	20,767	41,534	41,534	41,534	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£145,369	£0	90%	130,832	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Savings	1-5 Assess	Score	Notes for completion:
Savings	1	1.5	<b>Scoring Matrix</b> Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column
Strategic Alignment	1	1.4	
Customer Satisfaction	3	3.6	
Timing	3	3	
Risk / Ease of Implementation	2	2	
Resource Impact (capacity to deliver)	2	2	
<b>13.5</b>			

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		50%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
		-1.0	-2.0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
		0	1.0	
		2.0	2.0	

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
			£0	
			£0	

Other revenue savings	<enter budget area>	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£20,767	£41,534	£41,534	
	£0	£0	£0	£0	
	£0	£20,767	£41,534	£41,534	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	
					£0	£0	
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£20,767	This section is automatically populated using information provided.
	£41,534	£41,534	

Service Impact	Children, Young People & Lifelong Learning	Economy, Environment & Infrastructure	Communities
	Education X	Enterprising Services X	Civic & Local Services

Service Impact	Corporate Services	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	Notes for completion:
	Finance & Procurement X	OD, HR & Assets X			Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs	£20,000					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs	£5,000					
Property Costs						
Staff Costs	£7,200					
Project Costs	£32,200	£0	£0	£0	£0	
5 Year Total Cost	£32,200					
Cost Check	£32,200	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	3.11 Purchase to Pay Review - Centralisation of Ordering and Payments Processing
<b>Prepared by:</b>	Karen Scott, Procurement & Commissioning Manager; Lindsay Wilson, Financial Transactions Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

**Build the local economy** - Support our small and medium sized businesses to be established and grow – Through improving the Council’s payment performance in terms of increasing the percentage of invoices paid within 30 days. Improvement of this PI will help improve the cash flow of small and medium sized businesses.

Cash flow into a business is important because money in becomes payment for things that make the business run - payment to employees, materials rent and other operating expenses. A positive cash flow means a business is running smoothly and gives the opportunity for owners to make new investments (hire employees, open another location) and further grow their business.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>

Narrative description and assessment - The improvement deriving from paying suppliers more quickly has a neutral impact on the above protected characteristics.

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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Narrative description and assessment - The improvement deriving from paying suppliers more quickly has a neutral

impact on the above protected characteristics

**Economic & Social Sustainability**

**Low Positive**

Narrative description and assessment – Has a positive impact on economic sustainability in terms of paying supplier invoices quicker has a positive effect on the cash flow of businesses.

**Environmental Sustainability, Climate Change and Energy Management**

**No Impact**

Narrative description and assessment - The improvement deriving from paying suppliers more quickly has a neutral impact on the above protected characteristics

**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:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

No adverse risks or negative impacts assessed with this proposition.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	Purchase to Pay Review - Early Payment Programme
<b>Proposition Number:</b>	3.12
<b>Prepared by:</b>	Karen Scott, Procurement and Commissioning Manager; Lindsay Wilson, Financial Transactions Manager

**Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Currently Dumfries & Galloway Council are committed to paying suppliers within 30 days, however the ability to track this with the current approaches to submitting invoices to different services make this difficult to monitor performance from the point at which an invoice is received. Performance is currently measured based on the time an invoice was manually entered into one of the Council’s ordering systems. Based on 2017/2018 data, 66% of suppliers receive their payment within 10 days.; 84% (cumulative) receive their payment within 20 days, and 92% (cumulative) receive their payment within 30 days. However, such payment terms are resource intensive and not required under the contractual conditions and are not consistent with other buying organisations.

The Council do not have a programmed approach to the speed in which companies receive payment of invoices.

It is recognised that prompt payment can support against the Council priority to “*Build the local economy*” - *Support our small and medium sized businesses to be established and grow*. Faster payment means improving the businesses cash flow which is often the deciding factor in terms of a business’s health.

Other local authorities have established programmes which secure income in the form of rebates managed by a third party where the local authority make early payment (i.e. earlier than the contracted requirement which is never more than 30 days within DGC). Such programmes are available for all local authority suppliers to sign up to, but Council’s may target higher value spend suppliers to sign up to maximise income for the Council and cash flow benefits for the supplier.

The Council currently benefit from a 0.5% discount on utilities through our existing contracts for committing to faster payment terms.

Within the Council payment to suppliers is currently inconsistent, but following progression of the other two P2P business cases to improve the performance of our business processes and systems for ordering and invoicing, this is expected to significantly improve.

The uncertainty of payment terms and performance and overall cashflow can be very difficult for suppliers to manage and sometimes survive.

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Providers / External finance companies who run early payment programmes  
Council suppliers  
Other local authorities who currently run similar programmes  
Council ordering and payment team  
Council procurement team  
Contract owners / budget holders approving supplier payments

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

This business case proposes to implement an early supplier payment programme like those used by other local authorities (referenced in the background above) to generate an income for DGC. This would be supplemented with implementation of a new Purchase Card which will generate a rebate and the use of such cards will be used for high value automated payments such as utilities which continues to secure the currently received discounts but would enable the Council to reach rebate thresholds and generate an income from such high value spends.

Supplementary to these high values spends, a further recommendation is to make better use of purchase cards for one off, low value purchases which will also provide an aggregated amount to return a rebate. A rebate based on benchmarking with other local authorities with a similar spend, could generate in the region of £50,000 per annum.

The programme would be promoted with suppliers which are local or where the Council have a high value of spend with them (who are not appropriate for purchase card payments). Implementation of a new programme such as this would support faster payments in a programmed manner, ensuring appropriate allocation of resources to prioritise such payments.

Suppliers who choose to sign up to get their invoices paid much quicker – that is suppliers' invoices will be processed and paid on a priority basis ahead of contracted terms in exchange for a pre-agreed discount. Suppliers who agree to join have the discount applied dynamically when the invoice is paid. Importantly, the level of the discount is directly proportional to how early the payment is made, so it is transparent and equitable.

The implementation of a supplier early payment programme allows the Council to benefit through rebate where we have in place efficient ordering and payment processes and systems, which allow us to support cashflow for our suppliers.

The rebate is only applied if invoice acceleration is achieved. To calculate the invoice acceleration, the number of days between invoice received date and invoice remittance date is used. An example of what can be achieved is set out within Cumbria County Council who obtain a rebate of 1.00% from suppliers paid on day 10, with the organisation who track and manage the rebate process retaining a proportion of this.

Cumbria County Council who run an early payment programme have appointed a company called Oxygen Finance to manage their programme for suppliers. Oxygen Finance is a specialist provider of payment solutions and is a leading provider of early payment programmes and have worked with Cumbria County Council for almost 4 years now. Cumbria Council intimated they secured in the region of £400,000 in the last financial year through this programme.

The proposition is for Dumfries & Galloway Council to explore the adoption of a similar scheme,



with the aim of benefitting financially from retaining a share of the discount. A pro-rata calculation based on Cumbria invoice value translated for DGC would suggest potential for Council to benefit to the sum of £350,000 on a like-for-like basis.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

For suppliers:

- Improved cash flow through the early payment of invoices.
- Reduced payment volatility—suppliers will be paid faster and more consistently.
- Increased efficiency through a simple to use e-invoicing solution, prioritised invoice processing and dedicated query resolution.
- Closer collaboration and an improved long-term relationship.
- Enhanced client satisfaction and increased visibility within the council.
- Improved financial metrics.

For Council:

- Innovative solution that generates value from an ongoing purchasing requirement in order to help protect front line services – estimate income of £350,000.
- Make it easier for our suppliers to do business with us.
- Opportunity to better understand and manage our large supplier base.
- Commitment to drive end-to-end process efficiency and reduce cost.
- Opportunity to use our working capital to support suppliers.
- Minimise the reporting and financial risk associated with new legislation requirements.

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Our understanding is that Cumbria County Council accrue £400,000 income from participating in this Early Payment Programme from an overall spend of around £270M per annum, however it is unknown at this time the number of suppliers and proportion of spend that relates to the income generation of their overall spend.

Moreover, our understanding is that Cumbria have been participating in the programme for approximately 4 years and made investment in resourcing and systems some years ago which improved their performance and ability to generate an income.

At this stage the total opportunities of mirroring a scheme similar to Cumbria Council are unknown. Nevertheless, a similar scheme for Dumfries & Galloway Council once properly up and running would potentially yield income in the region of £350,000 per annum based on a pro-rata comparison of Cumbria invoice spend compared to DGC invoice spend. It is assumed for arguments sake that DGC would accrue monies based on a 3 year cycle to achieve maximum peak earnings VIZ: - 2019/20 £25K; 2020/21 £250K; 2021/22 £300K.

Taking both the purchase card rebate (£50K) and earlier payment programme into account provides an estimated income cash flow as follows:

- 2019/20 £75K; 2020/21 £300K; 2021/22 £350K.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Some suppliers currently receive payments quicker than the contracted requirement of 30 days and if they do not wish to participate in the programme, they will receive slower payments as all systems will be configured to pay within the contracted number of days for each supplier.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Costs associated with the third party management organisation would be met from the income being generated, therefore no additional costs for this business case would be required. This is on the basis, this is reliant on the delivery of the other two P2P business cases which reflect costs associated.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Tender for a company to deliver the serviced: April 2019 – June 2019

Development and marketing of a programme: July 2019 – October 2019

Programme goes live: November 2019

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Need to ensure that the relationship with the finance company was transparent and proper, to ensure that the Council's *good reputation* was upheld. Mitigation - Ensure contract allowed for complete

Perception of suppliers not participating. – Mitigation – Suppliers all paid within 30 days contracted terms.

Slow uptake as new suppliers will have the opportunity to consider this in contracts they are tendering for, but existing suppliers may be less likely to participate. Mitigation – Draw on experience of Finance Company as to how they have addressed this in the past.

Improvements on P2P will result in improvements for most suppliers which again may discourage suppliers from participating. Mitigation - To ensure maximum take-up then Council would have to adopt paying invoices based on contracted terms.

**Key Assumptions**

The other P2P business cases are approved and successfully implemented.

Sufficient suppliers / spend participation in the programme to generate forecast returns.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Contact local authorities and third party organisations who manage such programmes to gather further details of critical success factors – some of this activity has already been undertaken which has highlighted the key assumptions noted above.

Progress tender for a company to deliver the service following implementation of the other two P2P projects.

Undertake a mini competition under national framework agreement to identify successful supplier for provision of purchase cards for the Council.

Develop an implementation plan to transition from current purchase card to new cards with improved rebate structure.

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Proposition Title **Early Payment Programme**

Proposition Reference Number **3.12** Transformation Theme **Theme 3 - Modernise how we deliver some services to meet our outcomes**

Description of Proposition  
Implement programmes and contracts to manage such programmes to generate an income to the Council for making early payments to suppliers, as well as exploit rebate options for Council Purchase cards.

Rationale for proposed change  
There is currently no programme in place so this proposition seeks to create a new programme and source of income from both an early payments programme; and to make better use of purchase cards for one off, low value purchases which will also provide an aggregated amount to return a rebate.

Implementation challenges / risks/barriers  
The implementation is reliant on the delivery of the other two business cases within the P2P project and is additionally reliant on supplier sign up.

Relevant benchmarking / performance information  
PI information on time taken to pay invoices within 30 days by system

Implementation Start Date **01/04/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **2 years**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit		75,000	300,000	350,000	350,000	- This section is populated automatically from the information in the section below
Cost						

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,075,000	£0	90%	967,500	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	3	3	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	2	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		<b>16</b>						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
									Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
				0	0	0	0	0	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
				£0	£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
Savings	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
						£75,000	£300,000	£350,000	£350,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
		£0	£0	£0		£0	£0	£0	£0	
		£0	£0	£0		£0	£0	£0	£0	
		£0	£75,000	£300,000		£350,000	£350,000	£350,000	£350,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	£0	£0	£0	£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
			£0	£75,000	£300,000	£350,000	£350,000	This section is automatically populated using information provided.
			£0	£75,000	£300,000	£350,000	£350,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	X					Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 3 – Modernise how we deliver some services to meet our outcomes
<b>Proposition Title:</b>	3.12 Purchase to Pay Review - Early Payment Programme
<b>Prepared by:</b>	Karen Scott, Procurement and Commissioning Manager; Lindsay Wilson, Financial Transactions Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

**Build the local economy** - Support our small and medium sized businesses to be established and grow – Through improving the Council’s payment performance in terms of increasing the percentage of invoices paid within 30 days. Improvement of this PI will help improve the cash flow of small and medium sized businesses.

Cash flow into a business is important because money in becomes payment for things that make the business run - payment to employees, materials rent and other operating expenses. A positive cash flow means a business is running smoothly and gives the opportunity for owners to make new investments (hire employees, open another location) and further grow their business.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No impact</b>

Narrative description and assessment - The improvement deriving from paying suppliers more quickly has a neutral impact on the above protected characteristics.

<b>Health, Health Inequalities and Wellbeing</b>	<b>No impact</b>
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Narrative description and assessment - The improvement deriving from paying suppliers more quickly has a neutral impact on the above protected characteristics

<b>Economic &amp; Social Sustainability</b>	<b>Low Positive</b>					
Narrative description and assessment – Has a positive impact on economic sustainability in terms of paying supplier invoices quicker has a positive effect on the cash flow of businesses.						
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>					
Narrative description and assessment - The improvement deriving from paying suppliers more quickly has a neutral impact on the above protected characteristics						
<b>Summary of Impacts</b>						
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:						
<u>Summary of Impacts</u>						
<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<b>Measures to reduce/address risks and minimise any negative impacts</b>						
No adverse risks or negative impacts assessed with this proposition.						



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	Trusted access to leisure & sport facilities
<b>Proposition No.:</b>	4.01
<b>Prepared by:</b>	Lorna Meahan (Director Corporate Services), Paul McCulloch (Property and Architectural Services Manager), Derek Crichton (Director Communities), Jamie Ferguson (Community Development and Empowerment Manager), Lee Seton (Wellbeing Manager) and Scott McMeeken (Team Leader Inclusion School and Community Hubs)

**Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

**The business case presents proposals to increase community involvement and enhance access arrangements in the operation of a number of our leisure facilities. It also delivers on Members requirement to deliver further savings through the introduction of a trusted access model at appropriate leisure facilities.**

Our Council operate a range of leisure and sport facilities to provide our communities with opportunities to maximise their health and wellbeing through participation in sport and physical activity opportunities, whether recreational, competitively or through a supported approach to tackling long term conditions.

There are 11 leisure facilities operated by our Council. A further 8 are operated on our behalf by, or in partnership with a community organisation through a community sports hub / principal partner approach. Furthermore, community use of sport facilities within schools is a further option for communities to access through our school lets programme.

Provision of our leisure and sport facilities portfolio is done so within the context of the Local Government and Planning Act, 1982, to “ensure that there is an adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities”.

The basis of this proposal is to enable communities to gain more trusted access to identified leisure facilities within their locality, at pre-determined times when no staff are present. This will enable a reduction in the amount of staff hours operating with the facility thus reducing the costs associated with the opening, closing and operation of the facilities, but also extending usage by trusted users within our communities.

This rationale has been developed to introduce a trusted access model to the following;

- leisure facilities that only offer dry based leisure activities
- leisure facilities that offer swimming based leisure activities and operate with dedicated front of house reception staff (Merrick Leisure Centre)

Remaining leisure facilities which offer swimming activities with no dedicated front of house reception staff or facilities which offer ice-based activities or are not considered as part of a trusted access model due to the need for effective management of inherent safety risks with these facilities which. Neither are DG One and the Ryan Centre due to the scale an operational complexities for these facilities.

The leisure facilities identified to operate a trusted access model at pre-determined times are;

- Hillview (Kelloholm)
- Newington (Annan)
- Merrick (Newton Stewart)

This proposal is developed in cognisance of our continuing Council commitment to empower communities to make the most of their assets and should also complement our support towards any locally based community hub model for the operation of community assets such as leisure and sport facilities where a community partner identifies themselves and becomes a sustainable option.

A secure trusted access model is deliverable for customers who have fitness memberships and Community clubs/organisations undertaking a recurring block booking.

However, a secure trusted access model does not enable casual, 'one-off' access for members of the public. Such access should be restricted to operating times when staff were still within the building. This may encourage individuals to seek membership if this provides a more flexible access and trusted access at times which suit their personal circumstances.

This proposal is being developed alongside work on new models set out within plans for – 'Property and Facilities Management: Delivering a flexible model that is affordable and cost Effective.'

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

- Community Sports Clubs
- Individual service users
- Community Councils
- sportscotland
- Elected Members
- Third Sector Dumfries & Galloway

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

### **Outcomes;**

- Reduce revenue costs for operation of identified leisure facilities.
- Maximise access to leisure and sport facilities for our communities
- Maintain current level of instructor led delivery
- Potential to extend access times beyond current availability with trusted access model to attract more users.

- Installation of appropriate digital technology to control trusted access and safe monitoring of users
- Installation on on-line booking and payment leisure management system.
- Develop a smaller more flexibly skilled workforce for the future
- Maximising our income and underpinning fairness through target concessions
- Modernise how we deliver some services to meet our outcomes
- Maximise use of fewer assets, working with and within communities

Savings within the first year are dependent on installation of appropriate digital technology and online booking and payments and the timelines for delivery of a programme of operating changes

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Our Council requires to be innovative in-order to deliver services to our communities in time of financial challenge.

#### **Financial Savings;**

A reduction in the staffing resource dealing with front of house transactions and engagement across the 3 sites provides a recurring revenue budget saving. Through new technologies focus on the introduction of on-line booking and payment. A reduced staffing complement is focussed on other existing duties of activity delivery, cleaning, building checks etc...

#### **Additional Benefits;**

- Customers will have a greater choice of when to access activities and services through an extended period of access.
- This proposal should be developed closely with capital investment in a replacement Leisure Management system to enable on-line booking and payment
- Promote community 'ownership' and involvement in their local facilities.
- Potential to reach out to new customer base who currently work unsocial hours.

There is scope to widen the reach of trusted access through further extending access hours and considering additional Council sites subject to implementation and evaluation of this model.

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

#### **Financial Savings;**

\*A reduction of up to 2.3FTE could be achieved across the identified leisure sites saving £48,000. Capital investment would be required at each site prior to progressing.

#### **Hillview Leisure Centre**

Current Staffing level: 2.9 FTE

Proposed staffing level under trusted access model: 1.9 FTE

Budget Saving: £21,000

#### **Newington Leisure Centre**

Current Staffing Level: 5.33 FTE

Proposed staffing Level under trusted access model:4.69 FTE

Budget Saving: £13,400

#### **Merrick Leisure Centre\***

Current Staffing Level: 9.23FTE

Proposed staffing level under trusted access model: 8.57 FTE  
Budget Saving: £13,800

**Total FTE reduction: 2.3 FTE**  
**Total Budget Saving: £48,000**

\*MLC saving is based on the removal of 0.66 FTE front of house dedicated reception cover. Due to the safety risks inherent in operating a swimming pool facility no reduction of the remaining staff responsible for the safe operation of the pool can be safely delivered.

\*This proposal does not allow for any staff saving from Castle Douglas Pool or Sanquhar Pool as the existing staffing compliment is required for the safe operation of these wet facilities in-line with industry standards. However, should the technology be developed successfully for the secure trusted access, opportunities would exist to offer extended secure access to the fitness suite facilities within these centres. No access would be available to the wet side of the buildings and no staff savings would be delivered but an extension of community access to the fitness suites could be achieved.

\*(This will require a reduction of staffing resources either through ERVS or by following our councils matching policy and seeking alternative opportunities through redeployment)

#### **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

This requires a staffing reduction of 2.3 FTE. If no-one chooses to pursue ERVS then a revised staffing structure would be implemented following our Councils matching policy and a subsequent reduction of 2.3 FTE into redeployment.

This model, or versions thereof, does exist within the private sector. However, it lends itself most practically to memberships, whether through accredited sports clubs or individual fitness memberships. As a local authority provider we continue to have social obligations for 'casual' or 'pay and play' use by the public and this presents operational difficulties. This model would mean a potential reduction in casual/pay and play usage – with no staff member on site to engage with casual customer enquiries, each secure access customer would require to be a fitness member or part of a community organisation taking a regular block booking. This may result in a potential decrease in revenue income with no ability for casual hall/court hire or fitness suite use within these facilities. It could however encourage uptake of membership to suit customers who wish to use trusted access.

This proposal will be implemented alongside the 'Property and Facilities Management programme' developed through Theme 3. Progress and implementation requires to be included within the potential scope of this Theme to maximise benefits and economies of scale.

#### **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

The costs associated with this would be sourced from existing asset class and revenue budgets, or through change funding if required.

- Investment in new technology to provide a secure trusted access entry system at each site.
- Investment in altered alarm technology towards a secure trusted access system.

- Investment in technology for remote monitoring and/or contact with our Councils contact centre to respond to any emergency situations.
- Upgrade of Leisure Management system to accommodate on-line bookings and payment.
- Final costs to implement this proposal cannot be identified separately until the work being developed within Theme 3 to investigate a Total Facilities Management model is complete. These would be funded from appropriate asset classes.

### **Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

- Assessment and feasibility of required technical installations. – Property and Facilities management with IT
- A Building Access & Technology Sub-Group has been established and this will lead delivery of this model as part of improving digital access to Council facilities. (The progress and timing of implementation are a risk to the delivery in 2019/2020 and this work will be advanced as soon as possible)
- Development of alternative operational requirements within identified sites incorporating a review of the Normal Operating Procedures and the Emergency Action Plan and associated risk assessments.
- Procurement of required technical installations. – Property and Facilities management with IT
- Engagement with staff, trade unions and communities.
- Implementation of ERVS or matching policy.

The timelines for the above, particularly the technical requirements will dictate how quickly this saving can be achieved.

### **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

- Feasibility and installation of required technologies for a secure access system requires to be identified and procured before any saving is deliverable.
- Procurement of a web-based system for booking and payment which links with the secure access system.
- Security and safety of the building. Customers will access the building at times when no staff are present, this creates a risk for the integrity of the building. The number of people controlling access to the building increases the vulnerability of the building being accessed by anyone intent on anti-social behaviour. Consistent with the initial scoping work this option requires to integrate with authentication for building access. This will be a significant change for the public in accessing our estate requiring careful pre-planning and project testing.
- Impact upon insurance conditions and requirement. The agreed control mechanisms for delivery- agreed technology and operating systems plus any revised operational arrangements will be agreed with our Councils insurers prior to progressing further.

- Risk of injury or illness to customers escalating if no immediate response. This will require a change to terms and conditions of existing memberships and conditions of hire.
- Reduction in Membership – fitness memberships provide the largest contribution to operating income. There is a risk that a reduction in customer engagement could result in a reduction in membership retention. This would be backed up by industry research (IHRSA) which suggests that successful interactions with customers can make a member 45% less likely to cancel in the subsequent month. This can be mitigated by the protection of fitness class provision across the sites, appropriate initial inductions and provision of a personalised programme, and contact outwith facilities.
- Potential for some increase in energy costs if the secure access system is operated to allow additional customer access beyond existing operating hours.
- Potential reduction in casual/pay and play usage – with no staff member on site to engage with casual customer enquiries, each secure access customer would require to be a member. This may result in a potential decrease in revenue income with no ability for casual hall/court hire or fitness suite use within these facilities. The development of customer digital access through better web and online provision will mitigate this.

### **Key Assumptions**

- Implementation of such a model will form part of the wider Council approach to Property and Facilities Management.
- Savings assume the same levels of income can be maintained. Should it not be the case revenue budgets will be under significant pressure to break even. It will be important to understand trends and baseline in facilities before and after changes as a range of factors could affect this and good customer engagement will be key to understanding this.

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

- Immediate priority is to gain an understanding on the feasibility of the technical requirements for introducing secure access to set out what is required and timescales, including the implementation of an upgraded leisure management system that is compatible.
- This requires input from colleagues in Property and Facilities management with IT and is now progressing through the Building Access and technology sub-group created as part of Property and Facilities Management changes. This is being considered on a wider Council basis to reflect staff access to a range of the estate for smarter working.
- Through appropriate industry specific forums seek benchmarking data regarding community access, in particular examples of the integration of casual pay and play features into such trusted community access models.

Proposition Title **Maximise access to sports and activity spaces by encouraging trusted access and reducing need for costs associated with opening of buildings**

Proposition Reference Number **4.01** Transformation Theme **Theme 4 - maximise use of fewer assets, working with and within communities**

Description of Proposition The basis of this proposal is to enable communities to gain secure trusted access to identified leisure facilities within their locality, at pre determined times when no staff are present. This will require a reduction in the amount of staff hours operating within the facility thus reducing the costs associated with the opening, closing and operation of the facilities. Capital investment in new technology is required at the identified sites to enable secure trusted access, introduction of a new leisure management system to facilitate on-line booking and payment is also required.

Rationale for proposed change The rationale has been developed to introduce a trusted access model to the following: a) leisure facilities that only offer dry based activities; b) leisure facilities that offer swimming based leisure activities and operate with dedicated front of house reception staff. Remaining leisure facilities which offer swimming activities with no dedicated front of house reception staff or facilities which offer ice based activities are not considered as part of a trusted access model due to the inherent safety risks with these facilities. Neither are DG One and the Ryan Centre due to the scale and operational complexities for these facilities.

Implementation challenges / risks/barriers See business case part 1 for full narrative. Feasibility and installation of required secured access technologies; Introduction of an on-line booking/payment system, Security and safety of the building; Impact upon insurance requirements; Increased risk of injury or illness escalating in seriousness with no immediate response; potential reduction in membership; increase in energy costs due to increased operating hours; Loss of casual/pay and play usage of the facility.

Relevant benchmarking / performance information This model, or versions thereof, does exist within the private sector. However, it lends itself most practically to memberships, whether through accredited sports clubs or individual fitness memberships.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	48,000	48,000	48,000	48,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£192,000	£0	75%	144,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver		
Savings	1	1.5	Scoring Matrix	5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	2	2.4		3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	3	3		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3		1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column							
		17.1								

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%				When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	0	17.46	17.46		17.46	17.46	17.46	17.46	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
	0	15.16	15.16		15.16	15.16	15.16	15.16	
	0	2.30	2.30		2.30	2.30	2.30	2.30	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	0	0	£0		£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
	0	0	£0		£0	£0	£0	£0	
	0	0	£0		£0	£0	£0	£0	

Other revenue savings	<enter budget area>	<enter budget area>	<enter budget area>	<enter budget area>	<enter budget area>	<enter budget area>	Notes for completion:
	-	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	-	-	-	-	-	-	
	-	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£0	£0	£0		£48,000	£48,000	£48,000	£48,000	This section is automatically populated from the information above. Actual savings calculations (£56,500) are correct
	£0	£48,000	£0	£0		£48,000	£48,000	£48,000	£48,000	
	£0	£0	£0	£0		£0	£0	£0	£0	
	£0	£48,000	£0	£48,000		£48,000	£48,000	£48,000	£48,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					£0	£0		£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0		£0	£0	£0	£0	
					£0	£0		£0	£0	£0	£0	
					£0	£0		£0	£0	£0	£0	
					£0	£0		£0	£0	£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£48,000		£48,000	£48,000	£48,000	£48,000	This section is automatically populated using information provided.
	£0	£48,000		£48,000	£48,000	£48,000	£48,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement	
				x								

Service Impact	Corporate Services				Assessors & ERO	Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions		
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs	tbc	tbc			
	Property Costs	tbc	tbc			
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	4.01 Maximise access to sports and activity spaces by encouraging trusted access and reducing need for costs associated with opening of buildings
<b>Prepared by:</b>	Lorna Meahan (Director Corporate Services), Paul McCulloch (Property and Architectural Services Manager), Derek Crichton (Director Communities), Jamie Ferguson (Community Development and Empowerment Manager), Lee Seton (Wellbeing Manager) and Scott McMeeken (Team Leader Inclusion School and Community Hubs)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Support the Council Priority 2, 3 and 4

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	No impact
<b>Health, Health Inequalities and Wellbeing</b>	No impact
<b>Economic &amp; Social Sustainability</b>	Low positive impact

On devolved use and access for communities and improved ownership at a local level.

**Environmental Sustainability, Climate Change and Energy Management**

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:

Summary of Impacts

<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>

**Measures to reduce/address risks and minimise any negative impacts**

None

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 – Maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	PPP Schools Team
<b>Proposition Number:</b>	4.02
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager
<b>Background Information - why?</b>	
What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.	
This proposal is a re-alignment of the costs of the PPP Team in supporting the contracts to be paid from the PPP Sinking Fund.	
<b>Stakeholders - who?</b>	
<i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i>	
Staff – no change	
<b>Objectives &amp; Activities- what?</b>	
<i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i>	
The work of the PPP team is valuable in support of the contracts, and so should be managed from within the PPP Sinking Fund.	
<b>Savings / Benefits</b>	
<i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i>	
Savings identified £203,000 annually	
<b>Details of Savings</b>	
<i>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</i>	
Salary costs of £109,000 Team running costs of £94,000  No changes to existing staff	
<b>Dis-benefits</b>	
<i>Are there any negative impacts of this? Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i>	
None	
<b>Budget- how much?</b>	
<i>Are there any costs associated with doing this? What are the resources &amp; budget required to implement this proposition?</i>	
No associated costs	
<b>Work plan- when?</b>	

*What are the overall indicative milestones and timescales for implementation?*

The re-alignment can take place from the start of the new financial year 2019/20

**Risks/Issues/Barriers to Change- *what if?***

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

None

**Key Assumptions**

None

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Re-align costs to PPP Sinking fund

Proposition Title **Re-align Schools PPP Team**

Proposition Reference Number **4.02** Transformation Theme **Theme 4 - maximise use of fewer assets, working with and within communities**

Description of Proposition  
 This proposal is a re-alignment of the costs of the PPP Team in supporting the contracts to be paid from the PPP Sinking Fund. Salary costs of £109,000  
 Team running costs of £94,000  
 No changes to existing staff

Rationale for proposed change  
 The work of the PPP team is valuable in support of the contracts, and so should be managed from within the PPP Sinking Fund.

Implementation challenges / risks/barriers  
 None

Relevant benchmarking / performance information

Implementation Start Date **01.04.19** Savings Start Date **01.04.19** Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	203,000	203,000	203,000	203,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£812,000	£0	90%	730,800	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	Savings	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
		2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
	Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
	Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
	Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
	Risk / Ease of Implementation	5	5	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
	Resource Impact (capacity to deliver)	5	5	Notes for completion:					
		20.6	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
				0	0	0	0	0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
			£0	£0	£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Re-align budget	<enter budget area>	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					-	203,000	203,000	203,000	203,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£0	£0	£0	£0	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£0	£203,000	£203,000	£0	£203,000	£203,000	£203,000	£203,000	
	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	£0	£0	£203,000	£203,000	£0	£203,000	£203,000	£203,000	£203,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£0	£203,000	£203,000	£203,000	£203,000	£203,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Schools for Future	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X										

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 – Maximise use of fewer assets working with and within communities
<b>Proposition Title:</b>	Re-align Schools PPP Team
<b>Proposition Number:</b>	4.02
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Susan Martin, Education Support Services Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

No Impact on Council Plan

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each protected characteristic level of impact, therefore providing an

overall assessment for the savings/income generation option:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 - Maximising use of fewer assets, working with and within communities
<b>Proposition Title:</b>	Reduction in Rents Payable
<b>Proposition Number:</b>	4.04
<b>Prepared by:</b>	Paul McCulloch, Property and Architectural Services Manager
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>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.</p> <p>As part of this process the Council are seeking to reduce costs through rationalisation of the leased estate and a refocus of work to ensure that rental incomes from Council premises are maximised. The Council pays rents of just over £1 million per annum. Over half of this relates to supported accommodation through the council’s homelessness service. A further £70k of rental to DGHP is reimbursed through contributions from residents at Dunmuir Park. The savings are therefore sought from the remaining estimated £450k of rental.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>The key stakeholders to whom this proposition is relevant are –</p> <ul style="list-style-type: none"> <li>• Staff within all the existing buildings identified</li> <li>• “landlords” for all Council leased buildings</li> <li>• All Council service departments</li> <li>• Joint Trade Unions</li> </ul> <p>This proposition would see the rationalisation and reduction in leased premises and a refocusing of work to ensuring that rental incomes from Council premises are maximised.</p>	
<b>Objectives &amp; Activities- what?</b>	
<p><i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i></p> <p>The objectives of this work are –</p> <ol style="list-style-type: none"> <li>1. Reductions in rental expenditure through a rationalisation of rental properties</li> <li>2. Increase in rental income through a refocus on work to maximise return</li> </ol>	

## **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

It is envisaged that through this work recurring revenue savings of £100k/annum could be achieved; this work will continue and seek to maximise cost benefit to the Council. This will be achieved through both reductions in rental expenditure and an increase in rental income.

## **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

These savings will be realised through –

Retraction from rented premises – there may be some costs of early termination of leases that will have to be funded to enable the recurring savings to be achieved;  
Renegotiation of leases – the need to reduce lease costs of retained premises will be pursued with landlords, and if appropriate consideration of the cost/benefit of buying premises to save annual rental

Commercial leases for council property where appropriate reflecting a need to ensure there is longevity and assurance on ongoing or increased rentals received.

All opportunities to vacate leased buildings will be identified and actioned as lease break clauses can be invoked or when leases come to an end. Furthermore, all opportunities to maximise rental income will be progressed as soon as possible.

## **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There will be no negative impacts as part of these proposals. Alternative solutions will be identified and agreed prior to any rationalisation.

## **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There is no additional budget required for this work. Through the work on the emerging Property and Facilities model it is intended to create a Corporate Landlord function that will provide the necessary resources to undertake this work.

## **Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

This work is underway and will continue.

## **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The risk associated with these proposals are –

- Buy in needed from Members and Senior Leadership Team. Cultural shift through the Corporate Landlord model in approach to Property Management and “ownership”.
- Lack of the relevant skills, knowledge or qualifications within the Council necessary for specific roles within the Corporate Landlord, and specifically around lease management and property disposals – assessment of key competencies will be undertaken with training requirements and knowledge gaps identified, and a Corporate Landlord training plan developed. Development partner opportunities will be explored.
- Property and Architectural Services has responsibility for performing several property related tasks such as acquisition, disposal and leasing. However, many service departments are still very involved in property related matters, meaning that property functions are undertaken by different groups across the council with leases and acquisitions taking place with no corporate oversight.

- Currently people who are not property experts are dealing with property related matters. There is an opportunity to introduce specialised expertise, which will add value in these areas.
- There is duplication of tasks and resources as functions are being performed both centrally and in the different service departments. There is the risk of a lack of clarity over roles and responsibilities, which can lead to inefficiencies and missed opportunities.
- The fact that property related functions are not fully centralised means there is not consistent decision making, or clear governance. It also means and that there is insufficient visibility in this area, making it harder to ensure maximum value from the property functions.

In terms of mitigation early stakeholder engagement and communication with Members, Senior Leadership Team, staff and trade unions will be necessary.

### **Key Assumptions**

The key assumptions from this proposal are –

- Corporate Landlord model will receive Member and Senior Leadership support
- Property and Facilities model will be adopted
- A corporate Asset Management plan will be developed and managed
- Property KPIs will be created and reported on regularly
- All Council leases both in and out will be reviewed and cost benefits will be maximised

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Immediate next steps are –

- Agreement to the Property and Facilities model
- Clarification of roles and responsibilities for staff undertaking lease and acquisition work
- Identify existing skills, qualifications and experience and identify gaps
- Develop Corporate Landlord training plan
- Agreement and identification of staff resource to take this forward
- Core Corporate Landlord Team to be determined
- Corporate Landlord structure to be created
- Duplication of work across other Council directorates ceases

Member, Senior Leadership Team, staff and trade unions will all have to be involved in this process to ensure stakeholder engagement and clear communication from the outset. In terms of involvement it is envisaged that all staff affected by this change will be involved with consultation on proposals undertaken through the Joint Trade Unions.

To enable this work to be undertaken centrally agreement will be required that the Council adopt the Corporate Landlord model that would sit within a wider Property and Facilities service.

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Proposition Title **Reduction in Rents Payable**

Proposition Reference Number **4.04** Transformation Theme **Theme 4 - Maximise use of fewer assets, working with and within communities**

Description of Proposition  
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.  
As part of this process the Council are seeking to reduce costs through rationalisation of the leased estate and a refocus of work to ensure that rental incomes from Council premises are maximised.

Rationale for proposed change  
The objectives of this work are –  
1. Reductions in rental expenditure through a rationalisation of rental properties  
2. Increase in rental income through a refocus on work to maximise return

Implementation challenges / risks/barriers  
• Buy in needed from Members and Senior Leadership Team. Cultural shift through the Corporate Landlord model in approach to Property Management and "ownership".  
• Lack of the relevant skills, knowledge or qualifications within the Council necessary for specific roles within the Corporate Landlord, and specifically around lease management and property disposals – assessment of key competencies will be undertaken with training requirements and knowledge gaps identified, and a Corporate Landlord training plan developed. Development partner opportunities will be explored.  
• Property and Architectural Services has responsibility for performing several property related tasks such as acquisition, disposal and leasing. However, many service departments are still very involved in property related matters, meaning that property functions are undertaken by different groups across the council with leases and acquisitions taking place with no corporate oversight.  
• Currently people who are not property experts are dealing with property related matters. There is an opportunity to introduce specialised expertise, which will add value in these areas.

Relevant benchmarking / performance information

Implementation Start Date **01/01/2019** Savings Start Date **01/03/2019** Implementation Duration [Months] **9 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	100,000	100,000	100,000	- This section is populated automatically from the information in the section below
Cost	-					

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£400,000	£0	100%	400,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	1	1	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		17.3						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	rent payable and associated costs	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	-	-	100,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£100,000	£100,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£100,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x				x						

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
		x				Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 – Maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	4.04 Reduction in Rents Payable
<b>Prepared by:</b>	Paul McCulloch, Property and Architectural Services Manager

### Impact on Council Plan What impact will this have on aspects of Council priority?

The rationalisation of the Councils leased Property is ongoing work. This proposal will seek to constantly review all decisions to lease in or out with targets to both reduce lease costs and increase lease revenue.

The impact of this work on the Council will be fewer and better assets, a reduction in revenue costs, reduced risks from ownership, a rise in lease revenue and a negation of backlog maintenance costs.

### Impact Assessment

	Potential Impact
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#### 9 Protected Characteristics

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
<b>Human Rights</b>	<b>No Impact</b>

Narrative description and assessment

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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Narrative description and assessment

<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	
The reduction in leased accommodation will reduce the Councils carbon footprint and reduce energy costs.	
<b>Summary of Impacts</b>	
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:	
<u>Summary of Impacts</u>	
<i>Positive</i>	<i>High</i> 0 <i>Medium</i> 1 <i>Low</i> 0
<i>No Impact</i>	12
<i>Negative</i>	<i>High</i> 0 <i>Medium</i> 0 <i>Low</i> 0
<b>Measures to reduce/address risks and minimise any negative impacts</b>	
No negative impacts anticipated	



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 – Maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	Further Reductions in Council Office and Admin Premises
<b>Proposition Number:</b>	4.05
<b>Prepared by:</b>	Paul McCulloch, Property and Architectural Services Manager
<b>Background Information - why?</b> What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.	
<p>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.</p> <p>As part of this process the Council is seeking to reduce costs through rationalisation and reduction in owned property.</p>	
<b>Stakeholders - who?</b> <i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i>	
<p>The key stakeholders to whom this proposition is relevant are –</p> <ul style="list-style-type: none"><li>• Local ward Members</li><li>• Staff within all the existing buildings identified</li><li>• All Council service departments</li><li>• Joint Trade Unions</li></ul> <p>This proposition would see the rationalisation and reduction in owned premises and a refocusing of work to ensuring that properties are declared surplus, in line with the Councils disposal procedures, and sold as timeously as possible.</p>	
<b>Objectives &amp; Activities- what?</b> <i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i>	
<p>The objectives of this work are –</p> <ol style="list-style-type: none"><li>1. Reductions in Councils owned premises</li><li>2. Identification and realisation of all property cost savings associated with disposal</li><li>3. Removal of risk of ownership and operation</li><li>4. Removal of backlog maintenance</li></ol>	

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

It is envisaged that through this work recurring revenue savings of circa £100k rising to £200k/annum will be achieved over the medium term, although the timing of disposals and subsequent savings will be dependent upon external factors. This work will continue and seek to maximise cost benefit to the Council. This will be achieved through an active programme of ongoing reductions in owned property.

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

These savings can be realised through a range of measures focusing on shared admin premises initially and any surplus properties. This would include:

Sale of properties – the saving would come from the avoidance of recurring property costs. Any receipt is accounted for separately. For example 116-118 English Street; Woodbank etc

CAT Transfers of properties – the savings would come from recurring property costs. For example Loreburn Hall.

Consolidation of property use in one or a few sites in main towns – similar to Dumfries asset plan principles.

If agreed a property disposals strategy will be developed to ensure delivery of disposals in line with an agreed programme. In addition to the revenue savings associated with the disposal of these properties further benefits will be realised in terms of significant reductions in the Council's backlog maintenance and additional income from capital receipts.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There will be no negative impacts as part of these proposals. Alternative property solutions will be identified and agreed prior to any disposal.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There is no additional budget required for this work. Through the work on the emerging Property and Facilities model it is intended to create a Corporate Landlord function that will provide the necessary resources to undertake and accelerate this programme.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

This work is currently underway and will continue.

### **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The risk associated with these proposals are –

- Market conditions and ability to deliver disposals to programme
- Current building condition
- Buy in needed from Members and Senior Leadership Team. Cultural shift through the Corporate Landlord model in approach to Property Management and “ownership”.
- Lack of the relevant skills, knowledge or qualifications within the Council necessary for specific roles within the Corporate Landlord, and specifically around property disposals – assessment of key competencies will be undertaken with training requirements and knowledge gaps identified, and a Corporate Landlord training plan developed. Development partner opportunities will be explored.
- Property and Architectural Services has responsibility for performing several property related tasks such as acquisition and disposal. However, many service departments are still very involved in property related matters, meaning that property functions are undertaken by different groups across the council with acquisitions taking place with no corporate oversight.
- Currently people who are not property experts are dealing with property related matters. There is an opportunity to introduce specialised expertise, which will add value in these areas.
- There is duplication of tasks and resources as functions are being performed both centrally and in the different service departments. There is the risk of a lack of clarity over roles and responsibilities, which can lead to inefficiencies and missed opportunities.
- The fact that property related functions are not fully centralised means there is not consistent decision making, or clear governance. It also means and that there is insufficient visibility in this area, making it harder to ensure maximum value from the property functions.
- Lack of a Corporate Asset Management Plan and provision of strategic oversight on property related matters.

### **Key Assumptions**

The key assumptions from this proposal are –

- Corporate Landlord model will receive Member and Senior Leadership support
- Property and Facilities model will be adopted
- A corporate Asset Management plan will be developed and managed
- Property KPIs will be created and reported on regularly
- Ownership of all Council buildings will be reviewed against business requirements
- Disposals programme will be agreed and accelerated

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Immediate next steps are –

- Agreement to the Property and Facilities model
- Clarification of roles and responsibilities for staff undertaking disposal work
- Map existing skills, qualifications and experience and identify gaps
- Develop Corporate Landlord training plan
- Agreement and identification of staff resource to take this forward
- Core Corporate Landlord Team to be determined
- Developer partnering agreement to be explored
- Disposals programme agreed, and disposals prioritised
- Duplication of work across other Council directorates ceases

To enable this work to be undertaken centrally agreement will be required that the Council adopt the Corporate Landlord model that would sit within a wider Property and Facilities service.

To further enable this a core group of Council officers is required to be formed from the following areas –

Property and Architecture

Planning

Roads and Infrastructure

Economic Development

Strategic Housing

This group would work to identify all disposal opportunities and seek to maximise both value and marketability of all sites.

Proposition Title **Further Reductions in Council Office and Admin Premises**

Proposition Reference Number **4.05** Transformation Theme **Theme 4 - Maximise use of fewer assets, working with and within communities**

Description of Proposition  
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.  
  
This proposal is to agree a programme of property disposals across the Council estate and to accelerate this work.

Rationale for proposed change  
The rationale for this work is to reduce the number of Council buildings owned, operated and maintained by the Council. The benefits from this work include - 1. Reduced revenue costs from ownership (rates/heat/light/power/domestics/maintenance etc) 2. Reduction in risks of ownership 3. Negation of backlog maintenance costs

Implementation challenges / risks/barriers  
1. Market conditions and ability to deliver disposals to programme 2. Current building condition 3. Buy in needed from Members and Senior Leadership Team. Cultural shift through the Corporate Landlord model in approach to Property Management and "ownership". 4. Lack of the relevant skills, knowledge or qualifications within the Council necessary for specific roles within the Corporate Landlord, and specifically around property disposals – assessment of key competencies will be undertaken with training requirements and knowledge gaps identified, and a Corporate Landlord training plan developed. Development partner opportunities will be explored. 5. Property and Architectural Services has responsibility for performing several property related tasks such as acquisition and disposal. However, many service departments are still very involved in property related matters, meaning that property functions are undertaken by different groups across the council with acquisitions taking place with no corporate oversight. 6. Currently people who are not property experts are dealing with property related matters. There is an opportunity to introduce specialised expertise, which will add value in these areas. 7. There is duplication of tasks and resources as functions are being performed both centrally and in the different service departments. There is the risk of a lack of clarity over roles and responsibilities, which can lead to inefficiencies and missed opportunities. 8. The fact that property related functions are not fully centralised means there is not consistent decision making, or clear

Relevant benchmarking / performance information

Implementation Start Date **01/01/2019** Savings Start Date **01/03/2019** Implementation Duration [Months] **4 years**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	150,000	200,000	200,000	- This section is populated automatically from the information in the section below
Cost	-					

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£650,000	£0	100%	650,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	3	4.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	5	7	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	1	1	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	2	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	2	2	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		17.7						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Removal of property costs	-	100,000	150,000	200,000	200,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
Savings	-	100,000	150,000	200,000	200,000	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£100,000	£100,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost						Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for						
Revenue Cost						
% revenue accounted for						
Project Costs	£0	£0	£0	£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£100,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x	x			x						

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	x	x				Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 – Maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	4.05 Further Reductions in Council Office and Admin Premises
<b>Prepared by:</b>	Paul McCulloch, Property and Architectural Services Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

The rationalisation of the Councils owned Property is ongoing work. This proposal will seek to create a core team of officers responsible for delivery of a wider disposals programme and accelerate this work.

The impact of this work on the Council will be fewer and better assets, a reduction in revenue costs, reduced risks from ownership and a negation of backlog maintenance.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
Narrative description and assessment	
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
Narrative description and assessment	

<b>Economic &amp; Social Sustainability</b>	<b>Positive/medium Impact</b>					
The proposal to create a programme of disposals may have a positive impact for local SMEs depending on opportunities in each locality around Community Asset Transfer and sale.						
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>Positive/medium Impact</b>					
Fewer and better assets will improve sustainability from an owned buildings perspective, reduce the Councils carbon emissions and reduce energy costs.						
<b>Summary of Impacts</b>						
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:						
<u>Summary of Impacts</u>						
<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>2</i>	<i>Low</i>	<i>0</i>
<i>No Impact</i>	<i>11</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>
<b>Measures to reduce/address risks and minimise any negative impacts</b>						
No negative impacts anticipated						



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 - Maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	Energy Efficiency within Our Buildings – Spend to Save
<b>Proposition Number:</b>	4.06
<b>Prepared by:</b>	Paul McCulloch (Property and Architectural Services Manager)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

## **Project Summary**

Replacement of the Building Energy Management Systems (BEMS) across the Council estate where required.

BEMS are computer-based systems that help to manage, control and monitor building technical services and the energy consumption of devices used by the building. They provide the information and the tools that building managers need both to understand the energy usage of their buildings and to control and improve their buildings’ energy performance.

## **Strategic Background**

The Council’s Carbon Management Plan 2 set a target to reduce CO<sub>2</sub> emissions by 42% by 2019/20 compared to the baseline year of 2008/09 (59,867 tCO<sub>2</sub>e). Of the Council’s carbon footprint, in 2016/17 (47,163 tCO<sub>2</sub>e), nearly 25,000 tonnes (50%) are associated with buildings.

The Council’s Carbon Management Plan 2 set a target to reduce CO<sub>2</sub> emissions by 42% by 2019/20 compared to the baseline year of 2008/09. Carbon management continues to be a corporate target. The initial baseline for buildings was 32,573 t Co<sub>2</sub>e and the provisional figures for 2017/18 are 22,996 t Co<sub>2</sub>e, showing an emissions reduction of 29.5%. One of our Councils’ objectives is to work towards becoming a carbon neutral region. Scottish Government in their new Climate Change Plan aims for a 53% decarbonisation reduction for ‘Services’ which includes non-domestic buildings by 2032 from the 2016/17 emission total. Scottish Government see Local Authorities as being in the vanguard of both delivering and demonstrating positive action. Delivery of energy efficiency actions is a crucial part of meeting this challenging target.

Fiscal pressures are a continuing driver with saving required in the order of £40 million over the next 3 years.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Many departments within the Council will benefit from the BEMS Upgrade as it will improve the comfort levels within buildings as well as making savings to revenue budgets when controls are properly configured, more reliable and are of current standards.

The Energy Management Team and the Repairs and Servicing Team will benefit as there will be less time required to monitor and adjust controls, maintain and replace out of date devices and should show a reduction in BEMS failures, engineer call outs and overall maintenance issues.

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

Various studies have shown that building energy management systems are one of the most cost-effective ways of reducing carbon emissions and making operational cost savings.

The Council have various building energy management control systems installed, however they are a mix of ages and capabilities and are not able to provide the level of energy saving that modern, well integrated systems would. In some instances, the existing controls are actually leading to higher energy consumption. Many of the systems are at the end of their operational life, and without planned upgrades and replacement there is the risk of a loss of service in many of the buildings including several primary schools.

There are around 180 buildings which are being retained that will not be covered under any other planned programme (such as Dumfries Learning Town) that have the potential for the application of a BEMS (building energy management system) and/or remotely managed building controls. These sites are responsible for over £2 million of the Council's annual energy spend and cover a range of building types including Primary Schools, Offices, Libraries and Community Centres.

A planned investment programme in building energy management systems and remotely managed controls is projected to save over £300,000 per annum with a return on investment in approximately 4 years.

## **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

### **Investment Objectives**

For spend to save projects, a minimum 20% return on investment.

### **Cost and Carbon Reduction**

Continued fiscal pressures add weight to the drive to reduce both emission and energy costs as part of an overall savings package. Energy cost increases have tended to outstrip RPI with an increase of 120% between 2005 and 2010. In the last three years or so energy inflation slowed due to reduction on oil and gas costs but advice from Procurement Scotland suggest allowing 8% for the current year and similar for future years. This indicates that the return to above inflation energy costs will be expected. To meet the Council's targets on carbon and cost reductions, further action must be taken to reduce energy consumption in buildings. To identify where the opportunities may lie, research shows that, typically, BEMS control is always in the top 5 opportunities.

This worldwide research by The Climate Group on behalf of the Global eSustainability Initiative identified BEMS as the second highest priority. HVAC (Heating Ventilation and Air Conditioning) was the third priority, which is predominately controlled by BEMS. In total, over 60% of the opportunities for reducing carbon emissions in buildings come from BEMS and control and operation of HVAC services.

### **Opportunity for Carbon Savings – UK**

This research by the Carbon Trust on the opportunities across the U.K. shows Energy Management Systems and Monitors and Heating control in the top three, based on cost of implementation versus carbon saving.

## Opportunity for Energy Savings – UK

The Crowd, a peer-learning platform, have a database of 602 Energy Projects from 80 Organisations and have shared and produced a chart which shows that across the U.K., BEMS is the second highest rated opportunity for energy saving based on payback.

## Opportunity for Building Energy Savings – Scottish Public Sector

This research by the Carbon Trust on the opportunities within the Public Sector in Scotland shows BEMS as the fourth highest opportunity based on cost of implementation versus carbon saving, but also with one of the greatest carbon savings.

### Benefits Criteria

This section describes the main outcomes and benefits associated with the implementation in relation to business needs. Investment in the project will deliver the high level strategic and operational benefits set out in the table below.

### Main Benefits Criteria

Objectives	"Main Benefits Criteria"	"Relative Value"
Energy efficient facilities	<ul style="list-style-type: none"><li>• optimises the use of energy</li><li>• reduces the Council's carbon footprint</li></ul>	High
Sustainable facilities	<ul style="list-style-type: none"><li>• able to meet current and future demands</li><li>• future buildings/systems can be integrated</li></ul>	High
Comfort for building occupants	<ul style="list-style-type: none"><li>• buildings are warm and comfortable</li></ul>	High
Identification of plant failure	<ul style="list-style-type: none"><li>• reduced need for unnecessary call outs for service engineers</li></ul>	High
Time management for energy & sustainability team	<ul style="list-style-type: none"><li>• reduce time spent on making control changes</li></ul>	Medium

### Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

### Install New Integrated BEMS/Control System at All Significant Sites

There are 180 to 200 sites, which could benefit from the installation of an integrated, centrally controlled building control system or mini BMS systems.

It is currently estimated that a £2,000,000 budget is required to fulfil the requirements over all sites, with around a 16.5% saving. It is difficult to accurately determine the costs as the estate has such diverse variables in terms of set up and age of current systems. Collaboration with Renfrewshire Council, who have recently carried out a similar project, has led to this indicative budget and savings information, whilst Mabbett carried out a report a few years ago providing assumed costing and cost savings detailed below.

The final budget requirements will be determined by the Non-Domestic Energy Efficiency (NDEE) business case which is the preferred Scottish Government Framework which best suits this project.

Funding was secured for the development of the NDEE contract through the support team operated on behalf of Scottish Government by Mott McDonald.

Initial outline estimate from Mabbett report:

Capita cost = £1,200,000\*                      Net Savings = £330,000\*                      Payback = 3.6 years\*

Confidence factor = Medium\*

Detailed design study and business case through NDEE will provide firm price, agreed savings levels and confirm confidence levels. This business case will follow the Treasury Green Book guidance and be based on the 5-case model.

#### **Advantages \***

- Good return on investment.
- Addresses the sites most at risk of failure.
- Provides one type of control system for all significant sites.
- Large project should offer economies of scale.
- Future proofs most of the estate with regards to controls.
- Easier to make the case for all future building to be integrated with the preferred system.

#### **Disadvantages \***

- Highest cost option.
- High cost may mean a longer decision and procurement exercise therefore accrued savings would be delayed.
- High risk of partial project failure if not well planned.
- Total value would mean procurement options would be limited.
- Risks limiting the number of contractors willing to bid due to the large number of sites.

\* Source Mabbett report Winter 2016

#### **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There are very few negative impacts in comparison to the 'business as usual' option which is proving to be untenable.

#### **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are a number of finance options available.

Scottish Procurement have developed a framework to facilitate the implementation of Non-Domestic Energy Efficiency (NDEE) to the Scottish public sector. The framework has one lot, comprising multiple framework suppliers each able to deliver energy efficiency works and services via a range of technical solutions that will provide guaranteed energy performance over the term of the call-off contract awarded under the Framework.

<http://www.gov.scot/Topics/Government/Procurement/directory/Utilities/NonDomesticEnergyEfficiency>

Local authorities may borrow to finance capital expenditure.

[http://www.gov.scot/Topics/Government/Finance/afm/borrowingetc#Borrowing by Las](http://www.gov.scot/Topics/Government/Finance/afm/borrowingetc#Borrowing%20by%20Las)

The Scottish Government's **Central Energy Efficiency Fund (CEEF)** is a key vehicle for delivering energy efficiency and small-scale renewable energy measures across the public sector in Scotland. The funding has been used to set up revolving funds administered at local level. The savings from energy efficiency measures are then used to invest in further energy efficiency measures and to improve frontline services.

In the case of Dumfries and Galloway Council our CEEF money is used as match funding against SALIX finance.

<http://www.energy-efficiency.org/ceef/21.html>

**Salix Finance Ltd.** delivers 100% interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions.

Project criteria in Scotland are up to an 8-year payback at a cost of £200 per tonne of CO<sub>2</sub> over the lifetime of the project.

<http://www.salixfinance.co.uk/loans/scotland-loans>

### **Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

The exact work plan is difficult to determine at this juncture but will include the following stages. The exact scale of the works will be dependent on the number of sites ultimately tackled, the use of the sites and limits that might impose on installation programmes and cost. Due to operational requirements this work can only be undertaken during the summer months. With this type of project it is imperative that detailed designs for each system are fully complete and that all builders work in connection with services are identified pre-contract. At this stage and due to the work required in advance of any contract initial thoughts are that the works would need to be undertaken during early 2020. Early engagement with Mott McDonald through the NDEE framework will clarify the programme timescales.

Draft outline business case for CMT	March 2019
Meet with NDEE support team	April 2019
Commission NDEE support team to develop detailed Business case	June 2019
Completed Business Case	August 2019
Outline technical specification/scoring system agreed	September 2019
Technical specification let to NDEE contractor framework	October 2019
Survey and detailing of proposals by Framework contractors by	November 2019
Secure committee approval and funding	November 2019
Contract commence on site	January 2020
Contract completion	June 2020

We are seeking an acceleration of works in the final business case advice to maximise savings in 2019/2020 and therefore this programme is illustrative – if funding achieved in budget this would bring forward savings and enable early delivery – this approach is reflected in the savings Part 2 at this stage.

### **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Item	Risk Description	Risk Score			Mitigation
		Li	Im	Sc <sup>1</sup>	
1	No action taken – Continue with existing control systems	3	4	12	Some progress has to be made, even if just replacing on failure of existing systems. To meet carbon, energy and cost saving objectives, action must be taken.
2	Funding not available	3	4	12	Identify a range of funding models. Prioritise sites to enable those with highest risk/return to be addressed within available budget.
2	Time delay on project implementation	2	2	4	Impact is limited due to a delay in achieving savings and there is an increased risk of controls failure on individual sites. Good planning required.
3	Project cost higher than estimated	5	4	20	At this stage there is not sufficient understanding of the sites to estimate accurate capital costs. A survey of sample sites should be undertaken as part of the outline business case stage and of all sites at full business case stage.
4	Savings lower than projected	3	3	9	A survey of sample sites should be undertaken as part of the outline business case stage and of all sites at full business case stage.

### Key Assumptions

That as indicated in the outline business case from Mabbett there is an urgent need to address failings in our existing BEMS systems. This has been further confirmed by the recent failure of one of the operating computers and difficulties in moving controls equipment to Cargen.

Figures used in the above support documentation are outline and speculative but with development of the NDEE framework process will be a firm cost once all details have been developed.

The NDEE process develops a procurement process under a national framework with a guaranteed savings level identified, which if not achieved, results in non-payment to suppliers.

## **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Detailed business case to be formulated.

Process:

- Non-Domestic Energy Efficiency (NDEE) framework consultants to be engaged and draw up an agreement of the scope of work being supported / funded by NDEE to deliver the detailed business case.
- Background information to be utilised from
  - outline business case (previously produced) and
  - detailed findings form current ongoing contract with GEP Environmental

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Proposition Title **Energy Efficiency Within Our Buildings - Spend to Save**

Proposition Reference Number **4.06** Transformation Theme **Theme 4 - Maximise use of fewer assets, working with and within communities**

Description of Proposition To replace outdated and ineffective Building Energy Management Systems (BEMS) across major buildings on Council estate to help deliver carbon emissions savings and help reduce or manage future costs. All figures are indicative based on previous Mabbett report and will be firmed up through the NDEE (Non Domestic Energy Efficiency Scheme) business case.

Rationale for proposed change Various studies have shown that building energy management systems are one of the most cost effective ways of reducing carbon emissions and making operational cost savings.

The Council have various building control systems installed, however they are a mix of ages and capabilities and are not able to provide the level of energy saving that modern, well integrated systems would. In some instances, the existing controls are actually leading to higher energy consumption. Many of the systems are at the end of their operational life, and without planned upgrades and replacement there is the risk of a loss of service in many of the buildings including several primary schools.

There are around 180 buildings which are being retained that will not be covered under any other planned programme (such as Dumfries Learning Town) that have the potential for the application of a BEMS (building energy management system) and/or remotely managed building controls. These sites are responsible for over £2 million of the Council's annual energy spend and cover a range of building types including Primary Schools, Offices, Libraries and Community Centres.

A planned investment programme in building energy management systems and remotely managed controls is projected to save over £300,000 per annum with a return on investment in under 4 years

Implementation challenges / risks/barriers No action taken – Continue with existing control systems. Some progress has to be made, even if just replacing on failure of existing systems. To meet carbon, energy and cost saving objectives, action must be taken. Funding not available - Identify a range of funding models. Prioritise sites to enable those with highest risk/return to be addressed within available budget. Time delay on project implementation - Impact is limited due to a delay in achieving savings and there is an increased risk of controls failure on individual sites. Good planning required. Project cost higher than estimated - At this stage there is not sufficient understanding of the sites to estimate accurate capital costs. A survey of sample sites should be undertaken as part of the outline business case stage and of all sites at full business case stage. Savings lower than projected - A survey of sample sites should be undertaken as part of the outline business case stage and of all sites at full business case stage. Heat distribution systems lack sufficient zones to take full advantage of updated control systems - Consider physical system upgrades to enable more nuanced operation of heating systems where required.

Relevant benchmarking / performance information NDEE development programme will provide benchmark information to support this. As part of NDEE development process consultations will be held with other authorities who have recently undertaken similar investments to identify any potential pitfalls.

Implementation Start Date **01/04/2019** Savings Start Date **30/09/2019** Implementation Duration [Months] **15 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	60,000	240,000	240,000	240,000	- This section is populated automatically from the information in the section below
Cost	-	2,000,000	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£780,000	£2,000,000	75%	1,415,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	5	7.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	4	5.6	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	5	6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	3	3	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	2	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion:					
		27.1	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		40%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Net Property Cost savings	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	60,000	240,000	240,000	This is net savings - finance costs are set off against energy reductions. Once a funding mechanism is determined then these will be refined.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£60,000	£60,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
	£2,000,000				£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£0	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x	x	x	x	x	x	x	x	x	x	x

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	x	x	x	x	x	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£200,000	£1,800,000	£0	£0	£0	
5 Year Total Cost	£200,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	
Cost Check	£200,000	-£200,000	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 - Maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	4.06 Energy Efficiency Within Our Buildings – Spend to Save
<b>Prepared by:</b>	Lorna Meahan (Director Corporate Services), Paul McCulloch (Property and Architectural Services Manager)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Support the Council Priority 1

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	No impact
<b>Health, Health Inequalities and Wellbeing</b>	No impact
<b>Economic &amp; Social Sustainability</b>	No impact
<b>Environmental Sustainability, Climate Change and Energy Management</b>	High Positive impact

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Through contribution to carbon reduction, reduced energy costs etc.

## 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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>	<i>1</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>
<i>No Impact</i>	<i>12</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>

## Measures to reduce/address risks and minimise any negative impacts

None

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 – Maximise use of fewer assets working with and within communities
<b>Proposition Title:</b>	To undertake a Review of public toilet provision across Dumfries and Galloway. The Review Terms of Reference would be brought to Communities Committee for approval. The Review findings and recommendations would also be brought to Communities Committee for consideration by Members. The Review would explore the potential for relocating public toilets into other community/Council buildings, establishing a comfort scheme for both the Council and local businesses, as well as the viability of some public toilets being managed by community organisations.
<b>Proposition Number:</b>	4.07
<b>Prepared by:</b>	Jamie James, Community Assets Manager Nithsdale
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>There are 63 Public Conveniences throughout the region which are managed by the Council. There are varying operational styles across the region as follows:-</p> <ul style="list-style-type: none"> <li>• Some facilities are open 24/7 (some have no electricity) and are cleaned every 2<sup>nd</sup> day.</li> <li>• Some facilities are open/closed and cleaned on a daily basis and have a 24 hour toilet provision.</li> <li>• Some facilities are only opened from Easter to October each year and have seasonal staff operating them.</li> <li>• Some facilities are part of a Community facility and tend to be opened seasonally (as above).</li> </ul> <p>It is clear that there is a wide range of operating arrangements which, to some extent, reflect historical arrangements. It would be appropriate to establish Review of public conveniences which would bring forward proposals for Elected Members to consider through the Council’s Scheme of Delegation to Committees. In the first instance it is anticipated the Review will identify savings of £20k with effect from 2019/20 onwards.</p> <p>Among the mechanisms to improve services and / or achieve savings which will be considered under the Review would be:-</p> <ul style="list-style-type: none"> <li>• reviewing the cleaning regime across the estate;</li> <li>• the establishment of a Comfort Scheme, where local businesses or organisations make their toilet facilities available for public use;</li> <li>• the Council taking an active lead in any Comfort Scheme by making its own facilities in public buildings accessible to the public wherever possible;</li> <li>• transfer of responsibilities for provision of public toilets in communities to community control, through Community Asset Transfer.</li> </ul> <p>Timing of transfers will be impacted by the willingness of communities to adopt or otherwise provide toilet facilities. Where facilities are closed and remain in Council ownership there will be residual property costs.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>The Review will involve the different stakeholders, including community organisations, local businesses, the Joint Trade Unions and Council services.</p>	

## Objectives & Activities- what?

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

There are 63 Public Conveniences throughout the region (**Table 1** below), which are managed by the Council. The annual revenue budget for this service is £430k. The objective of the Review is to consider all of the options for the redesign of this service, including colocation into other public buildings; comfort scheme with local businesses, including the Council; and the potential for community management of some facilities.

**Table 1**

<b>Wigtown</b>	<b>Stewartry</b>	<b>Nithsdale</b>	<b>A&amp;E</b>
Ardwell (Picnic A) PC	Auchencairn PC	Carsethorn PC	Annan PC
Balyett (Picnic A) PC	Brighthouse PC	Dumfries Castledykes Park PC	Ecclefechan PC
Cairnryan Picnic PC	Carsphairn PC	Dumfries Dock Park PC	Langholm PC
Creetown (St John St) PC	Castle Douglas Carlingwark Street PC	Dumfries Munches Street PC	Lochmaben PC
Drummore PC	Castle Douglas Market Hill PC	Dumfries Whitesands PC	Lockerbie PC
Garlieston PC	Dalbeattie PC	Glenairlie PC	Moffat Station Park PC
Glenluce PC	Dalry PC	Glencaple PC	Moffat TH PC
Glenluce Stairhaven PC	Dhoon PC	Kirkconnel PC	Powfoot PC
Isle of Whithorn Main Street PC	Gatehouse PC	Moniaive PC	
Kirkcolm PC	Kippford PC	New Abbey PC	
Kirkcowan PC	Kirkcudbright Harbour Sq PC	Penpont PC	
Leswalt (Public Hall) PC	New Galloway PC	Sanquhar PC	
Monreith (Black Rock) PC	Rockcliffe PC	Southerness PC	
Monreith (St Medans) PC	Sandyhills PC	Thornhill PC	
Mull of Gall Lighthouse PC		Wanlockhead PC	
New England Bay PC			
New Luce PC			
Newton Stewart Riverside PC			
Port Logan Fish Pond PC			
Port William Harbour PC			
Sandhead PC			
Stranraer Hanover Square PC			
Stranraer Stair Park PC			
Whithorn Bruce Street PC			
Wigtown PC			

## Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

In 2019/20 it is expected that £20k savings could be achieved on a recurring basis. It will be within the remit of the Review to identify options to achieve these savings which would be subject to determination and approval by the Communities Committee.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The £20k savings will be identified as part of the Review process. This represents a 5% reduction in the current service budget.

<p><b>Dis-benefits</b>  <i>Are there any negative impacts of this?</i>  <i>Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i></p>
<p>There is no direct impact on the Council Plan.  Narrative and assessment of Impact (includes staff and service users) on:  Age – low negative impact as possible impact on elderly in respect to age related medical conditions.  Disability – low negative impact with disabled users using other facilities across the region, impact upon businesses.  Gender – medium negative – the majority of staff that may be affected are female;  Transgender – No Impact  Marriage &amp; Civil Partnership – No Impact  Pregnancy &amp; Maternity - No Impact  Religion or Belief - No Impact  Sexual Orientation – No Impact</p>
<p><b>Budget- how much?</b>  <i>Are there any costs associated with doing this?</i>  <i>What are the resources &amp; budget required to implement this proposition?</i></p>
<p>There are no additional costs at this time. The costs of the Review will be primarily officer time.</p>
<p><b>Work plan- when?</b>  <i>What are the overall indicative milestones and timescales for implementation?</i></p>
<p>The Review Terms of Reference will be brought to Communities Committee in March 2019 for approval. The Review findings and recommendations will be brought to the September 2019 Communities Committee for determination and approval by Members. The delivery of £20k savings will therefore happen in the latter part of 2019 and early 2020.</p>
<p><b>Risks/Issues/Barriers to Change- what if?</b>  <i>What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?</i></p>
<p>The main risk is the willingness of stakeholders to embrace new ways of working and delivering this service differently. It is anticipated this risk will be addressed through the involvement of stakeholders in the Review process.</p>
<p><b>Key Assumptions</b></p>
<p>The service will be delivered differently.</p>
<p><b>What needs to happen next?</b>  <i>What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?</i></p>
<p>Bring forward the Terms of Reference for approval by the Communities Committee in March 2019. Undertake the Review with the involvement of key stakeholders. Report the Review findings to Communities Committee in September 2019. Implement the decision of the Communities Committee thereafter.</p>

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**Proposition Title** To undertake a Review of public toilet provision across Dumfries and Galloway. The Review Terms of Reference would be brought to Communities Committee for approval. The Review findings and recommendations would also be brought to Communities Committee for consideration by Members. The Review would explore the potential for relocating public toilets into other community/Council buildings, establishing a comfort scheme for both the Council and local businesses, as well as the viability of some public toilets being managed by community organisations.

**Proposition Reference Number** 4.07 **Transformation Theme** Theme 4

**Description of Proposition** There are 63 Public Conveniences throughout the region which are managed by the Council. There are varying operational styles across the region as follows:-  
 ->Some facilities are open 24/7 (some have no electricity) and are cleaned every 2nd day.  
 ->Some facilities are open/closed and cleaned on a daily basis and have a 24 hour toilet provision.  
 ->Some facilities are only opened from Easter to October each year and have seasonal staff operating them.  
 ->Some facilities are part of a Community facility and tend to be opened seasonally (as above).  
 It is clear that there is a wide range of operating arrangements which, to some extent, reflect historical arrangements. It would be appropriate to establish Review of public conveniences which would bring forward proposals for Elected Members to consider through the Council's Scheme of Delegation to Committees. In the first instance it is anticipated the Review will identify savings of £20k with effect from 2019/20 onwards.

**Rationale for proposed change** The Review would look at the following:-  
 -reviewing the cleaning regime across the estate;  
 -the establishment of a Comfort Scheme, where local businesses or organisations make their toilet facilities available for public use;  
 -the Council taking an active lead in any Comfort Scheme by making its own facilities in public buildings accessible to the public wherever possible;  
 -transfer of responsibilities for provision of public toilets in communities to community control, through Community Asset Transfer.  
 Timing of transfers will be impacted by the willingness of communities to adopt or otherwise provide toilet facilities. Where facilities are closed and remain in Council ownership there will be residual property costs.

**Implementation challenges / risks/barriers** The main risk is the willingness of stakeholders to embrace new ways of working and delivering this service differently. It is anticipated this risk will be addressed through the involvement of stakeholders in the Review process.

**Relevant benchmarking / performance information** The Review Terms of Reference will be brought to Communities Committee in March 2019 for approval. The Review findings and recommendations will be brought to the September 2019 Communities Committee for determination and approval by Members. The delivery of £20k savings will therefore happen in the latter part of 2019 and early 2020.

**Implementation Start Date** 01/04/2019 **Savings Start Date** 01/10/2019 **Implementation Duration [Months]**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit		20,000	128,000	128,000	128,000	- This section is populated automatically from the information in the section below
Cost						

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£404,000	£0	95%	383,800	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver	Scoring Matrix	
									5	4
Savings	2	1	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver	5	4
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity	3	2
Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1-2 years	At least one medium level risk	Issues to secure are surmountable	2	1
Timing	3	3	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2-3 years	Number of medium level risks	Issues to secure the capacity	1	0
Risk / Ease of Implementation	2	2	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity		
Resource Impact (capacity to deliver)	5	5								
<b>Notes for completion:</b> Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column										

Benefits Achievement %	Profile	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion: When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?
		2018/19	2019/20	2020/21	2021/22	2022/23	
			100%				

Impact on Staffing	Current (No.)	46					Notes for completion: Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
	Proposed (No.)	46					
	Reduction	0	0	0	0	0	

Increased Income	Current						Notes for completion: Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
	Proposed						
	Increase	£0	£0	£0	£0	£0	

Other revenue savings	Review Outcome		20,000	128,000	128,000	128,000	Notes for completion: You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	Savings		-	20,000	128,000	128,000	

Savings / benefit summary	Income	£0	£0	£0	£0	£0	Notes for completion: This section is automatically populated from the information above. NOTE: Staff savings are calculated at £4956 (top of band 1 plus on costs)
	Staff Savings	£0	£0	£0	£0	£0	
	Other Revenue Savings	£0	£20,000	£128,000	£128,000	£128,000	
	Total Savings	£0	£20,000	£128,000	£128,000	£128,000	

Costs	Capital Cost						Notes for completion: Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided. Project Costs are estimated at around 25k per year to help pay for a comfort scheme.
	% capital accounted for						
	Revenue Cost						
	% revenue accounted for						
	Project Costs	£0	£0	£0	£0	£0	
Project Costs - additional funds	£0	£0	£0	£0	£0		

Net Benefit	Total Gross Benefit - Base	£0	£20,000	£128,000	£128,000	£128,000	Notes for completion: This section is automatically populated using information provided.
	Total Net Benefit (excl costs accounted for)	£0	£20,000	£128,000	£128,000	£128,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
									x		

Service Impact	Corporate Services				Assessors & ERO	Notes for completion: Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions		

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion: Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.	
	Consultancy Costs		£0	£0			
	Technology Costs		£0	£0			
	Property Costs		£0	£0			
	Staff Costs		£0	£0			
	Project Costs		£0	£0	£0		£0
	5 Year Total Cost		£0	£0	£0		£0
Cost Check		£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4
<b>Proposition Title:</b>	4.07 Establish schemes to enable transfer of responsibilities for provision of public toilets in communities to either community control (where necessary through Community Asset Transfer or recognising that some facilities are already situated within community buildings), or through establishment of a "Comfort Scheme", where local businesses or organisations make their toilet facilities available for public use.
<b>Prepared by:</b>	Jamie James, Community Assets Manager Nithsdale
<b>Impact on Council Plan</b>	
What impact will this have on aspects of Council priority?	
There is no direct impact on the Council Plan.	
<b>Impact Assessment</b>	
	<b>Potential Impact</b>
<b>9 Protected Characteristics</b>	
Narrative and assessment of impact (includes staff and service users) on:	
Age	Low negative (possible impact on elderly in respect to age related medical conditions)
Disability	Low negative (with disabled users using other facilities across the region, impact upon businesses)
Gender	Medium negative – (the majority of staff that may be affected are female)
Transgender	No Impact
Marriage & Civil Partnership	No Impact
Pregnancy & Maternity	No Impact
Race	No Impact
Religion or Belief	No Impact
Sexual Orientation	No Impact
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>

## 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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	<i>10</i>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>	<i>1</i>	<i>Low</i>	<i>2</i>

## Measures to reduce/address risks and minimise any negative impacts

The proposals set out in this Business Case aim to improve the availability of toilet facilities across the region by creating more opportunity through comfort schemes. A national campaign called use our loos is underway. Cafes, restaurants, pubs and shops are being urged to open up their toilets for general public use under an initiative to tackle the growing national shortage of free conveniences.

The transfer in ownership of the community facilities will involve a pro-active process of re-engaging with third sector organisations who have expressed recent interest. Staff employed in these facilities will be offered opportunities to re-skill to enable them to deliver priority Council services. A robust campaign will be required to promote the comfort scheme.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	Schools become the focus for local access to other services in communities – becoming community schools.
<b>Proposition Number:</b>	4.08
<b>Prepared by:</b>	Lorna Meahan (Director Corporate Services), Paul McCulloch (Property and Architectural Services Manager), Derek Crichton (Director Communities), Jamie Ferguson (Community Development and Empowerment Manager), Lee Seton (Wellbeing Manager) and Scott McMeeken (Team Leader Inclusion School and Community Hubs)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

A range of measures are being developed to provide expanded online services which will suit many of our customers and provide convenient and easy access at a time of their choosing. This is expected to result in a change in physical customer contact services and how they are provided. The expectation being that the Council physical estate can be rationalised to take account of changing contact channels, as more people use online services.

In developing that model of online or digital services it is recognised that there needs to be local access to specialist customer support and advice for the most vulnerable in our communities – where a simple or regular online enquiry will not capture a complex or wide range of needs. We recognise that in many of our remote and rural communities providing a physical local access to service contact is important in ensuring vulnerable individuals as well as those with more complex needs are supported. Providing access to customer service in a dispersed rural and very rural area like Dumfries and Galloway is acknowledged to be very expensive when compared to authorities with large urban populations, where there are economies of scale and better access to public transport. We would therefore seek to develop innovative and different approaches to reduce costs and maintain appropriate presence.

In many of our larger towns and villages our model of delivery currently means that we own and maintain a range of separate premises for different groups of service users to provide that face to face contact for different aspects of Council services. This means we have an expensive property overhead with a revenue cost for the Council which could be reduced to protect service provision rather than to operate individual buildings and pay for the resultant overheads.

In order to sustain the provision of local access to essential services for those with complex needs, while reducing the Council’s overheads, the proposal has been developed recognising the opportunity in the location of our large school estate, firmly based in our local communities. The continuing need for retention of local schools which are invested in and maintained; the extent of unutilised space and opportunity within the overall school estate to house other service delivery; the presumption against closure of schools; and the need to reduce overhead costs to support budget savings.

We have 99 primary and 16 secondary schools across the region. Many of these are within larger towns or populations where there are multiple public customer service contact points. Others are within small local villages and towns where in some cases there are other Council properties providing an entry point for customer services. School buildings are generally used wholly or mainly for the delivery of primary or secondary education, with an increasing number also used for nursery and early years care. The public and community groups can rent space within schools for meetings or to use leisure and sports facilities. These lets are generally outwith school hours.

School premises are rarely used for the delivery of other council or partner services and many remain closed after school hours or during holidays. Models of community schools are emerging across Scotland and there is widely held recognition that the use of schools as community hubs, with education as the core provides for sustainability and a more efficient and affordable estate.

The number and age of our properties means that we should continue our programme of rationalisation of estate to focus on those assets that are in the best places, energy efficient and multi-functional. The use of schools as a focal point for access to local services means that there is opportunity to bring the wider community together, disinvest in other properties and reduce overheads protecting frontline services, and mitigate ongoing repairs and maintenance costs, and if possible, generate receipts from the sale of surplus properties.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

School communities – adjusting to the extended community use and interest in the school facilities. This means agreeing ways in which this will work on the ground at individual schools for shared benefit. Re-assurance on practical aspects and ensuring safety and safe guarding of children and young people is at the heart of this.

Local communities – understanding that the concentration of facilities within existing school estates is a factor of protecting and sustaining service delivery. Ensuring that a change in location of services or having an access point to specialist customer advice is seen as distinct from a withdrawal or removal of services. This also provides the opportunity to work with Communities to empower them in the planning and delivery of services; to take account of the increasing appetite for communities to influence local service provision and directly manage/own community assets.

Customer service and other public facing staff – this will require a change in place of work and possibly duties. The opportunity to integrate with other models of transformation including the contact centre, the admin and support hubs and of course with non-teaching resources in schools would be secondary aspects of development and dependent on the model developed in any place. Understanding concerns and requirements around appropriate customer presence and building models for video or tele access to specialist advice from very remote places will feature. Staff engagement from the earliest stages and through implementation and further refinement will be essential.

This model can work – the reaction to the recent school closure consultation demonstrates that local communities can and do come forward with a clear view of what they can gain from wider participation in the sustainability and use of the school estate. By extension the use of schools to 'house' access to vital services would strengthen that community interest and provide an anchor for existing school estate through retention as part of a wider service estate model.

Year 1 would provide for a test and refinement of proposals and enable us to establish Place based planning with communities. This is estimated on choosing Places where there is community capacity; or existing resources (for example through windfarms); and where there is more Council property estate.

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

In larger towns there would be a rationalisation of the property to reduce our overall footprint and a consolidation of premises to release surplus space. Where evident the ability to remove duplication of similar services for different customer groups would be identified and addressed through this process.

In small towns and villages the school will become a community school where a range of services are delivered and accessed. This will reduce the Council footprint through rationalisation of other buildings in that 'place' and provide a focal point for customer access to services where online or other means are not appropriate.

The Council's property /estate will be further reduced enabling a saving on property overheads for the running of the buildings.

Other customer services would be accessed through a hosting or hub model based in local schools – this could include routine customer services and also through virtual access to more specialist and other advice services using technology hosted within the premises.

Where space allowed and could be managed then community libraries could be established through the combining of local libraries with school libraries. Library book pick up and drop off in very rural areas would be an available service.

There would be extended and strengthened cover for support using the model with enrichment of roles within the community hub to support both customer and school activity.

## **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Financial Savings - reduced property costs and facilities through reduced buildings to be maintained.  
- potential to share resources across school support, other admin support and customer services

Benefits - more efficient use of school estate with wider availability to the community  
- sustained availability of local access to services and facilities for local community  
- sustainability of rural schools and other core council services

## **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The proposals do not take account of staff savings through integration of customer activity, channel shift, opportunities with the Administration and Support Review etc. These savings will be counted in terms of the service savings from Themes 1,2 and 3 separately. This saving focuses on the property savings aspects of the proposal and seeks to avoid any potential for duplication or double counting in this regard.

This proposal is to reduce the number of Council operated sites across the region, through co-location and particularly within schools. There is also the potential for a number of these facilities to be developed through the agreed community management/asset transfer process, where communities wish to retain provision of a service, are willing to take this on.

The calculation and estimation of savings is based on a prudent estimate of costs in scope and which will be targeted for reduction. The extent of achievement in years 2 and 3 and the scale and pace of the delivery will be dependent on selection of Places and a programme for this work.

The in scope areas are Customer Services Property Costs and Lifelong Learning and Wellbeing Property Costs. A conservative estimate of a 10% reduction in property over three years has been provided at this stage based on overall property costs of £3,460,737 – i.e. estimated £300,000 - £350,000. The delivery based on this estimate is £100k per annum for three years to enable testing in year one.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

This would not impact negatively on the Council Plan.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

It is assumed that any capital investment for minor works to make local models operational would be sourced from within the current asset classes – either by replacement of current plans or displacement as properties are no longer required and investment can be re-directed.

The new Property and Facilities Service would provide the new structures and capacity for the property aspects of the development – utilising the proposed new teams to manage the project of change in use of property and liaising with colleagues in customer services and community engagement.

The change programme to determine the new models and locations within Places would be led through Communities where the service delivery and the expertise in change and engagement with communities is vested, with other services who are property occupiers expected to participate and support relevant projects. School Leaders in selected Places would also participate in the change engagement programme and work with Communities.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Agreement of Year 1 Programme	- February 2019 (as part of budget)
Development of Engagement Programme	- March 2019
Consultation and Engagement with Staff and Public	- April – May 2019
Development of Asset Investment Requirements Yr 1	- March – May 2019
Yr 1 Works and Changes Carried Out	- June - August 2019
Yr 1 Programme Complete	- September 2019
Agreement of Yr 2 Programme	- June – September 2019
Development of Engagement Programme	- October - November 2019
Consultation and Engagement with Staff and Public	- December 2019 - February 2020
Development of Asset Investment Requirements Yr 2	- October – December 2019
Yr 2 Works and Changes Carried Out	- Jan - June 2020
Yr 2 Programme Complete	- September 2020
Agreement of Yr 3 Programme	- June – September 2020
Development of Engagement Programme	- October - November 2020
Consultation and Engagement with Staff and Public	- December 2020 - February 2021
Development of Asset Investment Requirements Yr 3	- October – December 2020



Yr 3 Works and Changes Carried Out  
Yr 3 Programme Complete

- Jan - June 2021  
- September 2021

### **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Buy In of School Staff and Learning Community– provide a focus on pathfinder projects where the headteacher and staff and pupils and parents could be persuaded to share in the benefit of community interest in schools and the contribution this could make to sustaining other services for the public.

Community Support – plan work around effective wider Place planning with local communities, especially in year 1 working with more enabled and able communities to participate in this and articulate and shape the answers.

Selection of Places in Year 1 – this would be established in the context of choosing places where there is an enabled community and also where there is opportunity to consolidate service access around schools, and where there is obvious surplus of space for service delivery and council service presence. Ensuring Member consideration of the pathfinder places for this work and communicating why they have been selected through budget will be critical.

Clear messaging and communication – the deployment of effective place based community engagement and clarity of purpose and outcomes will be essential.

Channel Shift Progress – the extent and pace of delivery of channel shift for online services will be a key dependency for this work. The availability of online services is necessary for the change in approach.

### **Key Assumptions**

That school estate has capacity and space to accommodate service delivery and a customer contact point.

That adaptation could be made to schools to provide any additional security and access points for customers are secure to ensure safeguarding is satisfied.

That staff would cooperate and work with the proposition in support of the wider access to services for their local community.

That customer needs continue to be met – the propositions on customer and digital may mean that the demand for face to face customer contact is reduced and that needs reduce.

That channel shift is prioritised, accelerated and customer access widened to other channels in a programme which has pace.

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

The savings are based on an estimated programme of activity over three years building and expanding on the programme as it develops. This would see premises/ sites including integrated customer service, youth services, libraries and other premises used for direct service provision, considered for consolidation to reduce the property footprint while maintaining presence and access. As described above the development of schools as a preferred location for consolidation in a 'Place' and the extent of the opportunity would be developed through engagement with local

people. This would help identify the services needed and the aspects of provision such as opening hours, availability, volume etc.

Choose suitable places to test the proposition and work with local communities. Work already performed in identifying more enabled communities to have those conversations with and focusing on larger towns or places with multiple council sites.

Plan place based community engagement alongside this to enable understanding of the opportunity to make this aspect happen on the ground.

Engage relevant headteachers in this work to test their appetite to work with their non-teaching colleagues to enable this.

Detailed assessment of schools and other properties providing frontline services in the selected places to assess extent of space and adaptation required to enable this.

Proposition Title **Schools become the focus for local access to other services in communities – becoming community schools**

Proposition Reference Number **4.08** Transformation Theme **Theme 4 - maximise use of fewer assets, working with and within communities**

**Description of Proposition**  
We recognise that in many of our communities retaining a physical local access to services and customer contact is important. This is especially the case in helping the most vulnerable individuals as well as those with more complex needs. We own and maintain a range of separate premises in many of our towns and villages for different kinds of customer contact and there is limited utilisation of these spaces by customers. There is an opportunity to consolidate service access within a smaller number of buildings with a resultant revenue saving. The proposal sees the provision of a wide range of school premises as key to ensuring this is a transformational approach to sustaining and affordable estate. The proposal recognises the location of our large school estate firmly vested in our communities across the region. In particular the continuing need for retention of local schools which are invested in and maintained; the extent of unused space within these; the opportunity within the overall school estate to accommodate other service delivery; the presumption against school closure; and the need to reduce overhead costs to support budget savings.

**Rationale for proposed change**  
To sustain provision of local access to essential services for those that need this, recognising the need to reduce our estate because of the costs of operating buildings may be better invested in sustaining frontline essential services, and recognising the opportunity in the location of our large school estate, firmly based in our local communities to be the focal point for consolidation of estate. The Council spends xx on property costs each year, x% of our net revenue budget. Clearly any overall reduction in operating costs spent on property, where we know we have more estate than we require is an appropriate way to address budget pressure.

**Implementation challenges / risks/barriers**  
Buy In of School Staff and Learning Community – provide a focus on pathfinder projects where the headteacher and staff and pupils and parents could be persuaded to share in the benefit of community interest in schools and the contribution this could make to sustaining other services for the public.  
Community Support – plan work around effective wider Place planning with local communities, especially in year 1 working with more enabled and able communities to participate in this and articulate and shape the answers.  
Selection of Places in Year 1 – this would be established in the context of choosing places where there is an enabled community and also where there is opportunity to consolidate service access around schools, and where there is obvious surplus of space for service delivery and council service presence. Ensuring Member consideration of the pathfinder places for this work and communicating why they have been selected through budget will be critical.  
Clear messaging and communication – the deployment of effective place based community engagement and clarity of purpose and outcomes will be essential.  
Channel Shift Progress – the extent and pace of delivery of channel shift for online services will be a key dependency for this work. The availability of online services is necessary for the change in approach.

**Relevant benchmarking / performance information**  
The extent of available m<sup>2</sup> space available in each Place and the measured reduction.

Implementation Start Date **01/03/2019** Savings Start Date **30/09/2019** Implementation Duration [Months] **Yr 1 6 Months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	100,000	100,000	-	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£300,000	£0	75%	225,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	Savings	1-5 Assess	Score	Scoring Matrix	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity				
3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable				
2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity				
1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity				
<b>Resource Impact (capacity to deliver)</b>				3	3	<b>Notes for completion:</b>				
				<b>18.6</b>	<b>Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column</b>					

Benefits Achievement %	Profile	Year 0	Year 1	Year 2	Year 3	Year 4	Notes for completion: When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?
		2018/19	2019/20	2020/21	2021/22	2022/23	
			20%	40%	40%		

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Property Costs	<enter budget area>	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x		x	x	x				x	x	

Service Impact	Corporate Services				Assessors & ERO	Notes for completion: Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions		
		x				

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	4.08 Schools become the focus for local access to other services in communities – becoming community schools.
<b>Prepared by:</b>	Lorna Meahan (Director Corporate Services), Paul McCulloch (Property and Architectural Services Manager), Derek Crichton (Director Communities), Jamie Ferguson (Community Development and Empowerment Manager), Lee Seton (Wellbeing Manager) and Scott McMeeken (Team Leader Inclusion School and Community Hubs)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Support the Council Priorities 2, 3 and 4

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
Narrative and assessment of impact (includes staff and service users) on:	
Age	Positive Medium – by bringing children and young people and older adults into closer contact through shared use of space and premises.
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
<b>Human Rights</b>	No impact
<b>Health, Health Inequalities and Wellbeing</b>	No impact

<b>Economic &amp; Social Sustainability</b>	Positive medium impact
Through the sustainability of local presence and access within local communities to essential services in valued community schools.	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	Positive medium impact
Through reduction in council estate and therefore energy costs and retention of local access avoids unnecessary travel for individuals in local communities.	
<b>Summary of Impacts</b>	
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:	
<u>Summary of Impacts</u>	
<i>Positive</i>	<i>High</i> 0 <i>Medium</i> 3 <i>Low</i> 0
<i>No Impact</i>	10
<i>Negative</i>	<i>High</i> 0 <i>Medium</i> 0 <i>Low</i> 0
<b>Measures to reduce/address risks and minimise any negative impacts</b>	
None	

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 – Maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	Optimise the use of current school estate
<b>Proposition Number:</b>	4.09
<b>Prepared by:</b>	Larann Foss, Education Officer School Estate and ICT; John Thin, Acting Head of Education; Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The school estate currently has capacity for 25,763 pupils. The September 2017 census data records 18,727 pupils within our schools. This amounts to just over 7,000 spaces that are not required, or an efficiency of 72%. Some schools are more efficient than others and local values can change due to birth rates, parental choice, housing developments etc. There are revenue costs associated with every m2 and this proposition focuses on improving the efficiency of the school estate by either reducing the footprint where possible, or looking at wider utilisation beyond Educational delivery to pupils.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Staff and pupils – This may, in some locations mean the reduction of the school size and associated internal spaces. It could be realised by demolition and the physical removal of the spaces where the design fits with this, and/or it could be through designating the spaces as community or shared use, with other facilities released to realise council wide revenue savings.

Community groups/local community users – In some locations this may provide a wider range of community facilities with the school, or parts of the school operating as a community hub.

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The objectives are to rationalise the school estate where possible to better marry the current demographics. There are potentially 8 schools that are of a design which would allow this (separate blocks, or portacabins etc) and this would see them removed and not replaced. Where there is capacity, and the design does not support removal of parts of the building, this capacity could be considered for wider community use.

## **Savings / Benefits**

*What are the anticipated benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

If all 8 schools are reduced in line with the proposition it would see the footprint of the school estate reduce by 1584m2. The existing school estate footprint is currently 268,931m2, this is a reduction of 0.5%. From a capital perspective this releases around £17.5k on an annual basis, which could then be reinvested within schools.

Generally the areas identified for release are small, however in one location the area is around 750m2. In this situation the area would need to be redeveloped and there would be opportunity to improve the external area of the school.





would be savings starting from year 2 onwards.

If the option was extended to focus on opportunities within underutilised schools (schools below 60% utilisation), and closing spaces off to mothball them the potential building running cost areas would be limited. On the assumption that a room in a school can be closed off (i.e. it's not a through route to another area) it is likely that the only area that savings would be realised on is electricity. The footprint of the school remains the same so the rateable area does not change, the majority of our schools are single pipe heating systems so it cannot be switched off in one room and insurance costs remain unchanged due to there being no change to the physical building or number of building users.

Across the school estate there are 26 primary schools under 60% utilisation. Within these schools, where there is a room that's technically not required the estimated saving is £14k. No consultation has yet been carried out to establish if rooms could be locked off in these schools, so £14k is not realistic and should be considered a maximum value, £10k may be more realistic.

Applying the same principles to all primary schools that currently have over provision in classrooms, the maximum saving estimate is £28k, however a level of optimism bias needs applied which would see this value closer to half in reality.

#### **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Any of the schools, staff or pupils involved will lose the flexibility these spaces currently offer if they are demolished. Depending on the community hub model the schools may also lose access to these spaces.

Schools generally use every space available to them, the move to reducing spaces at any of these schools may be met with local challenges from Parent Councils etc.

Public and staff perception of the savings generated at a local level, school by school will not be positive, with the lower projected saving at one school as low as £88.13.

#### **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Any demolition works will require capital funds to carry the works out. This can be managed within existing resources through the Schools Asset Class funding. The smaller portacabin type buildings will be circa £10k for removal, however larger block removal may run into £100k+.

For mothballing there would be minor costs associated with removing use of rooms.

#### **Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

The realistic timescales to begin physical rationalisation is around a year to 18 months to allow existing academic year arrangements for 18/19 to conclude. Smaller works projects may take around 6 months to deliver from that date, however some will require a longer time period due to refurbishment/decant requirements, pushing the larger demolition projects to 3 years and beyond.

Where these spaces become end of life, and there is no requirement for the capacity they provide, they will not be replaced, so the savings highlighted above will be realised at some point.

Mothballing of classrooms could begin quickly, however a period of consultation would be required so the change of academic year may be appropriate.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

No engagement has taken place with schools around this. It is unlikely that reducing school footprints will be well received and there may be good local reasons for the 'do nothing' option in some cases. In some cases the level of savings are so minimal that it may be considered unreasonable i.e. one of the smaller locations may only realise an annual saving of £1.5k at best, or more realistically £500.

Mothballing rooms will be seen as restricting flexibility within any effected schools and without on site control it would be very difficult to ensure the rooms are not used. Additionally the saving will only be generated over electricity so the room could still be an effective asset to the school in daylight hours. The local savings are very low and currently energy budgets are devolved to schools, schools may prefer to offer local savings from their DSM than not be allowed in a room.

**Key Assumptions**

- School roles stay consistent across the identified schools to ensure that the space is not required in the future.
- To realise savings from community use other council service facilities in the locations would require consideration as budget savings through closure or asset transfer.
- Building costs stay at a stable level in line with projected inflationary rates.

Mothballed rooms are actually available within the identified schools and local arrangements are not in place which would need to be honoured i.e. existing community use, supporting other services etc

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

- Engagement at a local level with the individual schools to test capacity requirements now and into the future based on projected pupil numbers. Managed within CYPLL.
- Engagement with Communities directorate to establish community use feasibility and any savings through council asset reduction.

Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
To reduce the amount of space within schools thereby reducing the associated ongoing building costs.

Rationale for proposed change  
The school estate currently has capacity for 25,763 pupils. The September 2017 census data records 18,727 pupils within our schools. This amounts to just over 7,000 spaces that are not required, or an efficiency of 72%. Some schools are more efficient than others and local values can change due to birth rates, parental choice, housing developments etc. There are revenue costs associated with every m2 and this proposition focuses on improving the efficiency of the school estate by either reducing the footprint where possible, or looking at wider utilisation beyond Educational delivery to pupils.

Implementation challenges / risks/barriers  
Any of the schools, staff or pupils involved will lose the flexibility these spaces currently offer if they are demolished. Depending on the community hub model the schools may also lose access to these spaces.  
Schools generally use every space available to them, the move to reducing spaces at any of these schools may be met with local challenges from Parent Councils etc.  
Public and staff perception of the savings generated at a local level, school by school will not be positive, with the lower projected saving at one school as low as £88.13.

Relevant benchmarking / performance information  
N/A

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	26,250	45,000	45,000	45,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£161,250	£0	70%	112,875	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	4	4	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	2	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		15.1						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		58%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
	0	0	0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
	0	0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Buildings running costs	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	26,250	45,000	45,000	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£26,250	£45,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£26,250	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x									x	

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4
<b>Proposition Title:</b>	Optimise the use of current school estate
<b>Proposition Number:</b>	4.09
<b>Prepared by:</b>	Larann Foss, Education Officer School Estate and ICT; John Thin, Acting Head of Education; Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning

### Impact on Council Plan

What impact will this have on aspects of Council priority?

No impact on delivering Council Plan

### Impact Assessment

	Potential Impact
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#### 9 Protected Characteristics

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
<b>Human Rights</b>	<b>No Impact</b>

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
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<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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### 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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

Positive Medium = school communities

It increases the sustainability of our smallest schools by reducing the cost per pupil.

### Measures to reduce/address risks and minimise any negative impacts

n/a

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	Offer other public, third sector and private sector agencies access to our buildings - office and depots - to offset costs or generate income to contribute to costs  Provide office facilities or operational depot space for small businesses
<b>Proposition Number:</b>	4.10
<b>Prepared by:</b>	Paul Clarkin (Head of Organisational Development Human Resources and Assets), David Suttie (Planning and Building Standards Manager), Jason Syers (Service Manager Strategic Projects), Alistair Speedie (Director Economy Environment & Infrastructure), Simon Fieldhouse (Environment Manager), Karen Donaldson (Treasury and Capital Manager) and Steven Trotter (Building Maintenance and Construction Manager)

## **Background Information - why?**

What is the background and descriptions of the proposition, the "As-Is" position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The Council owns a large and varied estate with a range of property types. Many of these are used for the delivery of council services and to house equipment and store supplies and assets. There has been a recent programme of work to reduce and optimise the office estate with an initial focus in Stranraer and Dumfries. Depot rationalisation has also been pursued because we no longer have the scale of external trading that had previously been delivered and the operational models for services are changing. There are a range of offices and depot and similar space where the Council will need to retain the buildings and is purposing these to have modern and flexible facilities to meet our needs and future requirements. There is space available in some of these premises that could be shared and /or rented to third parties, including public sector partners, to operate from. This would provide them with serviced premises for their operational needs without the concern over day to day facility management and would enable us to more effectively use any surplus space or premises effectively.

This would not focus on any fully surplus accommodation necessarily, where there is a better option to dispose or transfer an asset. Instead the focus of this proposal is in utilising the surplus space within current operational buildings, which are fully serviced for Council purposes to enable a rental income stream to be achieved.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Public sector partners – we already have some sharing of premises through operational need where there are obvious needs to work closely together, or where partners have divested themselves of property but require maintaining a staffing presence and require accommodation for this. This has been on a service need basis rather than on more commercial terms to enable partners to operate more effectively using the available estate and facilities we have within our communities. A more structure approach to identifying the range of opportunities and the mutual benefit with partners would be undertaken if this proposal was accepted to develop a portfolio offering for partners to consider and to better market and organise the approach to this.

Private and Third Sector Organisations - we already have some organisations interested in use of depots across the region, to house their operations and share facilities necessary for their operations. This provides the opportunity for increased rental income and also another stream of contribution to offset other costs for shared services on-site. Similar to public sector partners we need to develop a more structured marketing approach to available offices and depots and target potential organisations who would benefit from.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The Council's operational property, particularly office, depot and meeting spaces would be commercially available to partners to rent or use.

Formal marketing tools would be developed to ensure the availability is known to potential customers; there is an active approach to contacting potential partners to ensure we maximise the opportunity to achieve rental income – wither short or longer term; and we actively offer other public, third sector and private sector agencies use of our estate either on fixed or flexible arrangements – including offices, depots and training and other resources, to offset costs or generate income to contribute to costs.

We extend this in due course, once the Administration Review is progressed, to offer serviced office facilities or meeting space. We could also offer operational depot space for SMEs short term.

We develop an offer of hosting events and provide conference, event or meeting facilities to maximise use of formal meeting spaces and venues and further develop income stream.

To do this we ensure that investments in programmes such as Dumfries Asset Plan provides flexibility of space within assets ensure they are future understanding of space utilisation and use of assets within a place; clarity of customer proof; clear points within our estate; and promote agile touchdown working space to encourage and support marketing to other agencies and organisations.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Financial Savings - increased income  
- potential to share resources and promote greater combined use of resources with public and private partners

Benefits - more efficient use of Council estate with wider availability to others to operate from.  
- sustained availability of good quality accommodation for business and organisations and associated services and facilities  
- sustainability of estate for operating core council services  
- opportunity for enhanced use of Council facilities for wider benefit.



## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

A targeted level of additional income is set at £75,000 in 2019/2020 based on an estimate of what can be achieved and recognising the stage of completion of Dumfries Asset Plan and remaining work to do; the need to develop a marketing concept and approach and conduct more detailed market research into need and locations; and the approach to deliver this through the proposed Corporate Landlord function within a new property and facilities Service, which will be better equipped and have a greater capacity to focus on this opportunity. An assessment of future year potential would be made later in 2019/2020 once these enablers are functioning and a clearer assessment of progress can be made.

Contribution will come from rental – both short and longer term. So far over £50k has been secured for 2018/19 through utilising this approach within our depot estate, and this provides a methodology to develop a programme to add to this and develop other aspects of this proposal to achieve a return to revenue for the Council.

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There are no obvious dis-benefits to the Council Plan and priorities.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Costs associated with this in 2019/2020 would be expected to be met from within existing resources and benefit from the development of improved capacity through implementation of a Property and Facilities Service.

Some initial marketing costs are likely to be incurred but in the first instance these would be recouped through offset of income.

## Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

Agreement of Approach	- February 2019 (as part of budget)
Preparation of Marketing Research and Programme	- to June 2019
Commence marketing of offer	- June 2019 onwards
Review of progress and evaluation	- November 2019
Agreement of Year 2 development and approach	- December - January 2019

## Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Capacity in new Property and Facilities Team to progress – provide clarity of first year objectives and enable a quick re-organisation of resources to focus on opportunities and maximising potential of our estate, with appropriate focus on enabling access.

Alignment with other Transformation developments – The readiness of Administration and Support resources, alongside the ability to offer meeting space, including event support may not align with first year opportunities. Programming these add-ons to the marketing offer for year 2 will enable us to start successfully and build these aspects into future offer.

Availability of suitable property to offer – ensuring a full assessment as part of the marketing plan provides for the facilities we are offering in year 1 and this reflects the investment programmes and availability of space at this time.

### **Key Assumptions**

That our office estate and depot premises can be readily secured and managed to share space or offer discrete space.

That connectivity and facilities are sufficient to meet customer expectations.

That staff would cooperate and work with the wider access to buildings and any adjustments that would entail in terms of operations.

### **What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

The income is based on an estimate of a year one test of this approach and could be enhanced for future years if this is successful. This would see a range of Council premises/ sites used by organisations other than Council services. presence and access. This would be a significant change for many of our staff in terms of sharing space.

Choosing suitable accommodation to test the proposition will form part of the initial marketing. Work already performed in developing and investing in sites would be important to consider in how this is developed.

Market research to fully understand the extent of opportunity on the ground.

Detailed assessment of properties selected to assess extent of space and adaptation required to enable this.

Proposition Title	Offer other public, third sector and private sector agencies access to our buildings - office and depots - to offset costs or generate income to contribute to costs. office facilities or operational depot space for small businesses.	Provide
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Proposition Reference Number	4.10	Transformation Theme	Theme 4 - maximise use of fewer assets, working with and within communities
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**Description of Proposition**

The Council's operational property, particularly office, depot and meeting spaces would be commercially available to partners to rent or use.

Formal marketing tools would be developed to ensure the availability is known to potential customers; there is an active approach to contacting potential partners to ensure we maximise the opportunity to achieve rental income – wither short or longer term; and we actively offer other public, third sector and private sector agencies use of our estate either on fixed or flexible arrangements – including offices, depots and training and other resources, to offset costs or generate income to contribute to costs.

We extend this in due course, once the Administration Review is progressed, to offer serviced office facilities or meeting space. We could also offer operational depot space for SMEs short term.

We develop an offer of hosting events and provide conference, event or meeting facilities to maximise use of formal meeting spaces and venues and further develop income stream.

To do this we ensure that investments in programmes such as Dumfries Asset Plan provides flexibility of space within assets ensure they are future proof; clear understanding of space utilisation and use of assets within a place; clarity of customer points within our estate; and promote agile touchdown working space to encourage and support marketing to other agencies and organisations.

**Rationale for proposed change**

The Council owns a large and varied estate with a range of property types. Many of these are used for the delivery of council services and to house equipment and store supplies and assets. There has been a recent programme of work to reduce and optimise the office estate with an initial focus in Stranraer and Dumfries. Depot rationalisation has also been pursued because we no longer have the scale of external trading that had previously been delivered and the operational models for services are changing. There are a range of offices and depot and similar space where the Council will need to retain the buildings and is purposing these to have modern and flexible facilities to meet our needs and future requirements. There is space available in some of these premises that could be shared and /or rented to third parties, including public sector partners, to operate from. This would provide them with serviced premises for their operational needs without the concern over day to day facility management and would enable us to more effectively use any surplus space or premises effectively.

This would not focus on any fully surplus accommodation necessarily, where there is a better option to dispose or transfer an asset. Instead the focus of this proposal is in utilising the surplus space within current operational buildings, which are fully serviced for Council purposes to enable a rental income stream to be achieved

**Implementation challenges / risks/barriers**

Capacity in new Property and Facilities Team to progress – provide clarity of first year objectives and enable a quick re-organisation of resources to focus on opportunities and maximising potential of our estate, with appropriate focus on enabling access.

Alignment with other Transformation developments – The readiness of Administration and Support resources, alongside the ability to offer meeting space, including event support may not align with first year opportunities. Programming these add-ons to the marketing offer for year 2 will enable us to start successfully and build these aspects into future offer.

Availability of suitable property to offer – ensuring a full assessment as part of the marketing plan provides for the facilities we are offering in year 1 and this reflects the investment programmes and availability of space at this time.

**Relevant benchmarking / performance information**

Simple target income and comparison

Implementation Start Date	01/03/2019	Savings Start Date	01/03/2019	Implementation Duration [Months]	Yr 1 3 Months
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Cost / Benefit Initial Estimates	Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: - This section is populated automatically from the information in the section below
	Benefit	-	75,000	75,000	75,000	75,000	
	Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£300,000	£0	90%	270,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework		1-5 Assess	Score	Scoring Matrix	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver	
	Savings	1	1.5		5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
	Strategic Alignment	3	4.2		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
	Customer Satisfaction	3	3.6		3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
	Timing	5	5		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
	Risk / Ease of Implementation	4	4		1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
	Resource Impact (capacity to deliver)	4	4		Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						
		22.3									

Benefits Achievement %		Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion: When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?
	Profile		100%				

Impact on Staffing	Current (No.)						Notes for completion: Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
	Proposed (No.)						
	Reduction	0	0	0	0	0	

Increased Income	Current		0				Notes for completion: Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
	Proposed		75,000	75,000	75,000	75,000	
	Increase	£0	£75,000	£75,000	£75,000	£75,000	

Other revenue savings	Property Costs	-	-	-	-	-	Notes for completion: You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
	<enter budget area>	-	-	-	-	-	
	<enter budget area>						
	Savings	-	-	-	-	-	

Savings / benefit summary	Income	£0	£75,000	£75,000	£75,000	£75,000	Notes for completion: This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	Staff Savings	£0	£0	£0	£0	£0	
	Other Revenue Savings	£0	£0	£0	£0	£0	
	Total Savings	£0	£75,000	£75,000	£75,000	£75,000	

Costs	Capital Cost						Notes for completion: Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
	% capital accounted for						
	Revenue Costs						
	% revenue accounted for						
	Project Costs	£0	£0	£0	£0	£0	
Project Costs - additional funds	£0	£0	£0	£0	£0		

Net Benefit	Total Gross Benefit - Base	£0	£75,000	£75,000	£75,000	£75,000	Notes for completion: This section is automatically populated using information provided.
	Total Net Benefit (excl costs accounted for)	£0	£75,000	£75,000	£75,000	£75,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
		x		x		x					

Service Impact	Corporate Services					Notes for completion: Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition				
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO					
		X		x		x				

Project Costs		2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion: Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Consultancy Costs						
	Technology Costs						
	Property Costs						
	Staff Costs						
	Project Costs	£0	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Title:</b>	4.10 Offer other public, third sector and private sector agencies access to our buildings - office and depots - to offset costs or generate income to contribute to costs  Provide office facilities or operational depot space for small businesses
<b>Prepared by:</b>	Paul Clarkin (Head of Organisational Development Human Resources and Assets), David Suttie (Planning and Building Standards Manager), Jason Syers (Service Manager Strategic Projects), Alistair Speedie (Director Economy Environment & Infrastructure), Simon Fieldhouse (Environment Manager), Karen Donaldson (Treasury and Capital Manager) and Steven Trotter (Building Maintenance and Construction Manager)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Support the Council Priority 1

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	No impact

<b>Health, Health Inequalities and Wellbeing</b>	No impact
<b>Economic &amp; Social Sustainability</b>	Low positive impact
Better use and access for business to appropriate serviced premises	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact
<b>Summary of Impacts</b>	
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:	
<u>Summary of Impacts</u>	
<i>Positive</i>	<i>High</i> 0 <i>Medium</i> 0 <i>Low</i> 1
<i>No Impact</i>	12
<i>Negative</i>	<i>High</i> 0 <i>Medium</i> 0 <i>Low</i> 0
<b>Measures to reduce/address risks and minimise any negative impacts</b>	
None.	

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Titles:</b>	<p>Surplus Council properties are developed and sold.</p> <p>Sell underutilised or unused land to generate income and receipts to contribute to an overall balanced budget.</p> <p>Seek commercial and development partner opportunities to help us maximise the return on our asset's disposal or development.</p> <p>Developing our buildings in town centres for commercial or housing opportunities.</p>
<b>Proposition Number:</b>	4.11
<b>Prepared by:</b>	Paul McCulloch (Property and Architectural Services Manager) and Steven Trotter (Building Maintenance and Construction Manager)
<b>Background Information - why?</b>	
<p>What is the background and descriptions of the proposition, the "As-Is" position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>The proposition is for the Council to develop a disposals procedure in order to dispose of un-used or under used assets, be that property or land. In terms of this process, work will be carried out in advance of marketing to develop the planning potential of land or buildings to both increase their marketability and maximise value. The Council will benefit by increasing capital receipts, reducing estate revenue costs and mitigation of costs to maintain these buildings to keep them in a secure and safe condition.</p> <p>The process for the Council to dispose of assets is as laid out in the Councils agreed disposals process and is subject to consultation both internally and externally. The property market within the region is currently slow with a number of council properties for sale having been on the market for considerable time.</p> <p>The proposal would be to create a core team of Officers from across the Council with the necessary expertise in order that all surplus sites are subject to work to secure planning potential, marriage value or otherwise to ensure that the Council receive best value in all disposals. This may include the use of external as well as internal resource.</p>	
<b>Stakeholders - who?</b>	
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p> <p>Council services Third party groups Community groups Private sector parties Registered Social Landlords</p>	

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

### Objectives

The purpose is to look at each of the Councils surplus assets, property or land, identify planning potential and LDP classification, identify potential SHIP and Economic Development linkages, determine any adjacent marriage values and understand work to be undertaken at each location to maximise the marketability and value of each. By generating additional income from sale of land or buildings this can be re-invested in energy efficiency, and improvements to our estate or be spent on other priorities. The intention is to de risk sites to be disposed of by the Council.

### Activities

A number of properties have been identified and are at varying stages of the disposal process, we have summarised these below.

#### Woodbank site (including Langlands/Gracefield subject to any Gracefield relocation)

LDP (Local Development Plan) Status: Non-Allocated

The current Woodbank building is listed Category C with the Gracefield building Category B listed. There is a community asset transfer request on Langlands, this would need to be considered through the current CAT process and decided prior to any further development of the whole site or parts thereof.

The site would be highly marketable due to the location and outlook to the front, with the buildings being able to be converted to a number of uses i.e. residential accommodation or potential sheltered accommodations possibly in conjunction with an RSL (registered social landlord).

### Options

- Market site as is
- Produce outline proposals and take through planning process
- Partnership with RSL or other developer with numerous final uses

Full feasibility study would be required to ascertain the best value option to the Council. In terms of value it is envisaged that the site may be worth circa £500k as it currently stands. If a planning permission was secured for the site this could increase value to circa £800k. Work to secure consent would cost in the region of £25k.

#### Glenzier Primary School site

LDP (Local Development Plan) Status: Non-Allocated

The current building on the site, a school is not listed, however, to develop the site into new build residential would be classed as housing in the countryside and would be in contradiction to current planning policy.

However, the existing building could be utilised to allow residential properties to be developed utilising the existing building, in planning terms this would be allowable. Given the rural nature of the property this would be unlikely to gain much interest from RSLs and would need to be considered for private development.

### Options

- Market site as is
- Demolish the existing property and market the site
- Produce outline proposals and take through planning process then market the site



In terms of valuation the site is currently worth circa £60k, however with the planning permission secured it could be worth as much as £90k. Work to secure consent would cost in the region of £5k.

#### Newton Stewart Community Centre site including the Douglas Ewart B Block

LDP (Local Development Plan) Status: allocated for 10 units residential

The existing buildings are not listed with Douglas Ewart B Block being considered for demolition due to its condition, there would likely be high interest from RSL's and would possibly attract SHIP payments. The site has been declared surplus to council requirements.

#### Options

- Market site as is
- Demolish the existing B Block and market the site
- Produce outline proposals and take through planning process then market the site
- Partnership with other RSL to take to completion

In terms of value the site is currently worth circa £250k however with planning permission secured this could increase to circa £350k. Work to secure the consent would cost in the region of £15k

#### Ladyfield site

LDP (Local Development Plan) Status: the site is allocated in the adopted Local Development Plan as a long-term housing site for 557 units, the long-term allocation means development should not commence until after 2029. The proposed plan for LDP2 still allocates the site for housing but brings it forward for immediate development, i.e. 2019 onwards, the density has been reduced to 489 units. 32 representations have been received from members of the public to the site and those representations are currently with the Department of Planning and Environmental Appeals (DPEA) Reporters. The Council has been advised that we should receive the examination report by 19 June 2019. Once the report has been received we then have to amend the plan to take account of the reporters' recommendations and then take it back to full Council for approval and then on to the Scottish Ministers. Worst case scenario is we will have an adopted plan by October 2019. We are confident that the reporter will not recommend the site is removed from the plan.

The Council owns 51.95 Acres of land at Ladyfield Dumfries. The Council acquired this land as part of the Crichton Estate in 1995 from the Secretary of State for Scotland. The terms of the acquisition included a "clawback clause" this would also need to be factored into any proposals.

The site guidance requires a masterplan to be prepared which needs to consider the following issues – appropriate road connections in accordance with designing streets, linkages to the wider settlement, high quality layout and development as part of the site is within the Crichton conservation area and a phasing plan. There is also a requirement to carry out a drainage impact assessment, a transport assessment and a woodland survey. The Council have already done some high-level transport assessment work for the wider Crichton Area.

There is now firm interest from an RSL, and this would be a quick win should the LDP2 be adopted, however due process would need to be followed and inclusion of part of the site in the Strategic Housing Investment Programme would be required. The RSL are interested in building circa 100 units and this would secure the affordable element of housing provided across the wider site.

Being the largest of the possible projects, and the most lucrative to the Council this would require officer time and resources to bring to fruition.

## Options

- Market site as is
- Produce masterplan proposals then market the site, resources to take to masterplan would have to be procured.
- Partnership with RSL to jointly procure the site masterplan

In terms of valuation the site, with the current benefit of LDP inclusion is worth circa £3.6M. Should the Council develop a masterplan for the site and have this adopted as supplementary planning guidance the value would increase to circa £4.2M. Work to develop the site masterplan would cost in the region of £100k.

## Land at Lochside Hardthorn Road for Simplified Planning Zone

LDP (Local Development Plan) Status: allocated residential

A report was considered at November EEI asking members for authorisation to notify Scottish Ministers of our intention to create a pilot simplified planning zone at Hardthorn Road in Dumfries. This simplified planning zone could contain individual house plots for individual self-builders. Consultants (John Gilbert Architects and Angela Dorran) were appointed to help with the pilot and have worked up a scheme for the site that can accommodate 12 units, they have also undertaken a viability assessment.

Discussions have taken place between the Council, Dumfries and Galloway Small Communities Housing Trust and Strategic Housing about the Trust taking responsibility for managing the delivery of the site. It is envisaged that to offer the sites as fully serviced the Council would need to invest £380k in supporting infrastructure. Furthermore, any site master planning work would cost circa £30k. If such investment was made the sites could be marketed as fully serviced at £60k each which would equate to a net return of circa £310k.

## Options

- Market site as is
- Produce masterplan proposals then market the site as SPZ to Dumfries and Galloway Small Communities Housing Trust
- Produce masterplan proposals then market the site as SPZ via the Council to private individuals

## Lochans Primary School site

LDP (Local Development Plan) Status: allocated residential

The Lochans site is the former school and grounds located within the settlement boundary. The site has been on the market for some years at offers over £150k with no interest being shown. To unlock the development potential of the site a planning application could be made, maximising the density of development, and whilst this may not increase the value of the land in this instance it will increase the marketability of this problematic site.

## Options

- Continue to market site as is, potentially reduce price
- Produce outline proposals and take through planning process then remarket the site
- Partnership with other developer/RSL and take to completion

## Stapleton Road Former Depot Site

LDP (Local Development Plan) Status: allocated industrial

This site was marketed in September 2011 at offers in excess of £300,000 but was reduced to offers over £200k in 2012, the property was removed from the market in early 2014. Since then there have been no firm offers and the building has now been demolished.

Other Council business options have been looked at over the 2014-2016 period, however none have progressed. Enterprising Services Sub Committee on 13 March 2017 agreed that the site is not marketed for immediate sale and that EnterprisingDG worked up options for the site and report back.

This was taken back to EDG Subcommittee on 19<sup>th</sup> September 2017 where the committee agreed a number of options. EDG have progressed on this basis and have a firm proposal from a local business looking to expand and stay within the Annan area. Land costs have been agreed and the Council are currently engaged in a proposal to develop the site on their behalf with a full design and built package being the preferred option.

Barriers to development are community payback currently located on the site and would require to be relocated, space has been identified at Seaforth nursery's and this would require to be developed and planning approval sought. Discussions have already taken place and community payback and Communities directorate staff have no restrictive issues with this move.

### Options

- Continue to develop the site with the existing interested party
- Other options would require a reversal of committee decisions

In line with the information above there would be tangible benefits in the Council taking a more commercial approach to asset disposal.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Savings would be based on the current revenue cost for each property. Rates, utility standing charges and maintenance spend in keeping these building in a safe and secure condition are significant.

Benefits in terms of increased capital receipt and marketability would be realised.

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Savings will be identified on a property by property basis as the programme of disposal is developed – these would contribute to meeting the £500k annual capital receipts target in the first instance and any receipts above this would be available for Members to consider in terms of non recurring expenditure or investment or to reserve for future years. This business case recognises the investment required to secure the potential gain on capital receipts.

### **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

No negative impacts identified on approach in principle.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Each project would have to be assessed on an individual basis to find the most commercially advantageous solution. This may attract an initial cost, which would have to be recovered via the disposals process, and these costs would need to be factored into any feasibility studies that are carried out through the project-planning phase.

It may be that as this process is rolled out a capital sum is allocated to allow the advance enabling works to be funded on a rolling basis.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

This work can be commenced immediately.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

- Agreement of proposed LDP
- Community Group interest in disposal assets
- Market forces
- Service provision with fewer assets
- All Council planning applications must be via Planning Applications Committee
- All land sales must be advertised to all, making direct negotiations more difficult.

**Key Assumptions**

- Properties will sell when marketed
- Services will be able to be flexible enough to allow further assets to be vacated and deemed surplus
- Outside partners will be found to help deliver our aims, if internal resources are insufficient.
- Planning will be granted.
- Capital will be available to initially start the process and a rolling fund created to ensure ongoing capacity and resource

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

To enable this, a core group of Council officers is required to be formed from the following areas –

- Property and Architecture
- Planning
- Roads and Infrastructure
- Economic Development
- Strategic Housing

This group would work to identify all disposal opportunities and seek to maximise both value and marketability of all sites.

Surplus Council Surplus Council properties are developed and sold.  
 Sell underutilised or unused land to generate income and receipts to contribute to an overall balanced budget.  
 Seek commercial and development partner opportunities to help us maximise the return on our asset's disposal or development.  
 Developing our buildings in town centres for commercial or housing opportunities.

Proposition Title

Proposition Reference Number

4.11

Transformation Theme

Theme 4 - maximise use of fewer assets, working with and within communities

Description of Proposition

The proposition is for the Council to develop a disposals procedure in order to dispose of un-used or under used assets, be that property or land. In terms of this process, work will be carried out in advance of marketing to develop the planning potential of land or buildings to both increase their marketability and maximise value. The Council will benefit by increasing capital receipts, reducing estate revenue costs and mitigation of costs to maintain these buildings to keep them in a secure and safe condition.

The process for the Council to dispose of assets is as laid out in the Councils agreed disposals process and is subject to consultation both internally and externally. The property market within the region is currently slow with a number of council properties for sale having been on the market for considerable time.

The proposal would be to create a core team of Officers from across the Council with the necessary expertise in order that all surplus sites are subject to work to secure planning potential, marriage value or otherwise to ensure that the Council receive best value in all disposals. This may include the use of external as well as internal resource.

Rationale for proposed change

The purpose is to look at each of the Councils surplus assets, property or land, identify planning potential and LDP classification, identify potential SHIP and Economic Development linkages, determine any adjacent marriage values and understand work to be undertaken at each location to maximise the marketability and value of each. By generating additional income from sale of land or buildings this can be re-invested in energy efficiency, and improvements to our estate or be spent on other priorities. The intention is to de risk sites to be disposed of by the Council.

Implementation challenges / risks/barriers

- Agreement of proposed LDP
- Community Group interest in disposal assets
- Market forces
- Service provision with fewer assets
- All Council planning applications must be via Planning Applications Committee
- All land sales must be advertised to all, making direct negotiations more difficult.

Relevant benchmarking / performance information

-

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	300,000	1,000,000	-	-	- This section is populated automatically from the information in the section below
Cost	-	175,000	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,300,000	£175,000	75%	800,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	Savings	1-5 Assess	Score	Scoring Matrix	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
	Strategic Alignment	5	7	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
	Customer Satisfaction	4	4.8	3	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
	Timing	4	4	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
	Risk / Ease of Implementation	3	3	1	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
	Resource Impact (capacity to deliver)	3	3	Notes for completion:						
			26.3	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		20%	40%	40%		When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Property Costs	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£300,000	£1,000,000	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£0	£0	£0	
	£0	£0	£0	£0	
	£0	£300,000	£1,000,000	£0	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
			£175,000		£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	
					£0	£0	
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£125,000	This section is automatically populated using information provided.
	£0	£1,000,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x		x	x	x				x	x	

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
		X				Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	-£175,000	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 4 - maximise use of fewer assets, working with and within communities
<b>Proposition Titles:</b>	<p>4.11 Surplus Council properties are developed and sold.</p> <p>Sell underutilised or unused land to generate income and receipts to contribute to an overall balanced budget.</p> <p>Seek commercial and development partner opportunities to help us maximise the return on our asset's disposal or development.</p> <p>Developing our buildings in town centres for commercial or housing opportunities.</p>
<b>Prepared by:</b>	Paul McCulloch (Property and Architectural Services Manager) and Steven Trotter (Building Maintenance and Construction Manager)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Support the Council Priority 1

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	No impact

<b>Health, Health Inequalities and Wellbeing</b>	No impact
<b>Economic &amp; Social Sustainability</b>	Positive medium impact
Through the potential for inward investment within communities.	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact
<b>Summary of Impacts</b>	
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:	
<u>Summary of Impacts</u>	
<i>Positive</i>	<i>High</i> 0 <i>Medium</i> 1 <i>Low</i> 0
<i>No Impact</i>	12
<i>Negative</i>	<i>High</i> 0 <i>Medium</i> 0 <i>Low</i> 0
<b>Measures to reduce/address risks and minimise any negative impacts</b>	
None	



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 5 – Develop a smaller more flexibly skilled workforce for the future
<b>Proposition Title:</b>	Refocus the Support for Learners Service
<b>Proposition Number:</b>	5.01
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Hew Smith, Integration and Inclusion Manager

**Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

This proposal sets out a refocussed strategy which will implement a clear, consistent approach to supporting learners across Dumfries & Galloway schools. This will ensure that teachers, school managers and support staff are clear on roles and responsibilities, with the aim that staff in schools are central to developing sustainable and devolved models of support.

The ongoing review of Supporting Learners services has highlighted an increasing disconnect between parts of the service offer and priorities and pressures for schools and our Council. Our schools are looking for more direct additional support for learning provision, and a number of services require to be adjusted to better target support at this pressure point – specifically looked after children, children with social communication needs (including autism), support to manage challenging behaviours and violence, and statutory attendance and exclusion responsibilities.

The last 3 years has seen a significant shift in funding streams targeted at closing the attainment gap, through Pupil Equity Funding and the more recently introduced Care Experienced PEF. Work is ongoing to adapt and remodel key parts of services around a more targeted approach to minimise duplication with PEF and to more effectively target current ASN pressures being experienced by schools.

**ERVS** – over the last 18 months a number of staff in the Opportunities for All and the Early Learning Family Support teams have expressed their interest in taking ERVS. This saving includes the release of 7 staff in 2019/20 from a staff complement of 25.4 fte - £230,000. The remaining staff will move to new targeted roles.

**ERVS** – a further 2 members of staff from non-school based teams within Supporting Learners will leave through ERVS delivering a saving of £100K.

**Restructure and new funding source** – the recent introduction of the ring-fenced Care Experienced Pupil Equity Fund has created an opportunity to realign a number of staff into this funding stream. Two staff from the Opportunities for All/ ELFSO cohort will move to this new LAC Education Team, resulting in a further saving of £65,000.

**Reduce Central Management Team** - reduce the management team by 2fte to deliver a saving of £105,000.

**Removal of Aberlour Futures contract** – over the last 5 years the contract with Aberlour has been significantly reduced to £275K in 2018/19. The continuing separation of support to schools between Aberlour and the Supporting Learners Inclusion Team is no longer sustainable given the inefficiencies of the scale. Furthermore, continuing to offer off-site provision at a time when Education Scotland expectations are that exclusions are minimised and inclusion is core, through nurture and restorative approaches, is not a suitable model going forward. The provision of discrete but inclusive support space in school settings is now our priority for secondary schools. A recent review of the Alternatives to Exclusion funding distributed across secondary schools has highlighted that a more integrated approach via a Secondary Inclusion Service is required and

together will deliver a more effective and efficient service to young people at risk of exclusion.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The main stakeholders in this proposal are staff members, but also Aberlour Futures. Pupils who may be impacted through removal of the funding to Aberlour Futures will be supported through a refocus of the Alternatives to Exclusion budgets currently allocated to schools.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

This proposal sets out the vision to remodel key parts of services around a more targeted approach to minimise duplication with PEF and to more effectively target current ASN pressures being experienced by schools as part of an overall Strategy for Supporting Learners currently being developed.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Savings identified £706k for 2019/20 due to part year savings for contract notice  
£775,000 identified for 2020/21 and 2021/22

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

**ERVS** – £330,000 from 7 members of staff taking ERVS.

**Care Experienced PEF** - £65,000 two staff moving to new ring-fenced Care Experienced government grant.

**Reduce Central Management Team** - reduce the management team by two fte. to deliver a saving of £105,000. Will require redeployment

**Aberlour Futures** - £275,000 by ending the contract, with 3 months' notice up to the end of June 2019 school session.

ERVS and likely need for redeployment of two member of staff

### **Dis-benefits**

*Are there any negative impacts of this?  
Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Effective transfer of duties, roles and information – this would be managed through senior officers and service managers with staff

### **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

ERVS costs

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Work would begin to release staff through ERVS, and define and consult upon the new targeted roles.

Re-align staff costs to appropriate funding streams – from new financial year

Notice given on contract with Aberlour Futures

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Redeployment of current staff – this would be managed through the Council’s workforce transition processes

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

Restructure and narrower targeting of reduced levels of support at a time of unprecedented pressure for schools.

**Key Assumptions**

Re-alignment of existing Alternatives to Exclusion budgets

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

ERVS cases to Workforce Transition Board

Notice to Aberlour Futures

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Proposition Title **Refocus the Support for Learners Services**

Proposition Reference Number **5.01** Transformation Theme **Theme 5 - Develop a smaller more flexibly skilled workforce for the future**

**Description of Proposition**  
 The ongoing review of Supporting Learners services has highlighted an increasing disconnect between parts of the service offer and priorities and pressures for schools and our Council. Our schools are looking for more direct additional support for learning provision, and a number of services require to be adjusted to better target support at this pressure point – specifically looked after children, children with social communication needs (including autism), support to manage challenging behaviours and violence, and statutory attendance and exclusion responsibilities.  
 ERVS – over the last 18 months a number of staff in the Opportunities for All and the Early Learning Family Support teams have expressed their interest in taking ERVS. This saving includes the release of 7 staff in 2019/20 from a staff complement of 25.4 fte - £230,000. The remaining staff will move to new targeted roles.  
 ERVS – a further 2 members of staff from non-school based teams within Supporting Learners will leave through ERVS delivering a saving of £100K.  
 Restructure and new funding source – the recent introduction of the ring-fenced Care Experienced Pupil Equity Fund has created an opportunity to realign a number of staff into this funding stream. Two staff from the Opportunities for All/ ELFSO cohort will move to this new LAC Education Team, resulting in a further saving of £65,000.  
 Reduce Central Management Team - reduce the management team by 2fte to deliver a saving of £105,000.

**Rationale for proposed change**  
 The last 3 years has seen a significant shift in funding streams targeted at closing the attainment gap, through Pupil Equity Funding and the more recently introduced Care Experienced PEF. Work is ongoing to adapt and remodel key parts of services around a more targeted approach to minimise duplication with PEF and to more effectively target current ASN pressures being experienced by schools. This proposal sets out a refocused strategy which will implement a clear, consistent approach to supporting learners across Dumfries & Galloway schools. This will ensure that teachers, school managers and support staff are clear on roles and responsibilities, with the aim that staff in schools are central to developing sustainable and devolved models of support

**Implementation challenges / risks/barriers**  
 Refocus of existing staff roles, supporting staff through changes

**Relevant benchmarking / performance information**

Implementation Start Date **01.04.19** Savings Start Date **01.04.19** Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	706,250	775,000	775,000	775,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£3,031,250	£0	80%	2,425,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

**Scoring Framework**

	1-5 Assess	Score		Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	3	4.5	Scoring Matrix	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	2	2.8		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2		3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4		1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column						
		20.5							

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
				0	0	0	0	0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
			£0	£0	£0	£0	£0	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Remove Contract	<enter budget area>	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
		-	206,250	275,000						You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£0	£0	£0	£0	£500,000	£500,000	£500,000	£500,000	This section is automatically populated from the information above.
		£0	£206,250	£206,250	£0	£706,250	£775,000	£775,000	£775,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	£0	£0	£706,250	£775,000	£775,000	£775,000	£775,000	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X										

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
					£0	£0	£0	£0	£0	£0	£0	£0	Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
					£0	£0	£0	£0	£0	£0	£0	£0	
					£0	£0	£0	£0	£0	£0	£0	£0	
					£0	£0	£0	£0	£0	£0	£0	£0	
					£0	£0	£0	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 5
<b>Proposition Title:</b>	5.01
<b>Proposition Number:</b>	Refocus the Support for Learning Service
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Hew Smith, Integration and Inclusion Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Create a strategy for delivering support for learning providing a targeted focus on particular areas as required in support of young people and school staff.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

### Measures to reduce/address risks and minimise any negative impacts

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 5 – Develop a smaller more flexibly skilled workforce for the future
<b>Proposition Title:</b>	Re-alignment Education Central Teams
<b>Proposition Number:</b>	5.02
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Sheelagh Rusby, Manager Quality Improvement; Susan Martin, Education Support Services Manager

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The quality improvement and curricular team will be further reconfigured to provide support and challenge focussing on excellence and equity for all. This will be achieved through a revised team focus on identification of targeted and sustained improvement activity designed to support schools raise standards and address challenges such as those priorities set out in the National Improvement Framework (NIF) and Improvement Plan. Scottish Government key areas for improvement and local authority statutory reporting requirements to include NIF, Early Years, Developing Young Workforce (DYW), Curriculum for Excellence including modern languages 1 +2 and Senior Phase along with quality assurance of provision through leading on monitoring the standards and quality of school education. These areas become the focus of this team’s work so removing the previous curricular input and school improvement focus

This will be achieved through use of ring-fenced funds to pay existing salaries and reducing management costs as well as sharing of aspects of work through the south west improvement collaborative.

Currently this team consists of 1 Quality Improvement Manager (Band 16), 5 Education Officers (Education Officers), 1 Curricular Support Officer (Band 10), 1 Principal Officer (Band 10) and 1 Support Officer (Band 7) Total current salary costs (with on costs) **£588,239**.

Ring Fenced Funds supporting this team’s work session 2019- 20 will amount to approximately £287,659

Whilst this money cannot be used for salaries alone aspect of the work can be assigned to team members salaries. Transactional activity and school support for pupil equity funding management and reporting also requires to be considered through a school contribution moving forward with an education officer leading on this aspect of raising attainment. Further salary costs can be aligned to the Early years funding so incorporating the Early Years Education Officer salary. This funding is additional to the amount identified above as it sits as different ringfenced funds.

Re-alignment of existing salary costs to ring fenced funding as appropriate

To ELCC funding - £223k

This is made up from the additional salaries incorporated into the bid for 1140hrs which will include existing staff being refocussed to deliver 1140.

Reduction of central training budgets £3500 and removal of CPD Training system £11,480 = £14,480

**Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Central Team Staff – a refocus of priorities

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The reconfiguration and focus of team work will see school support and challenge managed differently. School links and monitoring of performance to raise attainment / close the gap will be established through an area model. Standards will be monitored through an increase in collaborative review work. There will be a central team focus on priority schools identified through robust quality assurance process and national reporting including HMI activity. There will no longer be a central team curricular role apart from where ring- fenced funding is provided to support national requirements and deliverables.

The quality improvement team will also work closely with the four workstreams of the regional improvement collaborative to support schools.

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Savings identified £449,271 year on year from 2019/2020

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Realignment of funds linked to team work using ring fenced funding to make the following savings contribution to salaries

<b>Role</b>	<b>Contribution</b>
1 Education Officer	- £77,067 (funding source PEF /CfE)
1 Education Officer	- £77,067 (funding source Early Years)
1 Education Officer	- £10,000 (contribution to Salary from 1+2 Modern Languages Funding)
1 Band 10 Post	- £20,000 (funding contribution to salary source FA Foundation Apprenticeship programme)
1 Band 10 post	- £27,657 (0.6fte of Band 10 salary being funded through SWEIC)

**TOTAL - £211,791**

ELCC - £300,000 less 77k included above = £223k

Made up of:

Manager

Quality Assurance staff

Programme/System Support staff

Training Budget and System £14,480

<p><b>Dis-benefits</b>  <i>Are there any negative impacts of this?</i>  <i>Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i></p>
<p>Reduce the direct support available to Headteachers as staff are re-focussed to deliver priority areas.</p>
<p><b>Budget- how much?</b>  <i>Are there any costs associated with doing this?</i>  <i>What are the resources &amp; budget required to implement this proposition?</i></p>
<p>There are no additional associated costs with this proposal</p>
<p><b>Work plan- when?</b>  <i>What are the overall indicative milestones and timescales for implementation?</i></p>
<p>Budgets would be re-aligned from the start of the financial year in April 2019.</p>
<p><b>Risks/Issues/Barriers to Change- what if?</b>  <i>What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?</i></p>
<p><u>Effective transfer of duties, roles and information</u> – this would be managed through senior officers and service managers with staff</p> <p><u>Communication with staff and Stakeholders</u> – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.</p>
<p><b>Key Assumptions</b></p>
<p>None</p>
<p><b>What needs to happen next?</b>  <i>What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?</i></p>
<p>Re-align staff costs to appropriate budgets with finance officer.</p>

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Proposition Title **Re-align Education Central Teams**

Proposition Reference Number **5.02** Transformation Theme **Theme 5 - Develop a smaller more flexibly skilled workforce the future**

**Description of Proposition**  
 The Central Education Service Management team provides headteachers with statutory functions related to the provision of Education. Quality Improvement and Assurance forms a part of this function in relation to the National Improvement Framework. For some years, Dumfries and Galloway has focussed resources at school level and has prioritised headteacher empowerment.  
 This business case proposes that the quality improvement and curricular team of Education Central Management will be further reconfigured to provide support and challenge focussing on excellence and equity for all. This will be achieved through a revised team focus on identification of targeted and sustained improvement activity designed to support schools raise standards and address challenges such as those priorities set out in the National Improvement Framework (NIF) and Improvement Plan. Scottish Government key areas for improvement and local authority statutory reporting requirements to include NIF, Early Years, Developing Young Workforce (DYW), Curriculum for Excellence including modern languages 1 +2 and Senior Phase along with quality assurance of provision through leading on monitoring the standards and quality of school education. These areas become the focus of this team's work; in practice this will prioritise this area over the previous curricular support and school improvement focus.  
 This will be achieved through and reducing management costs and sharing of aspects of work through the South West Regional Improvement Collaborative. It will also realign some existing staff costs to appropriate ring fenced funds, based on the rationale above.  
 Ring Fenced Funds supporting this team's work session 2019- 20 will amount to approximately £287,659  
 Whilst this money cannot be used for salaries alone, aspect of the work can be assigned to team members salaries. Transactional activity and school support for Pupil Equity Funding management and reporting also requires to be considered through a school contribution moving forward with an education officer leading on this aspect of raising attainment. Further salary costs can be aligned to the Early years funding so incorporating the Early Years Education Officer salary. This funding is additional to the amount identified above as it sits aligned to separate ring-fenced funds.  
 Re-alignment of existing salary costs to ring fenced funding as appropriate  
 To ELCC funding - £233k  
 This is made up from the additional salaries incorporated into the bid for 1140hrs which will include existing staff being refocussed to deliver 1140.  
 Reduction of central training budgets £3500 and system £11,480

**Rationale for proposed change**  
 The reconfiguration and focus of team work will see school support and challenge managed differently. School links and monitoring of performance to raise attainment / close the gap will be established through an area model. Standards will be monitored through an increase in collaborative review work. There will be a central team focus on priority schools identified through robust quality assurance process and national reporting including HMI activity. There will no longer be a central team curricular role apart from where ring-fenced funding is provided to support national requirements and deliverables.  
 The quality improvement team will also work closely with the four workstreams of the regional improvement collaborative to support schools.

**Implementation challenges / risks/barriers**  
 Reduce the direct support available to Headteachers as staff are re-focussed to deliver priority areas.  
 Reduce the capacity of Education Central Management as staff are re-focussed to work on areas designated by the priorities of the ring-fenced funding.

**Relevant benchmarking / performance information**

Implementation Start Date **01.04.19** Savings Start Date **01.04.19** Implementation Duration [Months]

Initial Estimates	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Benefit	-	449,271	449,271	449,271	449,271	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£1,797,084	£0	90%	1,617,376	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	3	4.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	0	0	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		22.7						

Benefits Achievement %	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Notes for completion:
QI Team Re-alignment	-	211,791	211,791	211,791	211,791	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
ELC Re-alignment	-	223,000	223,000	223,000	223,000	
Central Training Budget & System	-	14,480	14,480	14,480	14,480	
Savings	-	449,271	449,271	449,271	449,271	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£449,271	£449,271	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£449,271	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X										

Service Impact	Corporate Services				Notes for completion:		
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition	

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 5
<b>Proposition Title:</b>	Re-align Central Education Teams
<b>Proposition Number:</b>	5.02
<b>Prepared by:</b>	Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning; Sheelagh Rusby, Manager Quality Improvement; Susan Martin, Education Support Services Manager

### Impact on Council Plan

What impact will this have on aspects of Council priority?

No impact on the delivery of council plan

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each impact and level of impact, therefore providing an

overall assessment for the savings/income generation option:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Effective communication with Schools and Education Scotland to ensure clarification of roles and responsibilities between headteachers and central officers.



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 5 – Develop a smaller more flexibly skilled workforce for the future
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<b>Proposition Title:</b>	Reduction in internal training resources
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<b>Proposition Number:</b>	5.03
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<b>Prepared by:</b>	Stephen Jack, Lifelong Learning Manager
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**Background Information - why?**  
 What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Over the last 3 years the Council Training & Development budget has been reduced by £320K as part of the move towards a single Training & Development function for our Council.

Through the strict application of supporting only the statutory/legislative and essential requirements of our staff, along with better understanding Directorate training & learning priorities through the production of learning plans, it is clear that further efficiencies in the core budget can now be made based around the following principles:

- Increasing use of e-learning, particularly linked to historical classroom-based training which can be undertaken in a more cost-effective way;
- Continuing to develop and increase “Train the Trainer” capacity to help reduce external costs and allow training to be undertaken at source on a more localised basis;
- Continue to use procurement to ensure value for money for specialist training as required.

A further opportunistic savings opportunity has also arisen linked to the implementation of the new Lifelong Learning staffing structure which takes effect from 16 January 2019. This has resulted in some core hours not being filled and these hours can now be deleted as part of efficiencies.

**Stakeholders - who?**  
*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
 Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Staff across the Council – a change in delivery methods for training

**Objectives & Activities- what?**  
*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
 What will be different as a result of this? What are the aims/objectives of the proposition?*

The core principles as set out above –

- Increasing use of e-learning, particularly linked to historical classroom-based training which can be undertaken in a more cost-effective way;
- Continuing to develop and increase “Train the Trainer” capacity to help reduce external costs and allow training to be undertaken at source on a more localised basis;
- Continue to use procurement to ensure value for money for specialist training as required

**Savings / Benefits**  
*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Savings identified £117,500 year on year from 2019/20

<p><b>Details of Savings</b>  <i>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</i></p>
<p>Estimated financial savings to training and development based on recent trends in expenditure and predicting essential training requirements going forward.</p> <p>Actual savings against unfilled hours within Lifelong Learning re-structure.</p> <p>No staffing implications.</p>
<p><b>Dis-benefits</b>  <i>Are there any negative impacts of this?  Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?</i></p>
<p>The strict application of supporting only the statutory/legislative and essential requirements of our staff may restrict some development opportunities.</p>
<p><b>Budget- how much?</b>  <i>Are there any costs associated with doing this?  What are the resources &amp; budget required to implement this proposition?</i></p>
<p>No additional costs</p>
<p><b>Work plan- when?</b>  <i>What are the overall indicative milestones and timescales for implementation?</i></p>
<p>The proposal can be implemented from the start of the financial year – April 2019</p>
<p><b>Risks/Issues/Barriers to Change- what if?</b>  <i>What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?</i></p>
<p>Future unpredictable legislative changes which could impact on training requirements/costs for staff but are yet unknown.</p> <p>Potential new future demands being placed on SVQ requirements linked to Social Work/Care and changes to posts requiring registration through the Scottish Social Services Council but that are yet to be confirmed/not known.</p>
<p><b>Key Assumptions</b></p>
<p>Strict adherence to the principles set out above</p>
<p><b>What needs to happen next?</b>  <i>What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?</i></p>
<p>Application of the principles set out  Reduction to budget</p>

Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
 Through the strict application of supporting only the statutory/legislative and essential requirements of our staff, along with better understanding Directorate training & learning priorities through the production of learning plans, it is clear that further efficiencies in the core budget can now be made based around the following principles:  
 ->Increasing use of e-learning, particularly linked to historical classroom-based training which can be undertaken in a more cost-effective way;  
 ->Continuing to develop and increase "Train the Trainer" capacity to help reduce external costs and allow training to be undertaken at source on a more localised basis;  
 ->Continue to use procurement to ensure value for money for specialist training as required.  
 A further opportunistic savings opportunity has also arisen linked to the implementation of the new Lifelong Learning staffing structure which takes effect from 16 January 2019. This has resulted in some core hours not being filled and these hours can now be deleted as part of efficiencies

Rationale for proposed change  
 The core principles as set out above –  
 ->Increasing use of e-learning, particularly linked to historical classroom-based training which can be undertaken in a more cost-effective way;  
 ->Continuing to develop and increase "Train the Trainer" capacity to help reduce external costs and allow training to be undertaken at source on a more localised basis;  
 ->Continue to use procurement to ensure value for money for specialist training as required

Implementation challenges / risks/barriers  
 The strict application of supporting only the statutory/legislative and essential requirements of our staff may restrict some development opportunities

Relevant benchmarking / performance information

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	117,500	117,500	117,500	117,500	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£470,000	£0	90%	423,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	4	£1,000,000 - £2,500,000	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		19.1						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction

Notes for completion: Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase

Notes for completion: Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Reduction in projected training requirements/unfilled hours	-	117,500	117,500	117,500	117,500	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
Savings	-	117,500	117,500	117,500	117,500	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings
	£0	£0	£117,500	£117,500
	£0	£0	£117,500	£117,500
	£0	£117,500	£117,500	£117,500
	£0	£117,500	£117,500	£117,500

Notes for completion: This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	
					£0	£0	
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)
	£0	£117,500
	£0	£117,500
	£117,500	£117,500
	£117,500	£117,500

Notes for completion: This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning	Resources & Support Services	Lifelong Learning & Wellbeing	Economy, Environment & Infrastructure	Communities
	Education	Social Work	X	Enterprising Services	Planning & Regulatory Services
				Economic Development	Infrastructure & Transportation
					Civic & Local Services
					Customer Services
					Community Planning & Engagement

Service Impact	Corporate Services	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	Notes for completion:
	Finance & Procurement	OD, HR & Assets			Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 5
<b>Proposition Title:</b>	Reduction in Lifelong Learning
<b>Proposition Number:</b>	5.03
<b>Prepared by:</b>	Susan Martin, Education Support Services Manager; Gillian Brydson, Acting Director of Children, Young People and Lifelong Learning

### Impact on Council Plan

What impact will this have on aspects of Council priority?

No impact on delivery of council plan

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
(	
<b>Economic &amp; Social Sustainability</b>	<b>No Impact</b>
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
<b>Summary of Impacts</b>	

This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation:

Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	13					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 5 – Develop a smaller more flexibly skilled workforce for the future
<b>Proposition Title:</b>	Reduction in Legal and Democratic Services Staffing
<b>Proposition Number:</b>	5.04
<b>Prepared by:</b>	Rhona Lewis, Head of Legal and Democratic Services
<b>Background Information - why?</b>	
What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.	
<b>Where do we need to be?</b>	
There is recognition that reductions in the overall central support services costs in the Council need to continue to reduce to help to close the budget gap, mindful of the need to sustain essential resources for the legal functioning of the Council.	
Legal and Democratic Services have contributed savings from staffing year on year over the last five years, and there are limited options left to contribute to costs reduction, without significant risk to core service sustainability. The service have however identified that deletion of a current vacancy and enablement of ERVS could provide opportunities for reducing financial budgets.	
Through, removal of vacancy and enablement of ERVS a saving of circa £100k from staffing could be achieved.	
<b>Stakeholders - who?</b>	
<i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them? Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i>	
The following stakeholders have been identified:-	
<u>Staff</u> – the change in roles, loss of FTE posts and appropriate handling and support to manage change and redeployment. Clarity on absorption and re-allocation of duties to other staff is also a significant matter.	
<b>Objectives &amp; Activities- what?</b>	
<i>What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology) What will be different as a result of this? What are the aims/objectives of the proposition?</i>	
The main objective is to contribute to closing the funding gap in 2019/2020 through prioritisation of resources and deployment. This will impact in the short term because there would be a reduction in the capacity of the service.	
<b>Savings / Benefits</b>	
<i>What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.</i>	
Any savings as outlined below are associated with the removal of staff.	
<b>Details of Savings</b>	
<i>Provide a breakdown including details of all calculations, staff details and how savings will be realised.</i>	
The removal of vacancy and enablement of ERVS totalling 3FTE would deliver savings of an estimated £100k.	

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

At times of increased demand and expectation there is risks to available capacity to fully address service demands.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no budget requirements associated with implementing this project except for any ERVS costs through central change funding.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

The timescale for implementation is immediately following budget agreement.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Effective transfer of duties, roles and information – this would be managed through service managers with staff.

Communication with Staff and Stakeholders – ensuring that changes are effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

**Key Assumptions**

Existing resources are sufficient to meet future requirements.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

A detailed transition plan will be prepared.



Proposition Title **Reduction in Legal and Democratic Services Staffing**

Proposition Reference Number **5.04** Transformation Theme **Theme 5**

Description of Proposition  
This proposition would see a reduction in posts across Legal and Democratic Services and in part reflecting opportunities to remove staff posts where automation or reduced support is required, or where vacancies exist and activity and the associated posts removed. This would see a reduction in Legal and Democratic Services Revenue Budget. Staff redeployment will be required to achieve savings

Rationale for proposed change  
There is recognition that reductions in the overall central support services costs in the Council need to continue to reduce to help to close the budget gap, mindful of the need to sustain essential resources for the legal functioning of the Council.  
Legal and Democratic Services have contributed savings from staffing year on year over the last five years, and there are limited non staffing options left to contribute to costs reduction, without significant risk to core service sustainability. The service have however identified that deletion of a current vacancy and enablement of ERVS could provide opportunities for reducing financial budgets.  
Through, removal of vacancy and enablement of ERVS a saving of circa £100k from staffing could be achieved

Implementation challenges / risks/barriers  
Effective transfer of duties, roles and information – this would be managed through service managers with staff.  
Communication with Staff and Stakeholders – ensuring that changes are effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

Relevant benchmarking / performance information  
N/A

Implementation Start Date **01/03/2019** Savings Start Date **30/06/2019** Implementation Duration [Months] **3 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	100,000	100,000	100,000	100,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£400,000	£0	100%	400,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	2	3	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		<b>18.6</b>						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current (No.)					3	3	3	3	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)					0	0	0	0	
Reduction				0	3	3	3	3	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current									Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed									
Increase			£0	£0	£0	£0	£0	£0	

Other revenue savings	Vehicle and Transport Costs	Property running costs	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Vehicle and Transport Costs	-	-								You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
Property running costs	-	-								
<enter budget area>										
Savings	-	-	£	-	-	-	-	-		

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£0	£0	£0						Staffing savings this is set up to calculate at an average salary of £22,500 - if you know the salary banding of the posts to be reduced, you should update the formula in the cell.
Staff Savings	£0	£100,000	£100,000	£100,000						
Other Revenue Savings	£0	£0	£0	£0						
Total Savings	£0	£100,000	£100,000	£100,000						

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost												Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for												
Revenue Cost												
% revenue accounted for												
Project Costs	£0	£0	£0	£0	£0	£0						
Project Costs - additional funds	£0	£0	£0	£0	£0	£0						

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
			x			Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	Consultancy Costs												Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs												
	Property Costs												
	Staff Costs												
	Project Costs	£0	£0	£0	£0	£0	£0						
	5 Year Total Cost	£0	£0	£0	£0	£0	£0						
Cost Check	£0	£0	£0	£0	£0	£0							

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 5
<b>Proposition Title:</b>	5.04
<b>Prepared by:</b>	Lorna Meahan, Director of Corporate Services

### Impact on Council Plan

What impact will this have on aspects of Council priority?

Reflecting prioritisation of services around Council plan and removal of revenue costs of lower priority activity.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	

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
<b>Human Rights</b>	<b>No Impact</b>

<b>Health, Health Inequalities and Wellbeing</b>	<b>No Impact</b>
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<b>Economic &amp; Social Sustainability</b>	<b>Low Negative</b>
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Loss of jobs in region

<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No Impact</b>
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## 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:

### Summary of Impacts

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	12					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	1

## Measures to reduce/address risks and minimise any negative impacts

- Application of HR policy on redeployment and prioritisation of activity

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Themes 1 and 5 <ul style="list-style-type: none"> <li>- Prioritisation of resources on Council Plan outcomes</li> <li>- Develop a smaller, more flexible skilled workforce for the future</li> </ul>						
<b>Proposition Title:</b>	Reduction management costs within the Council						
<b>Proposition Number:</b>	5.05						
<b>Prepared by:</b>	Gavin Stevenson, Chief Executive						
<b>Background Information - why?</b>							
<p>What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.</p> <p>In the Council’s previous change programme from 2014 – Reshaping the Council – Elected Members agreed to implement an organisational structure that could be sustained for at least five years, freeing up time and resource to meet the future financial challenges through innovation and frontline development. Members’ were advised within the Transformation Programme update report at Full Council on 25 September 2018 that the five-year tenure of that organisational structure is therefore due for consideration especially in light of the emerging outline proposals indicating that there is likely to be further significant change in the Council’s activity.</p> <p>Since 2009 financial year the Council has reduced senior management roles by 26 FTE and associated costs of £2.25 million. The Council having a long track record in reducing Chief Officer posts, with 90 Chief Officer posts following local government reorganisation in 1996 with 19 Chief Officer posts now. This Council has agreed further savings to be achieved through management and supervision reductions as part of current budget reductions, which are progressing. The budget for 2018/19 indicated that savings from management and supervision were to be achieved by reducing management and supervision costs by a further 5% working across directorates. Care has been taken to avoid counting supervisory reductions linked to other specific savings in 2018/19. The focus for this business case and proposals has therefore been on the current management and chief officer structures within the Council. This approach has also been taken in developing these proposals for future years.</p> <p>The targets set in the current budget were:</p> <table style="margin-left: 20px;"> <tr> <td>2018/2019</td> <td>£510k</td> </tr> <tr> <td>2019/2020</td> <td>£300k</td> </tr> <tr> <td></td> <td>(£810k cumulative)</td> </tr> </table> <p>So far £191k of recurring savings have been achieved in 2018/19 and there is a further estimated £650k reduction in costs targeted.</p> <p>These proposals to reduce management and supervision costs, therefore reflect the projected reduction in Council activity and the need to address current and forecast budget gaps. This takes account of the management cost reduction of £650k targeted for 2019/2020 and the expectations expressed in recent budget engagement that the public would wish to see further reductions in management costs.</p>		2018/2019	£510k	2019/2020	£300k		(£810k cumulative)
2018/2019	£510k						
2019/2020	£300k						
	(£810k cumulative)						
<b>Stakeholders - who?</b>							
<p><i>Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?</i></p> <p><i>Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?</i></p>							

Council Staff (general) – the proposals will see changes for some staff in terms of overall senior leadership and management, and it is important to manage the change process with staff to establish certainty as soon as possible.

Council Managers – the proposals will see a reduction in roles both at chief officer and manager grades and that will impact on individuals, in terms of their own circumstance as well as collective capacity to continue to effectively manage service delivery, during change and with potentially different roles with greater responsibility.

Elected Members – the proposals need to satisfy Members requirements for cost reduction and provide a sustainable structure that can provide sufficient capacity to continue to manage service delivery and meet agreed expectations within the Council Plan, Transformation Programme and address statutory responsibilities.

General Public – the budget consultation reflects a fairly consistent expectation that a further reduction in managers within the council should contribute to closing the current year funding gap.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The Council faces unprecedented cuts in funding over the next three to five years and it is therefore necessary to again review leadership and management capacity to:

- Contribute to closing the gap in revenue funding to assist the Council in meeting the fiscal challenges it faces;
- Respond to the changing shape of Council activity as a result of budget decisions and the impact of effective ring fencing of areas of revenue resources, with increased mandatory regional partnership working;
- Enable any transformative programmes which will mitigate the impacts of reductions, for instance in terms of digital services;
- Effectively manage service retraction to ensure that there is sufficient remaining capacity to meet ongoing core service needs and the proper functioning of the local authority, and
- Provide for continuity and support for more community engagement and service and asset transfer to assist our region protect as far as possible the essential local resources and activity that people value and rely on within our remote and rural places.

The principles set out in the Reshaping 2014 and the approach taken continue to provide a strong method to ensure we can deliver reductions and sustain activity. They are as follows:

- Adopt the principle of ‘do it once and do it well’ approach to grouping of services and activity, removing duplication and inefficiency; Remove the structural commissioning and delivery divisions. The potential for overlap and gaps in service are no longer viable nor affordable.
- Organise our services to meet the needs of service users, encouraging an open Council approach that puts customers first, enabling us to support community development.
- Reduce management and overhead costs, protecting frontline services
- Develop fit for purpose, sustainable and flexible management arrangements, capable of adapting to meet new demands and challenges. Senior officers will lead a group of services that are at least in part not within their functional or professional expertise

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

It is evident from the Transformation Programme in its initial stages this last six months that that we need to re-align resources and responsibility to ensure that achieving Council Priorities through transformation has a much clearer and stronger focus.

The need to ensure that there is clarity in chief officer roles and responsibilities and to remove any barriers through overlap of accountabilities is core to this. The initial focus of this proposal is therefore on the chief officer group to achieve the majority of the anticipated savings.

Remaining savings will be achieved through management reductions and an assessment of this is also provided as an illustration. The exact manager posts to change will depend on the other budget decisions on service retraction, activities to be removed etc, which would then avoid any duplication.

### **Chief Officers**

The current costs of Chief Officer posts are £2.165 million. Total Council staff costs in 2018/19 are £176 million. Chief officers currently account for 1.2 % of the staff costs of the Council. Teachers account for £74.1 million of total staff costs. Excluding Teachers costs SJC and Chief Officers costs are £121.7 million. Chief Officers account for 1.8% of SJC costs.

**Appendices 2a and 2b of the proposal paper appended to this business case** set out a proposed revised chief officer positions and structure which reflects my considerations. The proposals' main features are:

- A three director model, recognising the ongoing need for capacity and to support democratic structures and clarifying roles to ensure duplication is removed across services, removing 1 FTE role.
- The three directors will have cross Council responsibility to ensure that we deliver for the people in our region; effectively support the ambitions of our communities and respond to their needs; and make the best use of all our resources to effectively deliver the Council's Priorities within the Council Plan. It is their job to ensure that the Priorities are delivered and outcomes are achieved.
- The role of the Directors will continue to be focused on the leadership of the delivery of outcomes they each have accountability for but with a greater emphasis to continue to work together and across the Council to lead the Transformation agenda; provide options to close the forecast funding gap, protecting local services as far as possible; and to provide a resilient and focused senior leadership team to absorb challenges and opportunities.
- The direct line of accountability from the chief social work officer to the Head of Paid Service, reflecting Public Protection responsibilities and required accountability to the Chief Executive, and reflecting developing arrangements for Health and Social Care integration and respective reporting arrangements.
- Consolidation or removal of Heads of Service posts with a reduction in 4 FTE posts, with an addition of 1 FTE post to provide capacity within Education and Schools.
- The proposed chief officer structure will require Heads of Service to be more visible and directly accountable for the use of resources, delivery of outputs and outcomes for the Council's commitments and effective financial and programme management. This will be reflected in adjustments to reporting and presentation on financial, performance and programme reporting to Elected Members through Committees.
- **The proposal sees a reduction in chief officer costs to £1.76 million (4 FTE or 21%), a reduction in costs of circa £400k. This would form the largest contribution to the targeted £650k savings previously agreed in the budget. That is a 19% reduction in chief officer costs.**

## Managers

Service managers operate at Tier 3, 4 and 5 within the Council structures, and it is accepted that the principles set through the reshaping in 2014 would, from time to time, need to be revisited to ensure that structures generally follow the approach to 'span of control' established framework (**Appendix 3**).

At present there are 107 managers in post in addition to the chief officer cohort of 19 FTE. The current costs of management posts (excluding chief officers) is £7.198 million. Total Council staff costs in 2018/19 excluding Teachers costs are £121.7 million. Managers account for 5.9% of SJC costs. Of the £7.198 million costs circa £725k relate to management resources included within IJB funding. A further £0.5 million relates to posts that are time limited and funded from allocated project or capital funding leaving around £6 million core management costs in scope.

My proposals assume a much greater presence and accountability from managers for their service operational responsibilities and similar to Heads of Service, a much more visible tactical management of their service change and efficiency as part of Transformation. I know from speaking to managers that many of them will welcome a closer interaction with Members and the public on matters within their service. Managers are an essential group to generate and sustain the transformative changes to deliver priority Council services.

While there have been management savings most recently through the 2014 reshape, any decisions on budget reductions through **the 2019/2020 budget round along with the re-examination of current posts within the reformed senior officer structure, provides a clear opportunity to drive out the remaining £250k targeted savings from management posts, which would be in addition to any service cuts which also include removal of manager posts as a consequence. That would be fully allocated shortly after budget decisions are known.**

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Reduction in 4fte Chief Officers with targeted saving of £400k – detail provided at **Appendices 1a and 1b and 2a and 2b.**

Reduction in circa 4fte Managers with targeted saving of £250k

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

This will affect capacity at senior levels within the Council and therefore a sustained focus on delivering Council Priorities and Transformation, and statutory functions will be crucial and other matters cannot be absorbed without additional funding and resources allocated.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

No costs associated within this proposal and this proposal can be implemented within existing resources.

## Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

The Council cannot sustain a lengthy change programme to move between structures to achieve savings. The approach would reflect a decision within budget proposals to be agreed on the 28 February 2019 as part of political budgets and the immediately for chief officers, application of current policy including matching to fill posts. I would seek to conclude all matters by the end of June 2019. It is important that staff have certainty of leadership and responsibility and that savings are achieved as soon as possible.



**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Effective transfer of duties, roles and information – this would be managed through CMT and with staff.

Communication with Staff and Stakeholders – ensuring that changes are effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

**Key Assumptions**

Remaining resources are sufficient to meet future requirements.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

See work plan above.

Any chief officer early release requests to facilitate savings will be presented to members subject to agreement of this saving proposal.

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Proposition Title **Reduction in Management Costs**

Proposition Reference Number **5.05** Transformation Theme **Themes 1 and 5  
->Prioritisation of resources on Council Plan outcomes  
->Develop a smaller, more flexible skilled workforce for the future**

Description of Proposition These proposals to reduce management and supervision costs, therefore reflect the projected reduction in Council activity and the need to address current and forecast budget gaps. This takes account of the management cost reduction of £650k targeted for 2019/2020 and the expectations expressed in recent budget engagement that the public would wish to see further reductions in management costs.

Rationale for proposed change It is evident from the Transformation Programme in its initial stages this last six months that that we need to re-align resources and responsibility to ensure that achieving Council Priorities through transformation has a much clearer and stronger focus. The need to ensure that there is clarity in chief officer roles and responsibilities and to remove any barriers through overlap of accountabilities is core to this. The initial focus of this proposal is therefore on the chief officer group to achieve the majority of the anticipated savings. Remaining savings will be achieved through management reductions and an assessment of this is also provided as an illustration. The exact manager posts to change will depend on the other budget decisions on service retraction, activities to be removed etc, which would then avoid any duplication.

Implementation challenges / risks/barriers Effective transfer of duties, roles and information – this would be managed through CMT and with staff. Communication with Staff and Stakeholders – ensuring that changes are effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff

Relevant benchmarking / performance information

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	650,000	650,000	650,000	650,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£2,600,000	£0	100%	2,600,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings		0	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment		0	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction		0	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing		0	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation		0	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)		0	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Current (No.)		126	126	126	126	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)		118	118	118	118	
Reduction		8	8	8	8	

Increased Income	Current	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Current						Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed						
Increase		£0	£0	£0	£0	

Other revenue savings	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Vehicle and Transport Costs	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
Property running costs	-	-	-	-	-	
<enter budget area>						
Savings	-	-	£	-	-	

Savings / benefit summary	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Income	£0	£0	£0	£0	£0	Staffing savings this is set up to calculate at an average salary of £22,500 - if you know the salary banding of the posts to be reduced, you should update the formula in the cell.
Staff Savings	£0	£650,000	£650,000	£650,000	£650,000	
Other Revenue Savings	£0	£0	£0	£0	£0	
Total Savings	£0	£650,000	£650,000	£650,000	£650,000	

Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Capital Cost						Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for						
Revenue Cost						
% revenue accounted for						
Project Costs	£0	£0	£0	£0	£0	
Project Costs - additional funds	£0	£0	£0	£0	£0	

Net Benefit	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£650,000	£650,000	£650,000	£650,000	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£650,000	£650,000	£650,000	£650,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	x	x	x	x	x	x	x	x	x	x	x

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	x	x	x	x	x	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Themes 1 and 5 <ul style="list-style-type: none"> <li>- Prioritisation of resources on Council Plan outcomes</li> <li>- Develop a smaller, more flexible skilled workforce for the future</li> </ul>
<b>Proposition Title:</b>	5.05 Reduction in Management Costs
<b>Prepared by:</b>	Gavin Stevenson Chief Executive

### Impact on Council Plan

What impact will this have on aspects of Council priority?

It is evident from the Transformation Programme in its initial stages this last six months that that we need to re-align resources and responsibility to ensure that achieving Council Priorities through transformation has a much clearer and stronger focus. The need to ensure that there is clarity in chief officer roles and responsibilities and to remove any barriers through overlap of accountabilities is core to this.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No impact</b>
<b>Health, Health Inequalities and Wellbeing</b>	<b>Low Positive</b>
<i>Increased focus on service coordination to support safe and healthy communities</i>	
<b>Economic &amp; Social Sustainability</b>	<b>Low positive</b>
<i>Increased focused on open for business proposals which bring key development and economy services together under one leadership</i>	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>Low positive</b>

*Increased focus on sustainability and energy efficiency with related services under one leadership*

**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:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	<b>3</b>
<i>No Impact</i>	<b>10</b>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

-

# Proposals to Deliver Management Savings

## Background

This paper provides proposals to reduce management and supervision costs, reflecting the projected reduction in activity and the need to address current and forecast budget gaps. The paper takes account of the management cost of £650k targeted for 2019/2020 and the expectations expressed in recent budget engagement that the public would wish to see further reductions in management costs.

## Context

In the Council's previous change programme from 2014 – Reshaping the Council – Elected Members agreed to implement an organisational structure that could be sustained for at least five years, freeing up time and resource to meet the future financial challenges through innovation and frontline development.

Members' were advised within the Transformation Programme update report at Full Council on 25 September 2018 that the five-year tenure of that organisational structure is therefore due for consideration especially in light of the emerging outline proposals indicating that there is likely to be further significant change in the Council's activity.

Since 2009 financial year the Council has reduced senior management roles by 26 FTE and associated costs of £2.25 million. The Council having a long track record in reducing Chief Officer posts, with 90 Chief Officer posts following local government reorganisation in 1996 with 19 Chief Officer posts now.

This Council has agreed further savings to be achieved through management and supervision reductions as part of current budget reductions, which are progressing. The budget for 2018/19 indicated that savings from management and supervision were to be achieved by reducing management and supervision costs by a further 5% working across directorates. Care has been taken to avoid counting supervisory reductions linked to other specific savings in 2018/19. The focus for these proposals is therefore been on the current management and chief officer structures within the Council. This approach has also been taken in developing these proposals for future years.

The targets set in the current budget were:

2018/2019	£510k
2019/2020	£300k
	(£810k cumulative)

So far £191k of recurring savings have been achieved in 2018/19 and there is a further estimated £650k reduction in costs targeted.

The existing chief officer and senior management structure is linked to this proposal and summarised at Appendices 1a and 1b.

## Considerations from Reshaping 2014

The current structures reflected the Council position from 2014, but there has been some change and growth as a result of decisions taken through policy and budget interventions

since. Analysis carried out at the time recommended a four directorate model at that time because of:

- The additional challenges posed by our rural geography
- Our focus on our four localities, and delivering real and meaningful community empowerment, which will be the primary focus for a very significant element of our interaction with the public
- The absence of any arm's length external organisations running significant parts of our business which is relatively common elsewhere
- Our focus on the delivery of the Council's Priorities and Commitments, and our need to retain a sufficient capacity and capability to enable us to deliver against these
- The potential to confuse the provision of local services, based on local needs and local decisions, with services which are by their nature directed by national or professional standards and guidance

The intention was to establish clear accountability for services and functions within directorates – removing splits in strategy and operational functions between and within directorates. The approach also set out to share expertise and resources within the organisation to meet the needs of service users, encouraging an open Council approach that puts customers first, enabling us to support community development. The expected outcomes from the 2014 re-shaping and the current position are reflected below:

- Realising budget savings by creating opportunities for efficiencies through rationalisation of services and management - £2 million of further management savings were delivered from this exercise from 2014, providing a strong platform for achieving a balanced budget through further efficiencies within services.
- Implementing an organisational structure that can be sustained for at least the next five years, freeing up time and resource to meet the future financial challenges through innovation and frontline development - This structure has enabled us to progress through to a range of changes and challenges and has been sustained through to 2019. The case for change now is set out below.
- Focusing the organisation towards our customers and communities and not inwardly - there has been a great deal of progress on improving the community focus of our Council - the re-alignment of resources and activity through the valued ward working arrangements have been at the core of that progress. We intend to build on those models as part of the Transformation programme developments.

We have not made sufficient similar progress on customer and digital focus and that is also recognised in the Transformation Programme Themes. The need for a different approach to ensure consistency and momentum is reflected in these proposals and aligns with proposals emerging from the transformation programme.

- Aligning service management and the governance and decision making structures of the Council – the alignment of governance and service management progressed through since 2014, with Elected Members leading on this work to re-establish delegations and Committee structures. These proposals would continue to provide support and underpinning for the Council's decision making structures. It would be a matter for Members to consider any adjustments to Committee structures



following re-assignment of roles. Officers would ensure that appropriate arrangements are in place within a new structure to fully support Chairs and Vice Chairs.

- Achieving the outcomes Elected Members wish even with reducing finances - the prioritisation of activity and establishment of the new Council Plan provides a clear focus for organisational purpose and the opportunity to adjust roles and responsibilities to achieve this. The focus of current and future Transformation activity will provide a basis for further change and inevitably further prioritisation of the Council Plan is necessary.
- Commissioning focused on strategic planning mobilisation of resources to meet outcomes and demonstrating value for money – the extent of successful commissioning of services has been variable, although a stronger regime of procurement and contract management provides a platform to significantly increase the role of the Council as an enabler rather than provider, because the Council will no longer be able to provide some services.

### **Requirement for further management cost reductions**

The Council faces unprecedented cuts in funding over the next three to five years and it is therefore necessary to again review leadership and management capacity to:

- Contribute to closing the gap in revenue funding to assist the Council in meeting the fiscal challenges it faces;
- Respond to the changing shape of Council activity as a result of budget decisions and the impact of effective ring fencing of areas of revenue resources, with increased mandatory regional partnership working;
- Enable any transformative programmes which will mitigate the impacts of reductions, for instance in terms of digital services;
- Effectively manage service retraction to ensure that there is sufficient remaining capacity to meet ongoing core service needs and the proper functioning of the local authority, and
- Provide for continuity and support for more community engagement and service and asset transfer to assist our region protect as far as possible the essential local resources and activity that people value and rely on within our remote and rural places.

The principles set out in the Reshaping 2014 and the approach taken continue to provide a strong method to ensure we can deliver reductions and sustain activity. They are as follows:

**Adopt the principle of ‘do it once and do it well’ approach to grouping of services and activity, removing duplication and inefficiency; Remove the structural commissioning and delivery divisions. The potential for overlap and gaps in service are no longer viable nor affordable.**

The application of this principle can be further extended as part of the new proposals. For example the retention of two service areas in EEI – Infrastructure and Transportation and Enterprising Services – effectively did not fully remove the structure of commissioning and delivery divisions. The Council has continued to experience a retraction of commercial

contracts in Enterprising Services, and the customer experience has been challenging because of the internal split in responsibility, accountability and leadership. This proposal to fully integrate Roads, and Waste services and fully remove a commissioning and delivery split are reflected in Transformation proposals already circulated.

There are other areas where the 'do it once and do it well' approach must be fully realised. For example this is also set out in the Property and Facilities Management proposals circulated. This would see consolidation of expertise on all aspects of property and facilities management and again remove the commissioning and delivery split between property and building services. This also responds to the Independent Inquiry actions.

In summary, this proposal will see a strengthened approach to leadership and management of end to end functions and activity, bringing resources together to achieve efficiencies and also to reflect the retraction and removal of activity, subject to budget decisions. The strict focus on removal of duplication and the consolidation of expertise under one management and leadership for different activities will provide for a clearer purpose, reduction in cross over and clarity of role and responsibility.

**Organise our services to meet the needs of service users, encouraging an open Council approach that puts customers first, enabling us to support community development.**

This principle has been advanced in terms of the community ward officer developments and the improved and strengthened approaches to community engagement. There has been far less progress on customer first initiatives, with a need to ensure an improved digital offer is realised quickly. We recognise that a model which seeks to achieve progress without control of the necessary resources and accountability will not achieve the ambitious targets set out within the Transformation programme on customer and digital.

This proposal would see a bringing together of the necessary resources, funding and expertise to ensure rapid progress can be made and internal barriers fully removed to advance this.

**Reduce management and overhead costs, protecting frontline services**

The Council secured over £2 million in the last round of significant chief officer and management reorganisation. This proposal is intended to continue to provide further contribution to close the funding gap, with a targeted £650k in 2019/2020.

**Develop fit for purpose, sustainable and flexible management arrangements, capable of adapting to meet new demands and challenges. Senior officers will lead a group of services that are at least in part not within their functional or professional expertise**

This proposal continues to align to this principle and seek to consolidate roles and reduce double handling or overlap – much of which is dependent on decision members take on services and activity within the budget for 2019/2020.

## Proposals

It is evident from the Transformation Programme in its initial stages this last six months that that we need to re-align resources and responsibility to ensure that achieving Council Priorities through transformation has a much clearer and stronger focus.

The need to ensure that there is clarity in chief officer roles and responsibilities and to remove any barriers through overlap of accountabilities is core to this. The initial focus of this proposal is therefore on the chief officer group to achieve the majority of the anticipated savings.

Remaining savings will be achieved through management reductions and an assessment of this is also provided as an illustration. The exact manager posts to change will depend on the other budget decisions on service retraction, activities to be removed etc, which would then avoid any duplication.

### Chief Officers

The current chief officer and senior management structure is available at the link below. This set out Tier 1 to Tier 4 posts (Tier 1 being the Head of Paid Service (Chief Executive); Tier 2 Directors; Tier 3 Heads of Service and senior managers with direct reporting and Tier 4; next level of managers).

**Appendices 1a and 1b** provide the current chief officer roles, costs and structure as a baseline. Chief Officer are those defined under the Scottish Joint Negotiating Committee Chief Officials (SNCT). At present there are 19 Chief Officers in post. This compares to 90 in post at the start of the unitary authority in 1996, 23 years ago. The more recent reductions largely reflect the extent of reductions in funding and opportunities taken to close the Council's funding gap over that time.

The current costs of Chief Officer posts are £2.165 million. Total Council staff costs in 2018/19 are £176 million. Chief officers currently account for 1.2 % of the staff costs of the Council. Teachers account for £74.1 million of total staff costs. Excluding Teachers costs SJC and Chief Officers costs are £121.7 million. Chief Officers account for 1.8% of SJC costs.

The extent and number of chief officer posts largely compares with similar rural and/or sized local authorities in Scotland, albeit the current structure is slightly smaller than others. In considering proposals for changing the Chief Officer structure to deliver savings and also reflecting the 2014 reshaping principles set out above, which still hold today, I have also considered that:

- Directors working in a collegiate fashion as part of the reshape model, has provided benefit in terms of resilience and shared responsibility for progressing transformation activity; active leadership to ensure consistency in navigating complex and difficult tasks cross council. My proposals while reflecting a reduction in posts, is in my view the basis for a sustainable model, particularly given the continuing demands on senior staff to lead work to address the forecast multi million funding gap over the next three years; support the anticipated opportunity and

associated workload Borderlands is expected to bring; and to support the Council in delivering its priorities.

- Our business offering in support of the economy alongside the development of the local enterprise agency, town centre regeneration and Borderlands, needs to reflect a much stronger 'open for business' offering to support and promote the local economy and direct strategic interventions to make this happen. That means that key services that support economic development need to work together to ensure that the Council's aims and ambitions are met not just through our own delivery but also in ensuring we strongly influence and work with the new agency.
- Our digital services and business support and the pace of change in customer offering has not been sufficient and the Transformation programme expects significant early changes to ensure that local people have a much better experience online and at their convenience to interact with Council services. I recognise that the distribution of responsibilities and resources across a wide range of services has contributed to the delays and lack of progress which have been frustrating. The Transformation proposals set out a programme of activity to now progress, and it is my view that strong leadership through a single chief officer is essential to ensure this is delivered.
- When members previously agreed to the proposition of an Enterprising Council as a distinct service, this was on the basis that all staff would be encouraged to think differently and trailed the themes of the Transformation programme we have recently embarked on. Since then there has been a considerable reduction in the Enterprising Service's ability to generate profit from any income to offset ongoing revenue costs reflecting a significant loss of contracts. There have been a range of interventions to provide financial support to underpin the costs of the service meantime but this is unsustainable. The initial work on Transformation highlights that the ability to be enterprising is an emerging way of thinking required of all officers across all services and cannot be focused in one service to deliver on behalf of the Council and with other organisational change proposals there will effectively be no stand-alone service left.
- Transformation proposals circulated reflect the removal of remaining commissioning and delivery structures across many of the functions within EEI, as highlighted earlier in this paper. The consolidation of services end to end have as a natural consequence the opportunity to reduce chief officers and the consolidation of activity. I have reflected this within my proposals
- Political Groups have Transformation business cases and a range of requested budget reduction proposals to consider in preparing budgets and achieving a balanced budget for 2019/2020. Most of the options provide for reduction and removal of service, and so therefore in addition to the need to achieve a contribution to the budget gap, there is a need to consolidate and re-align roles anyway and I have taken that into account in my proposals.
- I have considered capacity in Education and Schools leadership given the extent of 'ring-fencing' of resources; the continuing increases in allocations for policy areas; the challenges we have experienced in recent years in relation to operational arrangements and engaging Headteachers; and the requirement to fully support and engage with regional arrangements for quality and inspection. In my view re-

allocation of resources to provide more resilience and capacity is essential to effectively lead and contribute to this.

- Beyond these proposals, further savings from reduction in chief officer posts will be limited given the scale of Council activity required to be sustained and adequate capacity to provide safe working arrangements to respond to emergencies; address local and national policy demands and expectations; and effectively lead programmes of work and core service delivery.

**Appendices 2a and 2b** set out a proposed revised chief officer positions and structure which reflects my considerations. The proposals' main features are:

- A three director model, recognising the ongoing need for capacity and to support democratic structures and clarifying roles to ensure duplication is removed across services, removing 1 FTE role.
- The three directors will have cross Council responsibility to ensure that we deliver for the people in our region; effectively support the ambitions of our communities and respond to their needs; and make the best use of all our resources to effectively deliver the Council's Priorities within the Council Plan. It is their job to ensure that the Priorities are delivered and outcomes are achieved.
- The role of the Directors will continue to be focused on the leadership of the delivery of outcomes they each have accountability for but with a greater emphasis to continue to work together and across the Council to lead the Transformation agenda; provide options to close the forecast funding gap, protecting local services as far as possible; and to provide a resilient and focused senior leadership team to absorb challenges and opportunities.
- The direct line of accountability from the chief social work officer to the Head of Paid Service, reflecting Public Protection responsibilities and required accountability to the Chief Executive, and reflecting developing arrangements for Health and Social Care integration and respective reporting arrangements.
- Consolidation or removal of Heads of Service posts with a reduction in 4 FTE posts, with an addition of 1 FTE post to provide capacity within Education and Schools.
- The proposed chief officer structure will require Heads of Service to be more visible and directly accountable for the use of resources, delivery of outputs and outcomes for the Council's commitments and effective financial and programme management. This will be reflected in adjustments to reporting and presentation on financial, performance and programme reporting to Elected Members through Committees.
- **The proposal sees a reduction in chief officer costs to £1.76 million (4 FTE or 21%), a reduction in costs of circa £400k. This would form the largest contribution to the targeted £650k savings previously agreed in the budget. That is a 19% reduction in chief officer costs.**

### Managers

Service managers operate at Tier 3, 4 and 5 within the Council structures, and it is accepted that the principles set through the reshaping in 2014 would, from time to time, need to be revisited to ensure that structures generally follow the approach to 'span of control' established framework (**Appendix 3**).

At present there are 107 managers in post in addition to the chief officer cohort of 19 FTE. The current costs of management posts ( excluding chief officers) is £7.198 million. Total Council staff costs in 2018/19 excluding Teachers costs are £121.7 million. Managers account for 5.9% of SJC costs. Of the £7.198 million costs circa £725k relate to management resources included within IJB funding. A further £0.5 million relates to posts that are time limited and funded from allocated project or capital funding leaving around £6 million core management costs in scope.

My proposals assume a much greater presence and accountability from managers for their service operational responsibilities and similar to Heads of Service, a much more visible tactical management of their service change and efficiency as part of Transformation. I know from speaking to managers that many of them will welcome a closer interaction with Members and the public on matters within their service. Managers are an essential group to generate and sustain the transformative changes to deliver priority Council services.

While there have been management savings most recently though the 2014 reshape, any decisions on budget reductions through **the 2019/2020 budget round along with the re-examination of current posts within the reformed senior officer structure, provides a clear opportunity to drive out the remaining £250k targeted savings from management posts, which would be in addition to any service cuts which also include removal of manager posts as a consequence. I would expect that to be fully allocated shortly after budget decisions are known.**

#### Next Steps

The Council cannot sustain a lengthy change programme to move between structures to achieve savings. The approach would reflect a decision within budget proposals to be agreed on the 28 February 2019 as part of political budgets and the immediately for chief officers, application of current policy including matching to fill posts. I would seek to conclude all matters by the end of June 2019. It is important that staff have certainty of leadership and responsibility and that savings are achieved as soon as possible.

#### **Appendices (5) :**

Appendix 1a – Current Chief Officer Posts and Costs

Appendix 1b – Current Chief Officer Structure

Appendix 2a – Proposed Chief Officer Posts and Costs

Appendix 2b – Proposed Chief Officer Structure

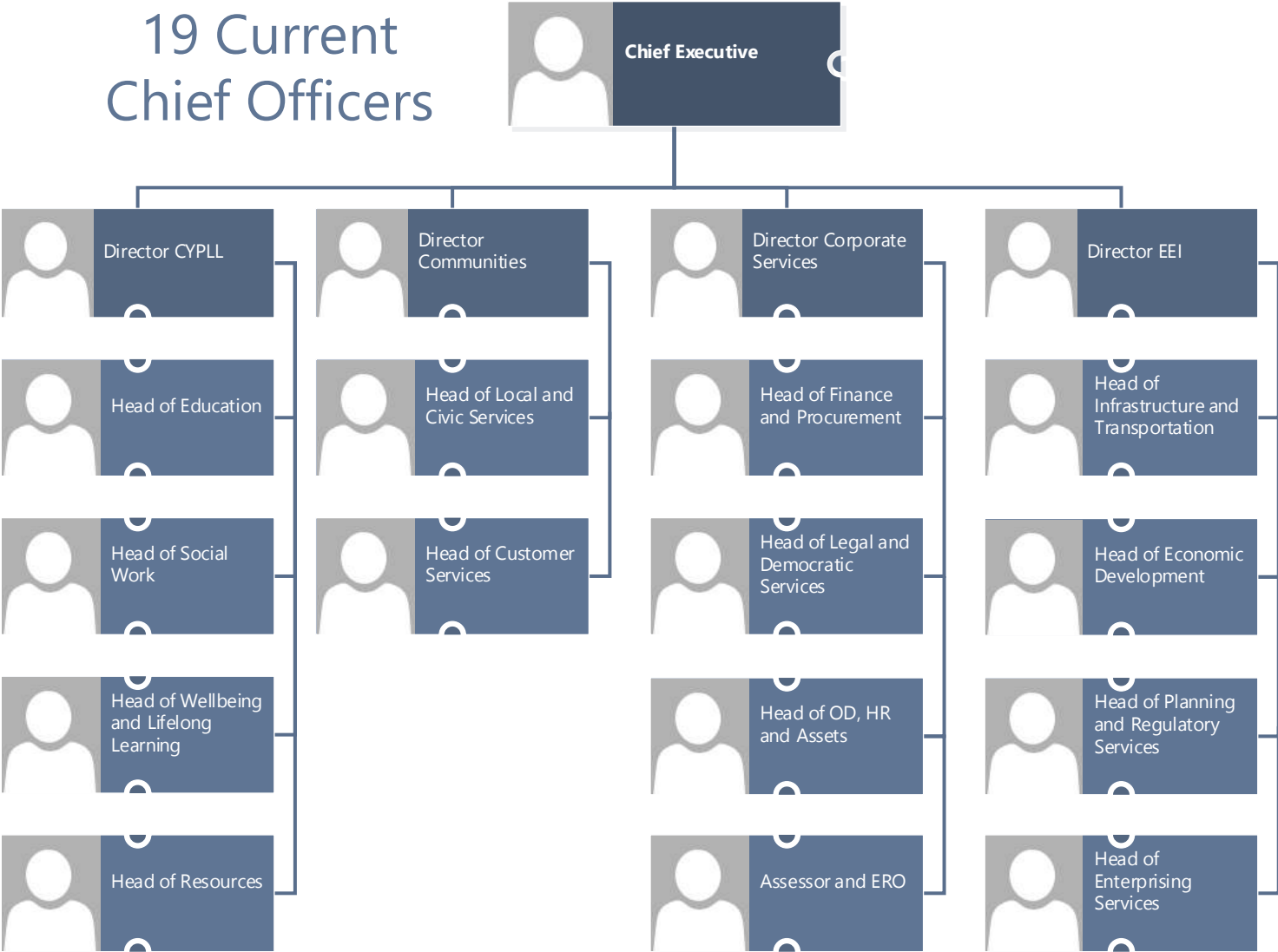
Appendix 3 – Control and Responsibility

Appendix 4 – Functions and Services within Proposed Structure

Appendix 1a – Current Chief Officer Posts and Costs

Tier	Position - Reference	Position - Name	Pay	Pay + 31% on costs
1	1/1	Chief Executive	£140,202	£183,665
2	17/1	Director Economy, Environment & Infrastructure	£103,278	£135,294
3	17/3	Head of Enterprising Services	£79,708	£104,417
3	17/2	Head of Infrastructure and Transportation	£79,708	£104,417
3	17/4	Head of Planning and Regulatory Services	£74,260	£97,281
3	17/5	Head of Economic Development	£72,440	£94,896
2	16/1	Director Children, Young People & Lifelong Learning	£103,278	£135,294
3	16/3	Head of Education	£88,769	£116,287
3	16/2	Head of Lifelong Learning and Wellbeing	£74,260	£97,281
3	16/5	Head of Resources and Support	£74,260	£97,281
3	16/4	Head of Social Work	£88,769	£116,287
2	19/1	Director Communities	£103,278	£135,294
3	19/3	Head of Civic and Local Services	£74,260	£97,281
3	19/2	Head of Customer Services	£74,260	£97,281
2	18/1	Director Corporate Services	£103,278	£135,294
3	18/3	Head of Finance and Procurement	£79,708	£104,417
3	18/4	Head of Organisational Development, Human Resources and Assets	£79,708	£104,417
3	18/2	Head of Legal and Democratic Services	£79,708	£104,417
3	18/16	Assessor and Electoral Registration Officer	£79,708	£104,417
<b>Totals</b>			<b>£1,652,840</b>	<b>£2,165,220</b>

# 19 Current Chief Officers

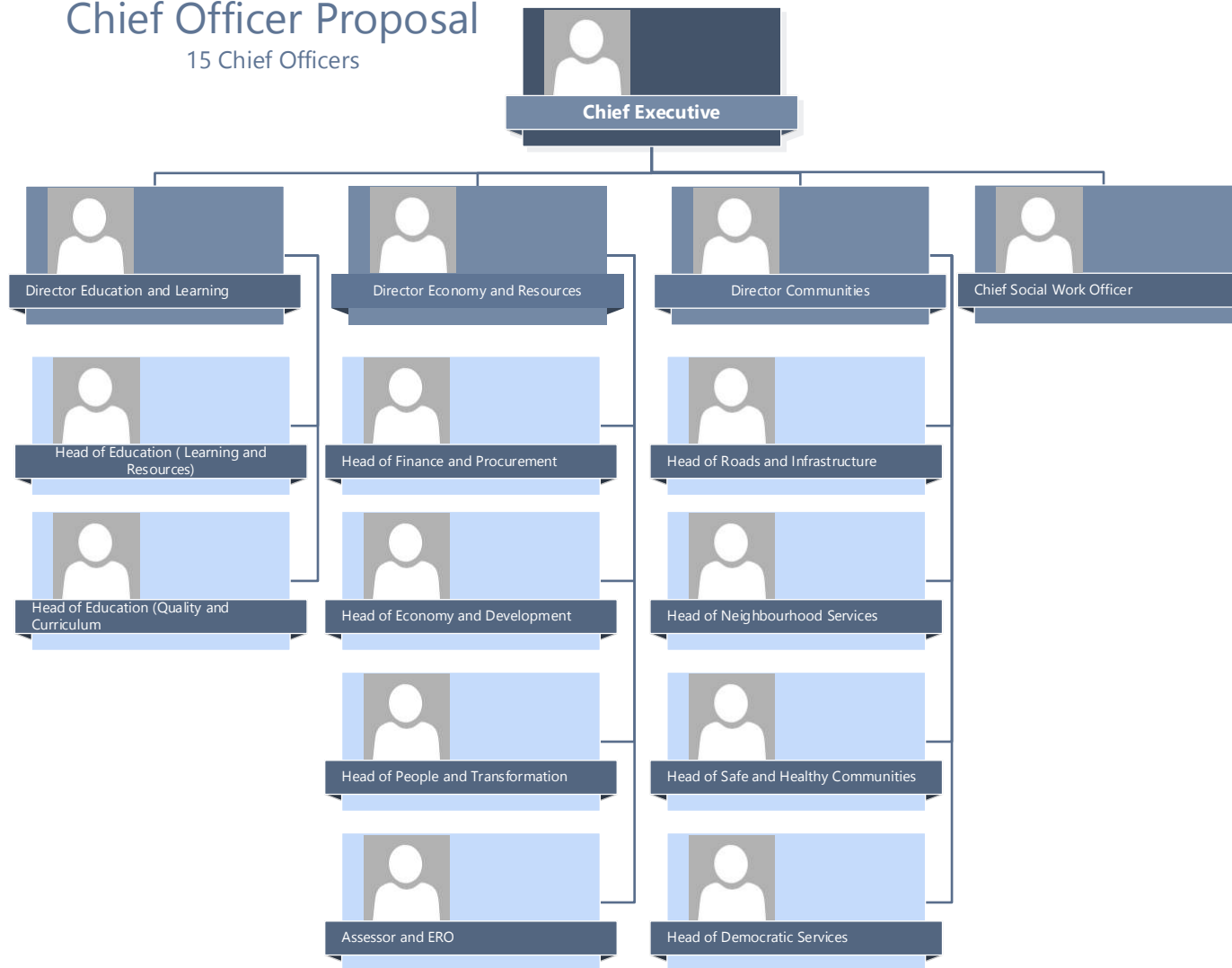




Tier	Position - Reference	Position - Name	Pay	Pay + 31% on costs
1	1/1	Chief Executive	£140,202	£183,665
2	16/4	Chief Social Work Officer	£88,769	£116,287
2	new	Director Education and Learning	£103,278	£135,294
3	new	Head of Education (Learning and Resources)	£79,708	£104,417
3	new	Head of Education (Curriculum & Quality) (Chief Education Officer)	£88,769	£116,287
2	new	Director Economy and Resources	£103,278	£135,294
3	18/3	Head of Finance and Procurement	£79,708	£104,417
3	new	Head of Economy and Development	£79,708	£104,417
3	new	Head of People and Transformation	£79,708	£104,417
3	18/16	Assessor and Electoral Registration Officer	£79,708	£104,417
2	new	Director Communities	£103,278	£135,294
3	new	Head of Roads and Infrastructure	£79,708	£104,417
3	new	Head of Safe and Healthy Communities	£79,708	£104,417
3	18/2	Head of Democratic Services	£79,708	£104,417
3	new	Head of Neighbourhood Services	£79,708	£104,417
<b>Totals</b>			<b>£1,344,946</b>	<b>£1,761,879</b>

# Chief Officer Proposal

15 Chief Officers



## Appendix 3 – Control and Responsibility

### Span of Control Principles

We previously agreed a number of principles and agreed that compliance with these principles would be monitored and exceptions highlighted.

Principle
1. There will be a maximum of 7 tiers between the Chief Executive and front line service delivery
2. Span of control at Director to Head of Service / Senior Manager will be 1:4 to 1:6
3. Span of control at Head of Service / Senior Manager to Service Manager will be 1:5 or more
4. Span of control at Service Manager to front line manager be 1:8 or more
5. Span of control at Front line manager to employee be 1:8 or more

### Heads of Service - Framework of Autonomy

Heads of Service will be directly accountable for the use of resources, delivery of the Council Plan, through service business plans which will set out their responsibility for the Council's commitments, effective financial, people and programme management and Service Transformation. This will be reflected in adjustments to business planning and performance management frameworks and reported to Elected Members through Committees.

Corporate Management - Corporate management arrangements will be updated to reflect the changes envisaged through the proposals with:

CMT meeting fortnightly on a Monday afternoon - alternating focus between Transformation and Council Plan.

Business management support for tactical and operational matters will be led cross Council and aggregated to provide for consistency and scale to ensure effective leadership and management and meet expectations.

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Post	Functions and Services	Revenue Budget Estimate £million <sup>1</sup>	Capital Budget Estimate £million <sup>2</sup>
<b>Director Education and Learning</b>		<b>Total – £43 million</b> (£131 million including schools expenditure)	<b>Total – £9.3 million</b>
Head of Education (Learning and Resources)	School Operations and Resources   School Health and Safety   Active Schools   Music Tuition   Education Maintenance Allowance   Free School meals   Clothing Grants   Early Years	£26 million	£9.3 million – <b>School Buildings Asset Class</b>  (programme management and delivery through Economy and Development in Council PMO)
Head of Education (Quality and Curriculum)	Education and Learning Quality Assurance 2-18   Chief Education Officer   Regional Education Collaborative   School Performance and Improvement   Professional Learning   Parental Engagement   Home Education   Additional Support Needs, including psychology, sensory	£17 million	

<sup>1</sup> Based on 2018/19 ABB and prior to any changes decided in 2019/2020 budget; and based on initial estimated allocations for illustration at this stage

<sup>2</sup> Based on 2019/2020 Capital Investment projections and allocation of capital asset class leads, and does not include any priority or specific projects

<b>Post</b>	<b>Functions and Services</b>	<b>Revenue Budget Estimate £million <sup>1</sup></b>	<b>Capital Budget Estimate £million <sup>2</sup></b>
<b>Director Economy and Resources</b>		<b>Total – £32 million</b>	<b>Total – £7.8 million</b>
Head of Finance and Procurement	Section 95 Officer   Finance and Accounting   Financial Strategy   Borrowing   Treasury Management   Pension Fund   Procurement   Commissioning   Financial Transactions   Payroll and Employment   Capital Investment   Administrative and Business Support Services	£8 million	
Head of Economy and Development	Economic Development   Business and Enterprise   Development Management   Planning   Building Standards   Property and Facilities Management   Programme Office   Strategic Housing Investment	£11 million	<p>£ 3.0 million <b>Economic Development Asset Class</b></p> <p>£3.7 million <b>Non Schools Property Asset Class</b></p> <p><b>Total – £ 6.7 million</b></p> <p>(programme management and delivery of Schools Property Asset Class within Council PMO)</p>
Head of People and Transformation	Transformation Programme   Performance Management and Reporting   Improvement and Customer Excellence   Digital Services   Information Technology   Contact Centre Policy and Communications   Human Resources   Health and Safety   Organisational Development   Pension Scheme Administration	£12 million	£1.1 million – <b>ICT Asset Class</b>
Assessor and ERO	Assessor   Council Tax Valuation and Banding   Electoral Registration   Rating	£1 million	

<b>Post</b>	<b>Functions and Services</b>	<b>Revenue Budget Estimate £million <sup>1</sup></b>	<b>Capital Budget Estimate £million <sup>2</sup></b>
<b>Director Communities</b>		<b>Total – £64 million</b> (including £2 million Community Planning, Engagement and Ward Working)	<b>Total – £13.2 million</b>
Head of Roads and Infrastructure	Waste and Amenity Services   Roads & Lighting   Infrastructure and Engineering   Flood Risk Management   Harbours	£23 million	£10 million – <b>Infrastructure Asset Class</b>
Head of Neighbourhood Services	Revenues and Benefits   Welfare Reform   Tackling Poverty   Homelessness Prevention   Customer Service Centres   Libraries   Registration   Arts and Museums   Festivals and Events   Grounds Maintenance   Street Cleansing   Litter Prevention   Burial Grounds   Parks and Open Spaces   Public Conveniences	£19 million	£1.5 million – <b>Land Asset Class</b>
Head of Safe and Healthy Communities	Leisure and Sport   Community Learning and Wellbeing   Youth Services   Training and Development   Emergency Planning, Local Resilience and Contingency Planning   Community Safety, Environmental Health and Trading and Licensing Standards   HMO Licensing   Community Facilities	£9 million	
Head of Democratic Services	Monitoring Officer   Legal and Licensing   Committee and Member Services   Elections Management   Information Governance   FOI   Complaints   Internal Audit   Risk Management   Transport and Fleet   Regional Transport Partnership   Sustainable Travel   School Transport	£11 million	£1.7 million – <b>Fleet/ Vehicles and SWESTRANS Asset Class</b>

Post	Functions and Services	Revenue Budget Estimate £million <sup>1</sup>	Capital Budget Estimate £million <sup>2</sup>
Chief Social Work Officer	Chief Social Work Officer   Children and Family Assessment and Fieldwork   Children and Family Residential Care   Family Placement   Children with Disabilities   Commissioning   Criminal Justice   Prison Service   Quality Improvement   Statutory Mental Health   Public Protection   Residential Placements	<b>Total – £20 million</b>	
Chief Officer IJB (Not a Council Employee)	IJB Chief Officer   Delegated Council Adult Social work and Care services   Other delegated functions including wellbeing	<b>Total - £72 million</b>	



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 5 – Develop a smaller more flexibly skilled workforce for the future
<b>Proposition Title:</b>	Appointing Early Learning and Childcare Managers to lead our local authority nurseries to allow flexibility in delivery and to meet the needs of families.
<b>Proposition Number:</b>	5.06
<b>Prepared by:</b>	John Thin, Acting Head of Education

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Learning in most D&G Local Authority Nurseries is currently led by a Primary Teacher, and managed by the Headteacher. This has been a local management decision over some years. A new model, where this role was undertaken by a Nursery Manager, was agreed as part of budget savings in 2017 and has been trialled in some ELC establishments.

With the expansion of Early Learning and Childcare (ELC) entitlement from 600 hours to 1140 hours per child per annum provides an opportunity to provide a flexible approach to deliver a service that meets the needs of families utilising the Local Authority Nursery provision in Dumfries and Galloway. This means that some nursery’s may be open 8am-6pm and 52 weeks per year. This does not align with the teacher/headteacher’s working hours. This means that nursery managers who are not on Teachers T&Cs and are suitably qualified to lead an ELC establishment, are appointed to all LA nurseries in place of a teacher, which affords this flexibility. Nursery Managers are Band 10, and costs are less than a teacher in a nursery classes.

The proposal would also provide opportunities for nursery teachers and nursery staff to develop career pathways as Nursery Managers in the provision of a high quality, flexible and affordable nursery service within the Local Authority sector. The proposal involves appointing or transferring current or new teaching positions to Nursery Managers posts thus producing staff savings in staff costs.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Key stakeholders are:

- existing Nursery teachers or other school staff wishing to develop their careers as Nursery Managers.
- Headteachers are also a key stakeholder in terms of their management responsibilities.
- parents of the children using the Nursery service who would benefit from the flexibility afforded by access to the 1140hours of ELC.
- future parents and children who may wish to utilise the Child Care Service in future years.

This proposal would allow the Council to meet its statutory obligation to provide a high-quality level of Nursery provision, with flexibility of extended opening hours outwith the teachers working time.

### **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The proposal is that D&G implements an approach where all 45 Local Authority Nurseries will employ a Nursery Manager to deliver nursery provision. The posts would assist in the consistent implementation of quality standards and high levels of provision within a Local Authority framework. This post will be instead of a GTCS registered teacher; this is a common model across Scotland and has been tested following Members decision in 2017 and has been welcomed by headteachers in the schools trialling the posts

The changes in management approach would assist in providing a high level of assurance to existing and potential customers and communities by using a dedicated management resource. There is potential to create Nursery Manager Posts in addition to those already employed.

This model of delivery is more efficient in staff costs and will reduce the primary / ELC staffing costs by £65,000 per annum once fully implemented.

### **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

By implementing a strategic approach to replace existing teaching staff with Nursery Managers as part of a phased programme of expansion from 600 hours to 1140 hours by 2020/21 will yield full year net savings of £65,000. The Nursery Manager role is a lower salary grade than the Teaching role by £1,513 gross per annum.

Furthermore, a model of Nursery Managers would achieve the objectives of the Local Authority in providing a quality service which is more flexible for parents, allowing provision to be extended outwith the existing school day.

The transfer of teachers from nurseries into primary classes would alleviate some of the significant challenges regarding availability of teaching staff in our primary schools.

### **Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

The planned programme of employing nursery managers is set out below with associated savings.

The savings figure is based on an annual saving per post of £1,513.

This calculated by taking the difference between the teaching post costed including on costs at £46,623 and the nursery manager post at £45,110.

### **Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

There would be no direct negative impact on Council Plans or Policies as these are suitably qualified staff in our ELC provision and the model has been tested in our Local Authority Nurseries from 2017.

## **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There is an assumption that these staff require to be trained from existing Nursery Staff complement, and that no qualified staff will come to Dumfries and Galloway. With this assumption, there are training costs to consider to ensure staff are suitably qualified.

There is an existing budget which has been provided to enable the training of Nursery Managers which was part of the successful submission bid received directly from the Scottish Government. This programme is intended to produce 13 graduates on the two-year course from the 2017/18 starting point.

Local intakes assume qualification of 13 Nursery Managers per year in 2019 and 2020. The training budget will be utilised to provide the professional Nursery staff that the service, customers, stakeholders and Council expects.

## **Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

- Annual Primary Staffing exercise for each year will consider appropriate opportunities to recruit to Manager positions. In 2019/20, this will include those who graduate in Summer 2019.
- Each year thereafter, the number of suitably qualified staff graduating may impact on the numbers being recruited.

## **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The potential risks to delivering this proposal are:

- lack of uptake in personnel being prepared to develop a career path as a Nursery Manager
- shortage of appropriately qualified staff in the Dumfries and Galloway Region
- capacity for current nurseries to offer placements for all those undertaking qualifications
- staff currently working in private sector may move to local authority nurseries due to different terms and conditions
- teaching trade unions may view a diminution of the role of teachers within ELC.

## **Key Assumptions**

1. Assumption that there is a full take up Nursery Manager positions and opportunities to enable the full saving to be realised by Financial year 2021/22 as part of the 1140 Early Years expansion.
2. Assumption that to deliver the level of savings over the financial years, that the replacement of teaching posts with Nursery Manager posts is based on each appointment being calculated on the marginal difference between the top of scale point 6 for the teaching posts and the top of band 10 for the nursery manager positions including the associated employer on-costs in respect of national insurance and pension contributions.
3. Assumption that Nursery Managers are available and appointed as per the planned implementation of the 1140 Early Years expansion and in conjunction with the graduate training programme.
4. Savings have been calculated based on the Nursery Managers being in the Scottish Local Government Pension Scheme.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

- Normal recruitment process as posts become available and all opportunities to accelerate this as required, depending upon available staff.
- Annual primary staffing exercise for 2019/20 will plan to recruit the graduates who will qualify Summer 2019

**Proposition Title** Appointing managers in our local authority nurseries to allow flexibility in delivery and to meet the needs of families.

**Proposition Reference Number** 5.06      **Transformation Theme** Theme 5

**Description of Proposition**  
 The proposal would provide opportunities for staff to develop career pathways as Nursery Managers in the provision of a high quality, flexible and affordable nursery service within the Local Authority sector. It is anticipated that by replacing existing teaching staff with Nursery Managers as part of a phased programme of expansion from 600 hours to 1140 hours by 2020/21 that this could yield full year net savings of £65,000.

**Rationale for proposed change**  
 The expansion of the Early Years Childcare entitlement from 600 hours to 1140 hours per child by 2020 provides an opportunity to adopt a flexible approach to deliver a service that meets the needs of families utilising the Local Authority Childcare provision in Dumfries and Galloway. The existing model may not deliver the flexibility required due to the constraints of teaching staff terms and conditions. The proposal would assist in the delivery of the full entitlement by 2020. This is a National priority as required by the Scottish Government.

**Proposition Type** Service Specific      **Describe Implementation Challenges**  
 The implementation challenge is successful recruitment. This is dependent on both sufficient interest from individuals to carry out the Nursery Manager roles, and availability of sufficient appropriately qualified applicants.

**Improvement Type** Service Improvement

**Relevant benchmarking / performance information**  
 The savings have been calculated by comparing the the current cost of a teacher including oncosts with the cost of a Nursery Manager including oncosts. The reduction in staffing cost has then been calculated based on the anticipated phased delivery of the 1140 hours across the LA sector and an adjustment to take account of the perceived risks associated with this proposal. It is hoped that the graduate training could deliver up to 13 candidates each year to supply the demand for these posts.

**Implementation Start Date** 01/08/2019      **Benefit Realisation Start Date** 01/08/2019      **Implementation Duration [Months]** 24 months

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23
<b>Benefit</b>	-	21,182	15,669	7,565	
<b>Cost</b>	-	-	-	-	-

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit
£44,416	£0	100%	44,416

Expected Level of Improvement -weighted for confidence

Benefit Score	1-5 Assess	Score	Ranking Key	Benefits Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
<b>Benefits</b>	1	1.5	Ranking Key	5	> £2,500,000	Directly delivers Council Plan objectives	< 6 months	No identifiable risks	Current capacity to deliver
<b>Strategic Alignment</b>	4	5.6		4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
<b>Customer Satisfaction</b>	2	2.4		3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 -2 years	At least one medium level risk	Issues to secure are surmountable
<b>Timing</b>	2	2		2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 -3 years	Number of medium level risks	Issues to secure the capacity
<b>Risk / Ease of Implementation</b>	3	3		1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
<b>Resource Impact (capacity to deliver)</b>	4	4							
		<b>18.5</b>							

Benefits Achievement %	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Profile % of Savings Target?						When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
			£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	<enter budget area>	<enter budget area>	<enter budget area>	Savings	Notes for completion:
	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£21,182	£0	£21,182	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £39,928 (teacher scp3 plus oncosts)

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£21,182	This section is automatically populated using information provided.

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services				
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23
Consultancy Costs					
Technology Costs					
Property Costs					
Staff Costs					
Project Costs	£0	£0	£0	£0	£0
5 Year Total Cost	£0	£0	£0	£0	£0
Cost Check	£0	£0	£0	£0	£0

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 5
<b>Proposition Title:</b>	Nursery Managers Staffing Posts replacing Teaching Staff Posts
<b>Proposition Number:</b>	5.06
<b>Prepared by:</b>	John Thin, Schools Manager; Susan Martin, Education Support Services Manager; Barry Graham, Operations Manager; Gillian Brydson, Acting Director of Education

### Impact on Council Plan What impact will this have on aspects of Council priority?

This will support the delivery of the Early Learning and Childcare expansion, as the nursery managers will have terms and conditions which allow for more flexible opening of nurseries, to ensure families have more choice over how this service is provided. This may involve periods outwith the school day, such as 8am -6pm opening and provision during the school holidays. Teachers contracts do not allow for this model of delivery.

### Impact Assessment

	Potential Impact
--	------------------

#### 9 Protected Characteristics

Narrative and assessment of impact (includes staff and service users) on:

Age	High 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

<b>Human Rights</b>	<b>No Impact</b>
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<b>Health, Health Inequalities and Wellbeing</b>	<b>High Positive</b>
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Expansion of Early Learning and Childcare to 1140 hours will provide families considered vulnerable with childcare from aged 2. There is evidence that high quality early learning and childcare supports the child and families best start in life.

<b>Economic &amp; Social Sustainability</b>	<b>High Positive</b>
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Provision of quality and affordable childcare through the expansion of ELC across Scotland is

considered as an economic driver to support parents to return to work, should they choose.

**Environmental Sustainability, Climate Change and Energy Management**

**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:

Summary of Impacts

<i>Positive</i>	<i>High</i>	<i>3</i>	<i>Medium</i>		<i>Low</i>	
<i>No Impact</i>	<i>10</i>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	

**Measures to reduce/address risks and minimise any negative impacts**

Staff engagement along with consultation with all associated staff groups



# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 5 - Develop a smaller more flexibly skilled workforce for the future
<b>Proposition Title:</b>	Reduce teaching staff complement in secondary schools pro-rated against school roll.
<b>Proposition Number:</b>	5.07
<b>Prepared by:</b>	Barry Graham (Operations Manager) and John Thin (Acting Head of Education)

## **Background Information - why?**

What is the background and descriptions of the proposition, the "As-Is" position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Staffing complements in secondary schools are decided by an agreed formula.

This proposal seeks to reduce the allocation by altering the formula to lower the overall complement of teaching staff across our 16 secondary schools by 20.4 FTE. This has been discussed with secondary headteachers as part of their annual staffing exercise.

Currently most schools have a timetabling structure which is unique to their context. It is recognised that there are potential efficiencies in secondary teacher staffing. This proposition has the potential to be developed into consistent timetables across our secondary schools in order to develop more efficient timetabling for pupils. This work is planned during 19/20 as part of the Senior Phase Strategy for all schools.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The key stakeholders for this proposal are:

- Pupils
- Staff
- Families
- Partners

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

Secondary schools' teaching staff complements will be reduced by 20.4 FTE. This reduction will be pro-rated across the secondary schools depending on roll but will be a range of 0.6 - 2FTE per school. This will be managed through teacher refresh and vacancy management.

Currently, secondary school costs per pupil are high when compared to our family group. Timetables can be designed to maximise efficiency. Headteachers can also design curriculum to make the best use of the investment in digital connectivity across secondary schools, allowing greater access to subjects in schools and colleges.

## **Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Currently most schools have a timetabling structure which is unique to their context. The senior phase 'offer' is currently being finalised in line with Scottish Government's expectations for the 15-24 learner journey, which includes the digital offer. It is recognised that there are potential efficiencies in secondary teacher staffing which will result in staffing savings while maintaining the choices for pupils. This proposition will be developed into consistent timetables across our secondary schools in order to develop more efficient timetabling for pupils. This work is planned during 19/20.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23
561,120	967,449	967,449	967,449

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

Headteachers have been involved in the discussion about their staffing models for 2019 and confirm that the staffing exercise for 19/20 reflect this.

## Budget- how much?

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

*There may be additional costs associated with the offer of premature retirement for teaching staff.*

## Work plan- when?

*What are the overall indicative milestones and timescales for implementation?*

The saving will be effective from August 2019, therefore in year 1 this will be a part year saving.

## Risks/Issues/Barriers to Change- what if?

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The main risks surround schools' ability to provide for pupil entitlements if they do not implement a more efficient timetabling model, but with such small reductions (0.6-2FTE per school) these are manageable within the headteachers curricular planning.

20.4 FTE will lead to a increase in the Pupil Teacher Ratio of 0.2

D&G current ratio is 13.1, national average is 13.6.

This proposal, when taken in isolation, will increase our PTR to 13.3

## Key Assumptions

- Secondary Headteachers are confident that quality timetables can be in place ready for new school year.
- The reduction in staffing can be managed to retain capacity in curricular areas, in particular where there are shortages of teachers (e.g. physics, maths, HE etc).
- Existing Scottish Government arrangements continue for the annual authority bid for Probationer teachers.
- Sufficient Probationers are allocated to D&G to cover vacant posts in order to deliver the full curriculum entitlement

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Early engagement with the following stakeholders:

- Headteachers
- Teaching staff (teacher refresh)
- Finance team to support the teacher refresh programme.

Proposition Title **Reduction in Secondary Teaching Staff**

Proposition Reference Number **5.07** Transformation Theme **Theme 5**

**Description of Proposition**  
 Staffing complements in secondary schools are decided by an agreed formula.  
 This proposal seeks to reduce the allocation by altering the formula to lower the overall complement of teaching staff across our 16 secondary schools by 20.4 FTE. This has been discussed with secondary headteachers as part of their annual staffing exercise.  
 Currently most schools have a timetabling structure which is unique to their context. It is recognised that there are potential efficiencies in secondary teacher staffing. This proposition has the potential to be developed into consistent timetables across our secondary schools in order to develop more efficient timetabling for pupils. This work is planned during 19/20 as part of the Senior Phase Strategy for all schools.

**Rationale for proposed change**  
 Secondary schools' teaching staff complements will be reduced by 20.4 FTE. This reduction will be pro-rated across the secondary schools depending on roll but will be a range of 0.6 - 2FTE per school. This will be managed through teacher refresh and vacancy management.  
 Currently, secondary school costs per pupil are high when compared to our family group. Timetables can be designed to maximise efficiency. Headteachers can also design curriculum to make the best use of the investment in digital connectivity across secondary schools, allowing greater access to subjects in schools and colleges.

**Implementation challenges / risks/barriers**  
 The main risks surround schools' ability to provide for pupil entitlements if they do not implement a more efficient timetabling model, but with such small reductions (0.6-2FTE per school) these are manageable within the headteachers curricular planning.  
 20.4 FTE will lead to an increase in the Pupil Teacher Ratio of 0.2  
 D&G current ratio is 13.1, national average is 13.6.  
 This proposal, when taken in isolation, will increase our PTR to 13.3

**Relevant benchmarking / performance information**  
 N/A

Implementation Start Date **17.08.19** Savings Start Date **17.08.19** Implementation Duration [Months] **8**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	561,120	967,449	967,449	967,449	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£3,463,467	£0	60%	2,078,080	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	3	4.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	3	4.2	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	4	4	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	2	2	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		21.3						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile	0%	100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current (No.)					680	680	680	680	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)					660	660	660		
Reduction			0		20	20	20	20	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current									Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed									
Increase				£0	£0	£0	£0	£0	

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income					£0	£0	£0	£0	£0	30 minutes per week for each secondary member of staff (this equates to 0.03fte). As an example, a school with an FTE of 40 would therefore realise a saving of 40 x 0.03 = 1.2FTE. With an overall FTE (secondary) of 680 (September 2018 Census) this would equate to 20.4fte in total. 20.4fte x £47,424 (teacher scp6 including oncosts at 30%) = £967,449
Staff Savings					£0	£561,120	£967,449	£967,449	£967,449	
Other Revenue Savings					£0	£0	£0	£0	£0	
Total Savings					£0	£561,120	£967,449	£967,449	£967,449	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23
Capital Cost											
% capital accounted for											
Revenue Cost							£0	£0	£0	£0	£0
% revenue accounted for											
Project Costs							£0	£0	£0	£0	£0
Project Costs - additional funds							£0	£0	£0	£0	£0

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base			£0	£561,120	£967,449	£967,449	£967,449	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)			£0	£561,120	£967,449	£967,449	£967,449	

Service Impact	Children, Young People & Lifelong Learning	Resources & Support Services	Lifelong Learning & Wellbeing	Economy, Environment & Infrastructure	Communities					
	Education	Social Work		Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X		x				x			x

Service Impact	Corporate Services	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	Notes for completion:
	Finance & Procurement	OD, HR & Assets			Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23
Consultancy Costs					
Technology Costs					
Property Costs					
Staff Costs	£0	£0			
Project Costs	£0	£0	£0	£0	£0
5 Year Total Cost	£0	£0	£0	£0	£0
Cost Check	£0	£0	£0	£0	£0

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 5
<b>Proposition Title:</b>	Reduction in Secondary Teaching Staff 20fte
<b>Proposition Number:</b>	5.07
<b>Prepared by:</b>	John Thin (Schools Manager) and Gillian Brydson (Head of Education)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

This will require secondary schools to work differently to use their resources more effectively.

Schools and networks will continue to offer the entitlements for pupils, ensuring staff time is used effectively and accommodation is maximised to provide more choice across networks and pathways for learners.

Timetables can be designed to maximise efficiency. Headteachers can also design curriculum to make the best use of the investment in digital connectivity across secondary schools, allowing greater access to subjects in schools and colleges.

### Impact Assessment

	Potential Impact
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#### 9 Protected Characteristics

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
<b>Human Rights</b>	No impact

National entitlements will be continued and schools will continue to provide education to a National staffing standard

<b>Health, Health Inequalities and Wellbeing</b>	No impact
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National entitlements will be continued and schools will continue to provide education to a National staffing standard

<b>Economic &amp; Social Sustainability</b>	No impact					
National entitlements will be continued and schools will continue to provide education to a National staffing standard.						
<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact					
National entitlements will be continued and schools will continue to provide education to a National staffing standard, making best use of accommodation.						
<b>Summary of Impacts</b>						
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:						
<u>Summary of Impacts</u>						
<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>
<i>No Impact</i>	<i>13</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>
Negative Medium = school communities The impact on specific children will depend on, and be mitigated by the senior phase planning across schools.						
<b>Measures to reduce/address risks and minimise any negative impacts</b>						
Effective communication with school management team, clear senior phase planning across all secondary schools and with partners, such as Developing the Young Workforce and the colleges.						



## Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	Extension of Event Box Office Functions
<b>Proposition Number:</b>	6.1
<b>Prepared by:</b>	Ian Barr (Principal Events Officer)

**Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The Council provides a box office facility through the Midsteeples Box Office, selling tickets for Council and third party events.

The Box Office plays a role in supporting the sustainability of many local venues, festivals and events, and in recent years has increased its earned revenues through actively cultivating new business relationships.

The Box Office is managed by a Senior Box Office Assistant which is a 16 hour per week Band 4 post and staffed also with two Box Office Assistants and casual staff as required.

The commission on all ticket sales at the Midsteeples Box Office is 10% and turnover on sales is now approx. £230k per annum. Net of commission income, the Midsteeples costs are £27k annually. Initial research into a full cost recovery model for the Box Office has revealed that the average cost to the consumer of the commission required to be charged on their purchased ticket/s would be £2.24, a figure the market could not bear. The percentage commission that would need to be charged is 16% of the ticket face value, which would be higher than any other ticketing service provider. Levying this charge would almost certainly result in a loss of business clients for the Midsteeples Box Office, and negative publicity for our Council.

Sales from the Box Office April-January 2018 total £218k, split 75:25 direct (physical and telephone):online. The major clients for direct sales are Theatre Royal (18% of direct sales) and Easterbrook Events (17% of direct sales and 41% of online). The majority of sales are to DG postcodes, but telephone and online bookings are generated from as far afield as Aberdeen, Kirkcaldy, Dundee and even Netherlands and Germany.

It is proposed to create a Virtual D&G Box Office by July 2019 through the integration of the Box Office function into DGC leisure facilities, other Council customer service facing locations e.g. DG One, Buccleuch Street Council Chambers, Dumfries Ice Bowl and other venues to be determined.

The remainder of the Midsteeples is occupied by DG Voice and Parental Inclusion Network. These organisations do not contribute to the building’s running costs.

**Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The key stakeholders are staff, Box Office customers, and the venues, events organisations and community organisations that the Box Office sells tickets on behalf of.

The Midsteeple is also occupied by the Town Centre Ambassador and charitable organisations on the top floor.

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

By the end of July 2019, the virtual D&G Box Office (VBO) can be introduced. The vision here is for the Council to maximise the commercial use of our leisure and sport facilities and many customer focussed reception areas by hosting a D&G Box Office, spread across many locations and online. This can extend the number of council run facilities and customer service centres that sell concert, theatre and events tickets etc. There is no additional costs for our account with ticketsource if we increase the number of sales outlets we introduce and train staff to use. This approach should also enable our Council to retain our existing client base of venues and promoters we sell tickets on behalf of. The virtual Box Office (VBO) can be operated by staff at all these locations. with the existing Senior Box Office Assistant being retained to market the VBO to client organisations and maximise reach and commission income.

The Midsteeple base can be vacated, and as a Council we can concentrate on promoting other VBO locations. To move towards a position of reducing the Box Office staff complement to one post, the Senior Box Office Assistant post will require additional hours and a new job description, to reflect a more developmental and sales-orientated role. In the interim we will make maximum use of our pool of casual Box Office staff. The net result will be that the Council will no longer require to recruit for the 26 hour Box Office Assistant post and the 6 hour post can be redeployed. There is a very good possibility of increased commission on sales as well.

As a Council we can make purchasing tickets to a wide variety of performances, shows and events easier – but new income can only come from direct sales in our facilities, as ticketsource will retain all online sales. The Box Office is both a physical actual entity, spread across various Council locations, and an online facility – to retain our advantageous partnership with Ticketsource. It is this combination of sales channels that can help maintain this Box Office facility and nurture its growth

The objective is therefore;

To increase the income to the Council from the rollout of the Dumfries and Galloway Virtual Box Office

The impacts on our clients and communities should be positive, as we increase the visibility of D&G shows, performances and events, and make ticket sales more accessible.

## Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

The savings will be generated over 9 months (75%) of financial year 2019/20 and then escalate from 2020/21 onwards. This is due to the requirement to retain the Midsteeple Box Office service in 2019/20 until July of next year, to operate the Midsteeple base until the VBO is ready to take over, including the primary sales base at DG One.

Immediate savings include that of the 26 hours per week Box Office Assistant post, which will no longer be required – recruitment for the post had been approved but will now be put on hold.

The initial savings can increase over time through staff savings and new income generation. A virtual Box Office can;

- Create many more sales points across D&G for the sale of shows, performances and events tickets
- Create more sustainable income streams for local promoters and venues
- Utilise to greater effect the Council's existing IT stock
- Reduce DGC staff numbers

In addition the Council can review opportunities to generate rents from the ground and possibly the first and second floors of the building. No savings have been assumed from this increased income as it will be dependent on renegotiation of terms with existing tenants and effective marketing of the ground and first floors by Property and Architectural Services.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

2019/20 Savings: The saving on the 26 hour Box Office Assistant post will be £15,228 over the year. Cover provided by Casual Staff will cost approx. £2,500 in the period April – July, resulting in **a net saving of £12,728.**

2020/21 savings: To increase the hours of the Midsteeple Senior Box Office Assistant to 24 hours per week and eliminate the posts of the two Box Office Assistants will result in a net saving of **£13,231** per annum from 2020/21 onwards.

A 5% increase in sales turnover will generate an additional £1,150 per annum for our Council (the increase in turnover is £11,500, and commission on sales is 10% until we determine to change the commission rate).

Total 2019/20 savings are £12,728

These savings can be projected for 2020/21 – 2021/22 as £14,381

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

The public who currently utilise the Mid Steeple Box Office will need to be directed to new Box Office service points e.g. Buccleuch Street Council Chambers, Dumfries Ice Bowl etc.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

Within existing budgets.

**Work plan - when?**

*What are the overall indicative milestones and timescales for implementation?*

If approval to take forward this work is granted the indicative workplan is;

1. DGC review of all Leisure and Sport facilities and Customer Service Centres that can act as locations for the Virtual Box Office (December 18 – Feb 19)
2. Prepare a prospectus for all Box Office clients on the new business opportunities that can arise from the Virtual Box Office from July 2019 onwards (March / April 2019)
3. Creation of a Council working group to identify training needs, IT requirements and sales and management information systems for the Virtual Box Office (VBO) March – June 2019
4. Creation of a VBO marketing plan – May / June 2019
5. VBO opens across several locations in Dumfries and Galloway
6. Preparation of a new job description for the Midsteeple Senior Box Office Assistant

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

There are several risks to the project including;

- The distinct possibility of new market entrants – in the field of ticket services, cutting into the VBO market share – however, removal of fixed cost elements in Midsteeple will make the VBO more resilient
- The risk of the Council's IT infrastructure not being able to host effectively the ticketsource software to deliver this project (or the management information systems we will need to create real time sales information)
- The risk that DGC cannot locate a new tenant for the ground floor of the Midsteeple / the first floor of the building
- The risk that the locations identified for the VBO do not open when there is peak customer demand for tickets and we a) fail to capitalise on sales opportunities and b) lose our client base (though DG One has extended opening hours at evenings and weekends not currently available to Mid Steeple).

The mitigation is best practice project management if the project is given DGC approval to be fully investigated, and the creation of a project working group to promote high quality inter-service working.

## Key Assumptions

The key assumptions are;

- That ticketsource – the software we use for ticket sales – will continue to operate its existing business model, that benefits DGC, as there are no charges for over the counter sales
- That an increase in volume of sales at the VBO will lead to the commission charged on sales being able to be reduced to 8%, in 2020 or 2021, to enable the Council to remain very competitive in the long term in the business sector of entertainment ticket sales
- That tenants can be identified for the Mid Steeple

## What needs to happen next?

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

An officer of the Council (best placed to be someone from Customer Services or CYPLL) be remitted with immediate effect to undertake tasks one and three of the workplan identified above;

- DGC review of all Leisure and Sport facilities and Customer Service Centres that can act as locations for the Virtual Box Office (December 18 – Feb 19) and;
- Create/Chair a Council working group to identify training needs, IT requirements and sales and management information systems for the Virtual Box Office (VBO) March – June 2019

A full project and marketing plan can be prepared towards the end of the period of the short-term working group to guide the project from that point onwards.

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Proposition Title **Extension of Event Box Office Functions**

Proposition Reference Number **6.1** Transformation Theme **Theme 6 – Maximising our income and underpinning fairness through targeted concessions**

**Description of Proposition**  
To create a region wide 'Virtual Box Office' (with many sales points in DGC facilities). The Council will vacate the Midsteeples Box Office and generate new income from commercial leases within the Midsteeples. The figures shown in the spreadsheet below relate to the existing turnover generated by the Midsteeples Box Office and the potential in future years to retain and grow this income through the Virtual Box Office and generate new income through market based rental income from the vacated Midsteeples. It is important to note at the outset that the Midsteeples has 3 floors which could generate lease income; however, on the top floor at present 2 charitable organisations have rent free office accommodation and actually create a burden to the Council as they make no contribution to electricity and other building costs and charges.

**Rationale for proposed change**  
To maximise sales opportunities for the Council's Midsteeples Box Office clients, to maximise the income generation potential of a wider range of box office sales points and to contribute more fully to the sustainability of the region's venues, promoters and events organisations.

**Implementation challenges / risks/barriers**  
The creation of a working group led by a project manager to oversee the design and implementation of this project, should be sufficient to overcome the challenges of implementation and project risks. Critical success factors for this project will include; project management expertise from Customer Services or BTS, good quality communication with the Midsteeples Box Office's current business clients, modelling of the customer journeys and experience to establish the virtual box office across several locations, modifying the Senior Midsteeples Box Office Assistant and Box Office Assistant's job descriptions and creating a marketing plan for the enhanced Service.

**Relevant benchmarking / performance information**  
The most relevant benchmarking information required is; the existing rate of Midsteeples Box Office commission and business feedback on it; PEST analysis; previous years sales figures for the Box Office; footfall at the DGC sites that will form the Virtual Box Office

Implementation Start Date **01/04/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **12**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	12,728	14,381	14,381	14,381	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£55,871	£0	80%	44,697	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	2	3	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	2	2	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	4	4	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	3	3	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	3	3	Notes for completion:					
			Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		<b>16</b>						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current (No.)	3	3	3	3	3	3	3	3	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.
Proposed (No.)	3	2	1	1	1	1	1	1	
Reduction	0	1	2	2	2	2	2	2	

Increased Income	Current	Proposed	Increase	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Current	-	231,000	231,000	231,000	231,000	231,000	231,000	231,000	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.
Proposed	-	231,000	232,150	232,150	232,150	232,150	232,150	232,150	
Increase	£0	£0	£1,150	£1,150	£1,150	£1,150	£1,150	£1,150	

Other revenue savings	building costs - internal	<enter budget area>	<enter budget area>	Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
building costs - internal	-	-	-	-	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£0	£1,150	£1,150	£1,150	£1,150	£1,150	£1,150	£1,150	This section is automatically populated from the information above. NOTE: Staff savings are calculated at top of scale (or Licing Wage) with 31% on-costs
Staff Savings	£0	£12,728	£13,231	£13,231	£13,231	£13,231	£13,231	£13,231	£13,231	
Other Revenue Savings	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Total Savings	£0	£12,728	£14,381	£14,381	£14,381	£14,381	£14,381	£14,381	£14,381	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost					£0	£0	£0	£0	£0	£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for												
Revenue Cost												
% revenue accounted for												

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£12,728	£14,381	£14,381	£14,381	£14,381	£14,381	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£12,728	£14,381	£14,381	£14,381	£14,381	£14,381	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
				x					X	x	

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	Consultancy Costs	Technology Costs	Property Costs	Staff Costs	Project Costs	5 Year Total Cost	Cost Check	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
	Consultancy Costs												Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs												
	Property Costs												
	Staff Costs												
	Project Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	6.1 Extension of Event Box Office Functions
<b>Prepared by:</b>	Ian Barr (Principal Events Officer)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

The move to a Virtual Box Office (VBO) will have a positive impact on the Council Plan as it will extend DGC services across a wider area and make box office services more accessible.

### Impact Assessment

	<b>Potential Impact</b>
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#### 9 Protected Characteristics

Narrative and assessment of impact (includes staff and service users) on:

Age	Medium positive – for people of all ages who prefer to purchase tickets over the counter rather than online.
Disability	No impacts from Service under Review but the free tenancy of DG Voice and Parents Inclusion Network on the 2 <sup>nd</sup> floor of the Midsteeple Box Office should be reviewed
Gender	No impacts
Transgender	No impacts
Marriage & Civil Partnership	No impacts
Pregnancy & Maternity	No impacts
Race	No impacts
Religion or Belief	No impacts
Sexual Orientation	No impacts
<b>Human Rights</b>	Low positive

The human rights of the regional population are fully upheld as the Council seeks to make community, sports, heritage, food and cultural events, shows and performances more accessible to local people and visitors.

<b>Health, Health Inequalities and Wellbeing</b>	Low positive
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The Council is seeking to improve health, minimise health inequalities and promote wellbeing through our Major Festivals and Events Strategy 2018-2021 and make a full and vibrant cultural life that is present in the region accessible to all. The Midsteeple Box Office and the new Virtual Box Office (VBO) contribute to these aims.

<b>Economic &amp; Social Sustainability</b>	Medium positive																					
<p>The Council is seeking to improve the economic vitality and sustainability of the region and promote wellbeing through our Major Festivals and Events Strategy 2018-2021. We are also facilitating ongoing work to ensure that a full and vibrant cultural life is present in the region and accessible to all. Developing greater access to ticket purchasing opportunities and actively promoting regional events, shows and performances can increase local demand for a comprehensive range of performances, shows and events which will be the platform for their economic sustainability.</p>																						
<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact																					
<p><b>Summary of Impacts</b></p> <p>This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:</p> <p><u>Summary of Impacts</u></p> <table border="1"> <tr> <td><i>Positive</i></td> <td><i>High</i></td> <td><i>0</i></td> <td><i>Medium</i></td> <td><i>2</i></td> <td><i>Low</i></td> <td><i>2</i></td> </tr> <tr> <td><i>No Impact</i></td> <td colspan="6"><i>9</i></td> </tr> <tr> <td><i>Negative</i></td> <td><i>High</i></td> <td><i>0</i></td> <td><i>Medium</i></td> <td><i>0</i></td> <td><i>Low</i></td> <td><i>0</i></td> </tr> </table>		<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>2</i>	<i>Low</i>	<i>2</i>	<i>No Impact</i>	<i>9</i>						<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>
<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>2</i>	<i>Low</i>	<i>2</i>																
<i>No Impact</i>	<i>9</i>																					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>																
<b>Measures to reduce/address risks and minimise any negative impacts</b>																						
Not required.																						

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	Reprioritisation of Ticket Concessions at Robert Burns Film Theatre and the Ryan Centre.
<b>Proposition Number:</b>	6.02
<b>Prepared by:</b>	Rebecca Coggins (Principal Officer Arts & Museums)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

The RBCFT operation is currently delivered with a net budget (subsidy) of £29,747.

The total expenditure budget for the service is £110,631 which is offset by an earned income target of £80,884.

In 2017/18 there were 14,650 tickets sold; 5,500 @ £7.00; 8,950 @ £5.30 and 200 Youth cards @ £4.60 = £86,855. Ticket sales are subject to VAT.

There are 69 seats available for each screening and increased income is currently achieved through additional screenings. However, expenditure also rises per additional screening to meet additional staffing and film hire costs.

61% of 2017/18 sales were at the concession rate (over 60 and hardship). While it is not possible to prove this, we believe that the majority of RBCFT concession tickets are sold to over 60s who are not in financial hardship. The proposal is to create a ‘standard’ price equivalent to the current full price and create a new £3.50 price for those facing financial hardship, with Youth entitlement charges reduced to the same level.

Removal of concessionary benefits for pensioners not in financial hardship is consistent with proposals for leisure facilities.

Parallel implementation of revised concessions at the Ryan Centre Cinema will reduce savings slightly, due to a very different programme and audience profile at that facility.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?*

*Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Key stakeholders are the RBCFT users, these include members of the public attending cinema screenings and community groups who arrange special interest screenings with the help of the RBCFT team; also members of the public, community organisations and other council services, who book the auditorium for private screenings (such as children’s birthday parties and meetings).

## Objectives & Activities- what?

What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)

What will be different as a result of this? What are the aims/objectives of the proposition?

- Restrict concession ticket price to those in financial hardship only and reduce it to £3.50, and also implement £3.50 charge for children and young people with Young Scot (11-26) entitlement.
- Implement a new standard price of £7.00.
- Family tickets would remain charged at £20, which offers a discount of £1 for those not entitled to concessions.
- A family of four entitled to concessions would be charged at £14. **NB** Prices include VAT.
- Auditorium Hires will increase from £95.00 to £100.00 (NB may link to Room Hire Charges uplifts for School Lets in a separate budget exercise).
- Onscreen advertising targets remains the same as linked to national Pearl & Dean contract.

## Savings / Benefits

What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.

If ticket sales targets are achieved, the possible saving net of VAT is £10,000 running to £13,000 in Year 2.

## Details of Savings

Provide a breakdown including details of all calculations, staff details and how savings will be realised.

- Restrict concession ticket price to those in financial hardship only and reduce it to £3.50, and also implement £3.50 charge for children and young people with Young Scot (11-26) entitlement.
- Implement a new standard price of £7.00.
- Family tickets would remain charged at £20, which offers a discount of £1 for those not entitled to concessions.
- A family of four entitled to concessions would be charged at £14. **NB** Prices include VAT.

Auditorium Hires will increase from £95.00 to £100.00 (NB may link to Room Hire Charges uplifts for School Lets in a separate budget exercise).

Onscreen advertising targets remains the same as linked to national Pearl & Dean contract.

	Current Price	New Price	% increase / decrease
Standard	£7.00	£7.00	+0
Pensioners (over 60+)	£5.30	£7.00	+32
Concession	£5.30	£3.50	-34
Young Scot card	£4.60	£3.50	-24
Family	£20.00	£20.00	+0

**All prices include VAT @ 20%**

2017/18 sales (actual):

	Current Price	Sales	£ Total
Standard	£7.00	5,500	£38,500
Concession	£5.30	8,950	£47,435
Young Scot card	£4.30	200	£860

Total		14,650	£86,795
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**All prices include VAT @ 20%**

Projected sales:

	New Price	Est Sales	£ Total
Standard	£7.00	11,860	£83,020
Concession	£3.50	2,000	£7,000
Young Scot Card	£3.50	233	£816
Family	£20.00	100	£2,000
Total		14,193	£92,836

**All prices include VAT @ 20%**

Projected Total Income:

	Projected	Current Budget	Increased Income
Ticket sales less VAT	£77,363	£67,403	£9,960
Onscreen Advertising (Fixed Price)	£3,900	£3,900	£0
Auditorium Hire	£12,000 (120 x £100)	£9,430	£2,570
Total	£93,263	£80,733	£12,530

\*This may be double counting if universal Room Lets saving applied.

Possible saving less VAT = £12,530

In Stranraer Ryan Centre Film Theatre prices are harmonised to RBCFT prices, so increased prices will need to be implemented there too. As detailed below, this could potentially lead to an increase of approximately £1,020 ex VAT in income for this service.

2017/18 sales:

	Current Price	Sales	£ Total
Standard	£7.00	2,138	£14,966
Concession	£5.30	3,000	£15,900
Young Scot Card	£4.30	319	£1,371
Total		5,457	£32,238

Sales if new price implemented (assuming 1/3<sup>rd</sup> of customers are facing financial hardship and therefore eligible for Access ticket)

	Current Price	Sales	£ Total
Standard	£7.00	4,046	£28,322
Concession (1/5 of 5,456)	£3.50	1,091	£3,819
Young Scot Card	£3.50	319	£1,117
Total		5,456	£33,258
Increase on 17/18			£1,020

\* £850 excluding VAT

The net saving would therefore be £13,381 excluding VAT, adjusted in year 1 to allow for lead-in.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

If there is a reduction in ticket sales these savings will not be achieved. If we fail to cater adequately for those in financial hardship we risk excluding potential customers.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

N/A

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

Marketing and promotion to alert customers to new pricing structure – 3 months before change. Films are programmed and advertised 3 months ahead.

Communication with staff and Stakeholders – ensuring that the approach is effectively communicated and alternative or replacement arrangements are fully understood and assigned. This would be managed through senior officers and service managers with staff.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

The main risk is that removal of concessionary entitlement from many over-60s may result in a drop-off in attendances. However, concessions do not apply at other cinemas, and current attendances have increased significantly since the closure of the Odeon in Dumfries.

We may risk over 60s in financial hardship not wishing to reveal their status and feeling excluded from the service. This can be addressed through promotion of online sales, and / or provision of a membership card to enable discrete evidence to be produced at point of purchase.

**Key Assumptions**

People will continue to buy cinema tickets for the RBCFT at current levels, despite the increased price. This may not happen.

There will be a simple means for over 65s in financial hardship to prove that they are eligible for a reduced price.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

See work plan – we need 3 month's notice in to programme and advertise films at the new price rates. We need to harmonise prices with the Ryan Centre (CYPLL).

Proposition Title **Reprioritisation of Ticket Concessions at Robert Burns Centre Film Theatre and Ryan Centre.**

Proposition Reference Number **6.02** Transformation Theme **Theme 6 – Maximising our income and underpinning fairness through targeted concessions**

Description of Proposition  
The RBCFT operation is currently delivered with a net budget (subsidy) of £29,747. The total expenditure budget for the service is £110,631, which is offset by an earned income target of £80,884. The proposal is to implement a new standard price of £7.00 and restrict the concession ticket price to those in financial hardship only, reducing it from £5.30 to £3.50.

Rationale for proposed change  
61% of 2017/18 sales were at the concession rate (over 60 and hardship). While it is not possible to prove this, we believe that the majority of RBCFT concession tickets are sold to over 60s who are not in financial hardship.

Implementation challenges / risks/barriers  
If there is a reduction in ticket sales these savings will not be achieved. If we fail to cater adequately for those in financial hardship we risk excluding potential customers.

Relevant benchmarking / performance information  
Council full price cinema tickets are currently the highest in Dumfries and Galloway and surrounding area, including Carlisle. Standard prices at other cinemas range from £4.99 (Vue Carlisle) to £6.00 (Fullarton, Castle Douglas). Full price tickets are £6.30 at Lonsdale Annan (£5.50 concessions) and £6.40 (£5.70 concessions) at Newton Stewart Cinema. The proposed pricing structure will make the RBCFT and Ryan the most expensive cinemas in the local area (non-concessionary). Hardship prices will be significantly below other cinemas' standard/concessions pricing.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	10,036	13,381	13,381	13,381	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£50,179	£0	50%	25,090	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	0	0	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	2	2	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		13.9						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		70%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
	107,597	117,633	£10,036	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£10,036	£13,381	£13,381	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£0	£0	£0	£0	
	£0	£0	£0	£0	
	£0	£10,036	£13,381	£13,381	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	
					£0	£0	
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£10,036	This section is automatically populated using information provided.
	£0	£10,036	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
				x							

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
	5 Year Total Cost	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0		

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	6.02 Reprioritisation of Ticket Concessions at Robert Burns Centre Film Theatre and the Ryan Centre.
<b>Prepared by:</b>	Rebecca Coggins (Principal Officer Arts & Museums)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

The proposal will have no impact on the Council Plan. The proposal is to introduce a standard price for entry to the Robert Burns Film Theatre for over 65s and offer concessions only to those facing financial hardship.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
Narrative and assessment of impact (includes staff and service users) on:	
Age	Low negative on those aged over 65 who are not in financial hardship
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
<b>Human Rights</b>	No impact
<b>Health, Health Inequalities and Wellbeing</b>	Low positive impact on those in financial hardship
<b>Economic &amp; Social Sustainability</b>	No impact
<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact
<b>Summary of Impacts</b>	

This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:

Summary of Impacts

<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>11</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>1</i>

**Measures to reduce/address risks and minimise any negative impacts**

Not required.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	Memorial Stone Installation Application Fee
<b>Proposition Number:</b>	6.03
<b>Prepared by:</b>	Robert Lowther (Community Assets Manager)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Dumfries and Galloway Council do not presently charge memorial masons any fees for erecting memorial headstones within our Council’s burial grounds. All our neighbouring Councils have a charging structure in place for permissions to erect memorial stones, as is the case with 25 of Scotland’s 32 local Authorities (LA’s). The average (mean) charge in place in Scotland is £120, and the charges in place in neighbouring authorities are:

South Ayrshire Council	£232
East Ayrshire	£192
South Lanarkshire	£103
Scottish Borders	£177
Average in neighbouring authorities	£176
Scottish Average	£120

These charging structures vary within the 25 LA’s, with some charging for the preparation of the foundation to supplying/erecting the foundation and some to actually installing a foundation. This proposal is to charge a fee for an application to erect a memorial headstone with the respective charges of 14 LA’s used as an appropriate bench mark.

The health and safety burden for ensuring all memorial headstones are stable falls to our Council, and it is appropriate, similar to many other councils, that these are fully recovered as part of the stone erection applications.

Dumfries and Galloway has over 215 cemeteries to manage and maintain meaning our LA maintains one of the largest number of cemeteries within Scotland.

## **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils’ and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

The main stakeholders are the Memorial Masons who operate their businesses free of charge within our LA’s cemeteries and families of the deceased who engage them to do so.

## **Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The burden for ensuring memorial headstones are safe and meet the relevant Health & Safety regulations sits with Dumfries and Galloway Council.

Introducing fees and charges associated with erecting memorial stones within our LA’s cemeteries would fully recover the costs of managing the memorial stones located within our 215 cemeteries.

The nominal sum proposed would have limited impact to memorial masons as such fees are routinely charged from the majority of Scottish LA’s.

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

In 2016/17 there were 415 memorial stone erection applications that were processed at no cost to the Memorial Masons.

The benefit to the Council in implementing the proposed charges would generate revenue from a previously overlooked area of Council business that the majority of Scottish LA's have been doing for a considerable period of time.

The income generated is based on 415 memorial stones being erected annually at a cost of £120. From 2019/20 this would generate an income of approximately £49,800.

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

There would be no impact to staff numbers associated with this proposal, it would generate a revenue stream from an area not previously realised.

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

The nominal introduction of a memorial stone installation fee would not have a negative impact on any area of the Council Plan, Strategies or Policies.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There are no resource or budget implications with this proposal.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

This can be implemented to the Scottish LA average of £120 from the beginning of financial year 2019/20.

It would be recommended that all local Memorial Masons who regularly operate in Dumfries and Galloway be contacted at the earliest opportunity to inform them of these proposed new charges.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Memorial Masons who are the main stakeholders would need to be engaged with in order to set out the agreed charging structure, should this proposal proceed. However, 25 of Scotland's 32 LA's currently charge these fees, at an average of £120.

## Key Assumptions

The primary assumptions for this proposal are that;

Local Memorial Masons may be resistant to any charges proposed.

The Council owned and managed cemeteries presently permit Memorial Mason businesses to operate within our cemeteries free of any charges, this proposal would see Dumfries & Galloway Council come in line with the majority of Scottish LA's who already charge fees for these applications.

## What needs to happen next?

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Develop a suitable communications strategy that would include the Councils Communications team to communicate this new charging proposal to Memorial Mason's operating within Dumfries & Galloway.

Dumfries and Galloway Council to make a decision to introduce the proposed introduction of a memorial stone erecting application charge proposal in full in the 2019/20.

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Proposition Title **Memorial Stone Installation Application Fee**

Proposition Reference Number **6.03** Transformation Theme **Theme 6 – Maximising our income and underpinning fairness through targeted concessions**

Description of Proposition  
Introducing fees and charges associated with erecting memorial stones within our LA's 215 cemeteries

Rationale for proposed change  
Dumfries and Galloway Council do not presently charge memorial masons any fees for erecting memorial headstones within our Council's burial grounds. All our neighbouring Councils have a charging structure in place for permissions to erect memorial stones as is the case with 25 of Scotland's 32 Local Authorities (LA's).  
The health and safety burden for ensuring all memorial headstones are stable falls to our Council. .  
Dumfries and Galloway has over 215 cemeteries to manage and maintain meaning our LA maintains one of the largest number of cemeteries within Scotland.

Implementation challenges / risks/barriers  
This fee could be implemented in 2019/20 with no additional costs to our Council.

Relevant benchmarking / performance information  
South Ayrshire Council £232  
East Ayrshire Council £192  
South Lanarkshire Council £103  
Scottish Borders Council £177  
Scottish Average (mean) £120

Implementation Start Date **01/03/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **1 month**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	49,800	49,800	49,800	49,800	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£199,200	£0	90%	179,280	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	3	5	> £2,500,000	Directly delivers Council Plan objectives	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	1	1.2	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 -2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 -3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion:					
		20.6	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
	£ -	£ 49,800	£ 49,800	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Current	Proposed	Increase	Notes for completion:
<enter budget area>	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	
Savings	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£49,800	£0	£0	£49,800	
	£49,800	£0	£0	£49,800	
	£49,800	£0	£0	£49,800	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
					£0	£0	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
					£0	£0	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£0	£49,800	This section is automatically populated using information provided.
	£0	£49,800	

Service Impact	Children, Young People & Lifelong Learning	Economy, Environment & Infrastructure	Communities
	Education	Enterprising Services	Civic & Local Services
	Social Work	Planning & Regulatory Services	Customer Services
	Resources & Support Services	Economic Development	Community Planning & Engagement
	Lifelong Learning & Wellbeing	Infrastructure & Transportation	X

Service Impact	Corporate Services	Notes for completion:
	Finance & Procurement	Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition
	OD, HR & Assets	
	Legal & Democratic Services	
	Business & Technology Solutions	
	Assessors & ERO	

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
Consultancy Costs						Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
Technology Costs						
Property Costs						
Staff Costs						
Project Costs	£0	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	6.03 Memorial Stone Installation Application Fee
<b>Prepared by:</b>	Robert Lowther (Community Assets Manager)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

There are no perceived impacts.

### Impact Assessment

	<b>Potential Impact</b>
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#### 9 Protected Characteristics

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
<b>Human Rights</b>	No impact

There are no perceived impacts to any persons Human Rights.

<b>Health, Health Inequalities and Wellbeing</b>	No impact
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There are no perceived impacts in this area.

<b>Economic &amp; Social Sustainability</b>	No impact
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There are no perceived impacts in this area.

<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact
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There are no perceived impacts in this area.

**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:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>
<i>No Impact</i>	<i>13</i>					
<i>Negative</i>	<i>High</i>	<i>0</i>	<i>Medium</i>	<i>0</i>	<i>Low</i>	<i>0</i>

**Measures to reduce/address risks and minimise any negative impacts**

There are no perceived risks.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	Staff Lottery
<b>Proposition Number:</b>	6.05
<b>Prepared by:</b>	Sean Barrett (Finance and Information Manager)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

Many private sector organisations operate a staff lottery linked to staff benefits, these tend to be aligned to local charities and workplace benefit schemes. There are now many NHS trusts that operate a staff lottery with Greater Glasgow NHS trust one of them. There are not many local authorities who run a workplace lottery.

Most organisations outsource the running of the staff lottery to a private delivery agent such as Sterling Lotteries who claim to be more efficient than in-house delivery options and claim to be able to get a lottery up and running within 3 months.

If we were to consider in-house delivery, then this would entail a senior manager (personal management licence holder) overseeing the lottery with a Band 7 to manage the admin/promotion of the scheme. Costs are estimated at £40k. Payment into the lottery would be salary deduction which generates a personal number which would go into the lottery draw the following month.

An outsourced workplace lottery would have initial set up costs in the region of £3-£5k and monthly running costs of £4-£500, £5-£6k annually.

The draw would be carried out by the lottery agent using gambling commission approved random generating software.

The scheme could be aligned to a wider staff benefit scheme. Local authorities are permitted under the lotteries act to run a lottery, a licence from the gambling commission would be required and a governance structure is required.

We have in the region of 6,500 staff and a mid-estimate take up of 46% could be expected which equates to 3,000 people if promoted correctly. The lottery agent would work with us to market the lottery promoting the prize pot and the local services that would be expected.

It could be extended to the local authorities’ retired staff who could see it as a way of giving back to communities whilst in their retirement. There are 4,403 retired employees on the payroll.

We would look to retain 55% of the fees and pay-out from 43-45% of the fees after admin costs. The prize fund pay-out could look like:

Distribution of Prize Pot	% Pay-out
1st Prize	50%
2nd Prize	25%
3rd Prize	5%
Charities/Benevolence	20%

**Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

Staff, local charities and groups who may benefit from participatory budgeting purposes.

**Objectives & Activities- what?**

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)  
What will be different as a result of this? What are the aims/objectives of the proposition?*

Staff will have a workplace lottery to be drawn monthly, this will be externally ran under direction from the Council. This will provide staff with a monthly interest and will also benefit local charities or workplace good cause.

Based on a 46% take up at £10 per month, we could look to protect £195k of services annually, coupled with we pay out prizes in the region of £128k and raise funds for staff benevolence ideas of £32k. First year costs would be in the region of £9k, £5k annually thereafter.

We could align prizes in kind benefits such as gym memberships, thus further increasing income retention.

The local authority could identify which services it was protecting with this additional funding e.g. reduce the savings target on education, social work, roads etc.

**Savings / Benefits**

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

Savings will depend on the take up from staff and the prize breakdown. We could also include retired staff paid from the DGC payroll which could increase the numbers.

The benefits are staff morale who would have a monthly draw to look forward to, designated charities and groups would benefit and provide an opportunity for a good news story. The local authority would benefit from an income source which could be targeted at a designated public service. An example would be that we would remove the budget from a Museum (say £150k) and replace it with retained income from the staff workplace lottery upto £150k.

**Details of Savings**

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Savings will be achieved by raising income which can be directed to replace previous budgeted funding

Table 1 – Monthly Cost profile at various uptake levels

Table 1					
Take up %	Staff Take up (Headcount)	Fixed Costs	Var Cost 1	Var Cost 2	Total Monthly costs
15%	1000	250	120	-	370
31%	2000	250	240	-	490
46%	3000	250	-	120	370
62%	4000	250	-	160	410
77%	5000	250	-	200	450
92%	6000		-	240	490

Table 2 – Monthly Income at various uptake levels

Take up %	Staff Take up (Headcount)	Income £	Distribution Pot £	Monthly Retention £	Prize Pot £	Annual Retention £
15%	1000	10,000	9,630	5,297	4,334	63,558
31%	2000	20,000	19,510	10,731	8,780	128,766
46%	3000	30,000	29,630	16,297	13,334	195,558
62%	4000	40,000	39,590	21,775	17,816	261,294
77%	5000	50,000	49,550	27,253	22,298	327,030
92%	6000	60,000	59,510	32,731	26,780	392,766

Table 3 – Prize breakdown at various levels

Take up %	Staff Take up (Headcount)	% Payout	1st prize £	2nd Prize £	3rd Prize £	Charities £
15%	1000	43%	2,167	1,083	217	867
31%	2000	44%	4,390	2,195	439	1,756
46%	3000	44%	6,667	3,333	667	2,667
62%	4000	45%	8,908	4,454	891	3,563
77%	5000	45%	11,149	5,574	1,115	4,460
92%	6000	45%	13,390	6,695	1,339	5,356

**Dis-benefits**

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

No negative benefits, Council staff can choose to opt in to the workplace lottery.

**Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

£5k set up costs and annual costs of £6k which are factored into the savings estimate. A Staff working group would be required to monitor take up, prize breakdowns and charitable beneficiaries. This will result in staff time.

**Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

It takes 20 weeks to implement from selecting a provider and getting to the first draw. We would need to look at Procurement sign off re small contract. Check with payroll systems re implementation and deduction of contributions. There are no anticipated costs from payroll introduction. The process would be a signed mandate from the employee by the 25<sup>th</sup> of the month prior to the deduction on the 15<sup>th</sup> of the month with the draw taking place between the 15<sup>th</sup> and the 25<sup>th</sup> of the month. We would want to consider implementing the payroll deduction away from year end payroll processing. Communications plan and lists of staff/retired employees to invite to join will be required.

**Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

Selling the benefits of the workplace lottery in terms of staff benefits and how the community/services will be protected will ensure staff take up and ultimately the protection of services.

Failure of lottery software – provider risk.

Incentivise via communications strategy.

**Key Assumptions**

Project modelled at various levels and 46% take up selected with a £10 monthly entry fee.

The 46% is based on a target take up of 3,000 employees.

There is no take up assumed from retired employees but if we were to offer on same terms to retired employees then 3,000 take up would equate to  $(3,000/10,900) = 27\%$ .

Minimal procurement exercise required for a £6k annual contract.

**What needs to happen next?**

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

Authority to involve Procurement, Payroll, HR and Communications with a view to project plan.

Proposition Title **Staff Lottery**

Proposition Reference Number **6.05** Transformation Theme **Theme 6 – Maximising our income and underpinning fairness through targeted concessions**

Description of Proposition Many organisations have a workplace lottery, within the public sector NHS trusts have brought them in. They are not common within local government. Outsourcing of the lottery is more efficient than running in-house. The draw would be meet the gambling commissions regulations and running costs would be in the region of £6k per annum. It is proposed that a staff workplace lottery is progressed with the income retention used to fund statutory services thus allowing a saving to be made by reducing core funding. See part 1 for detail.

Rationale for proposed change Income Generation to replace funding for statutory services

Implementation challenges / risks/barriers Procurement may cause a delay.

Relevant benchmarking / performance information None

Implementation Start Date **01/04/2019** Savings Start Date **01/04/2019** Implementation Duration [Months] **5 months**

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	202,000	202,000	202,000	202,000	- This section is populated automatically from the information in the section below
Cost	5,000	6,000	6,000	6,000	6,000	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£808,000	£29,000	75%	577,000	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	> £2,500,000	Directly delivers Council Plan objectives	Directly raise customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	4	5.6	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	Key to a number of initiatives to improve customer satisfaction	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	3	3.6	£500,000 - £1,000,000	Linked to Council Plan objectives	A key initiative to improve customer satisfaction	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	5	5	£200,000 - £500,000	Directly contributes to Council Plan objectives	Directly supports initiatives linked to customer satisfaction	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	5	5	up to £200,000	Indirectly contributes to Council Plan objectives	Indirectly makes a contribution to customer satisfaction	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	5	5	Notes for completion: Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					
		25.7						

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		100%	100%	100%	100%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
	0	202000	£0	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Income	Staff Savings	Other Revenue Savings	Total Savings	Notes for completion:
	£0	£0	£0	£0	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
	£202,000	£202,000	£202,000	£202,000	

Costs	Capital Cost	% capital accounted for	Revenue Cost	% revenue accounted for	Project Costs	Project Costs - additional funds	Notes for completion:
			£5,000		£5,000	£5,000	Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
			£6,000		£6,000	£6,000	
			£6,000		£6,000	£6,000	
			£6,000		£6,000	£6,000	

Net Benefit	Total Gross Benefit - Base	Total Net Benefit (excl costs accounted for)	Notes for completion:
	£196,000	£196,000	This section is automatically populated using information provided.
	£196,000	£196,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure				Communities		
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
	X	X				Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£-5,000	£-6,000	£-6,000	£-6,000	£-6,000	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	6.05 Staff Lottery
<b>Prepared by:</b>	Sean Barrett (Finance and Information Manager)
<b>Impact on Council Plan</b>	
What impact will this have on aspects of Council priority?	
None, but will allow for the protection of statutory services.	
<b>Impact Assessment</b>	
	<b>Potential Impact</b>
<b>9 Protected Characteristics</b>	
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
<b>Human Rights</b>	<b>No Impact</b>
This will not impact on any person's human rights.	
<b>Health, Health Inequalities and Wellbeing</b>	<b>Low Negative Impact</b>
There are positive benefits to staff morale from a workplace lottery, there may be some negative aspects for staff who cannot afford the £10 monthly contribution.	
<b>Economic &amp; Social Sustainability</b>	<b>Low Positive Impact</b>
There will be benefits to charities and benevolent projects.	
<b>Environmental Sustainability, Climate Change and Energy Management</b>	<b>No impact</b>
<b>Summary of Impacts</b>	
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This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:

**Summary of Impacts**

<i>Positive</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	<i>1</i>
<i>No Impact</i>	<i>10</i>					
<i>Negative</i>	<i>High</i>		<i>Medium</i>		<i>Low</i>	<i>1</i>

**Measures to reduce/address risks and minimise any negative impacts**

As lottery is opt in there are no negative impacts.

# Transformation Programme: Outline Business Case - Part 1

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	Increasing revenue from selling additional hours (where there is capacity) in school nurseries
<b>Proposition Number:</b>	6.06
<b>Prepared by:</b>	Liz Baxter (Strategic Planning & Service Review Manager) and Graeme Wilson (Finance Officer)

## **Background Information - why?**

What is the background and descriptions of the proposition, the “As-Is” position, any strategic context, relevant performance information, what are the issues/ drivers/ opportunities which lead to its identification as a priority and any current associated initiatives.

### **Early Learning and Childcare (ELC)**

The Scottish Government ELC expansion policy will provide up to 30hrs of free child care by 2020 for all 3-5 year olds and eligible 2yr olds. The expansion allows more flexibility and choice for parents. In each geographical area there will be choice of provision to include 8.30 – 3.30 term time, 8.00 – 6.00pm term time and a choice of all year round provision – 50 weeks per year. This will be provided by schools and the PVI sector, including childminders following a parental choice model. The existing 600hr model of delivery is changing to provide more flexibility. The 9-3 sessional model of provision in a school is no longer appropriate for the delivery of 1140hrs provision as it does not provide the flexibility and accessibility for working families.

Currently Local Authority nurseries are required by Care Inspectorate to staff to a ratio of 1:8 for 3-5 year olds. Two staff are required at all times in our nurseries. Where there is capacity in nurseries the extra hours could be sold to working parents to top up their free entitlement of 15hrs (or 30hrs from 2020) where school nurseries have capacity, the spare hours could be sold to families where there is no additional staffing required. Dumfries and Galloway Council do not currently sell additional hours to parents, though several local authorities offer this provision.

The hourly charge would need to be competitive with the PVI sector. The capacity will decrease as we move towards entitlement to 30hrs of free childcare by 2020. Between now and 2020, some nurseries will provide between 600 and 1140hours depending on the allocated phase.

Parents are surveyed every two years (due in May 2019) which would give the opportunity to determine the likelihood of demand for additional hours in a school nursery.

### **Stakeholders - who?**

*Who are the key stakeholders to whom the proposition is relevant and what could it mean for them?  
Which organisations (e.g. public, third and private sector partners; other Councils' and any specific customers/service user representative groups) are potentially involved in/interested in the opportunity?*

If there is sufficient capacity in a school nursery, parents could purchase additional hours when required. For working parents who require 8-6pm provision or all year round provision, this would enable them to purchase hours in the school nursery to align with their working pattern and avoid purchasing additional hours in out of school care. For the child, there would be continuity of provision in one establishment.

This would increase flexibility and choice for parents.

## Objectives & Activities- what?

*What is the vision, and what will this look like? (e.g. Key features of what it is, high level description and impact on customers, communities, the organisation, people and technology)*

*What will be different as a result of this? What are the aims/objectives of the proposition?*

The overarching aim of ELC Expansion is to provide quality, flexible, accessible and affordable early learning and childcare. The proposition would achieve this overarching aim within our existing structures.

## Savings / Benefits

*What are the anticipated savings and benefits (incl Financial, External/Internal Customer Satisfaction, Performance Improvements delivery of Local/National Outcomes etc), and what opportunities are there beyond the immediate expected scope.*

This has the potential, depending on uptake, to provide additional revenue to the Council while increasing flexibility and choice for parents. It will deliver both local and national outcomes of the expansion of Early Learning and Childcare.

## Details of Savings

*Provide a breakdown including details of all calculations, staff details and how savings will be realised.*

Income would be generated from offering additional hours to parents where there is capacity in a school nursery. This proposal would only take account of available hours which require no additional staff. For example, the ratio of adult to pupil for 3-5 year olds is 1:8 and 1:5 for 2 year olds. Staffing is allocated to nursery on this basis e.g. 17 - 24 children require 3 members of staff. If there are only 17 children enrolled the nursery will have up to 7 spaces at no additional cost to the Council as the nursery is open and staffed.

Nurseries could have up to 7 spaces to sell at any one time. Our assessment has been considered on opening hours of individual nurseries which vary from 38 – 49 weeks

The costings provided below **assume nurseries will have 3 spaces to sell**. However, the actual numbers will not be known until enrolment which takes place at the end of January each year.

The costings also assume a charge to the parent of £5.00 per hour based on CIPFA independent analysis of hourly rates. This is a lower rate than parents pay the PVI sector to encourage uptake. (this could be reviewed as part of a supply and demand analysis and further guidance from Scottish Government expected in December).

Projected Income Generation				
Year	2018/19*	2019/20	2020/21	2021/22
Income	£343,000	£272,000	£111,000	£111,000**

\*possible income if proposal had been actioned at the beginning of the school session

\*\* 1140hrs full implementation

A breakdown for each nursery is attached (based on 3 available spaces and phasing of 1140) This estimation is based on the most conservative of the three options that have been considered by the service and financial forecasting advice.

## Dis-benefits

*Are there any negative impacts of this?*

*Does this negatively impact on any areas of the Council Plan / Council Strategies / Policies?*

This may impact on the private sector if parents purchase from the school. Currently, Scottish Government permits funding up to 8hrs in any one day. Any hours additional to this are purchased by parents in the establishment. Currently there is no provision to purchase the additional hours in

a school nursery, though there have been some requests to do this.

Not all school nurseries have capacity to sell additional hours. Rural nurseries have more capacity but are not high in demand.

In 2020, parents will be able to choose their establishment for the provision of their free childcare. There is no catchment area for nursery and it is likely that parents may choose their entitlement to 30hrs of free Early learning and childcare near to their work and to align with their working patterns. This may also mean that more school nurseries are open all year round and from 8am – 6pm.

It is difficult to gauge the demand as we move from the status quo of a school day to meet the needs of working families. It could be that parents choose private nurseries rather than school nurseries as they have the flexibility for before and after school care. This is likely to change as ELC is expanded.

### **Budget- how much?**

*Are there any costs associated with doing this?*

*What are the resources & budget required to implement this proposition?*

There could be additional central administration costs depending on demand. e.g. invoicing, tracking payments, however with improvements to Council administration, this should be minimised.

### **Work plan- when?**

*What are the overall indicative milestones and timescales for implementation?*

This could be implemented relatively quickly. Nursery enrolment takes place in January each year for the following school session. e.g. in January 2019 for school session August 2019 / July 2020. The additional hours available to sell in each term for each establishment will be known once enrolment had taken place and funded places have been allocated.

Further engagement with employers through the Councils Employability and Skills Team could provide a needs analysis of employers which could inform the pattern of school nurseries to take account of demand in a local area.

Further engagement with parents and guardians would be required to determine demand and likely uptake. This could be explained in the enrolment information for parents in January 2019 and parents could request additional purchased hours on the enrolment form following an adaptation to the current form.

A mechanism would need to be set up for collection of payment or invoicing parents. This is likely to incur an additional admin cost depending on number of requests.

### **Risks/Issues/Barriers to Change- what if?**

*What are the main risks in terms of project management, stakeholder engagement and communications, delivery approach and benefits realisation? What can be done to mitigate against these risks?*

There may not be capacity in nurseries where there is high demand. Parents would need to accept that additional spaces/hours can only be accessed where there are no additional staffing costs. To mitigate this risk, there is a need to adapt the enrolment information for parents in January of each year (and in particular January 2019 should this option be considered to be advanced) indicate the opportunity for additional purchased hours.

## Key Assumptions

- Staffing is allocated on a full uptake model of delivery
- Working parents will want to purchase additional hours in the school nursery – demand is not known
- Demand is likely to be less in rural nurseries
- Town nurseries will have less capacity to sell places
- Implementation of new models of delivery for ELC will increase uptake by 2020 and capacity for selling places will reduce.
- Places are calculated on the phased expansion of 1140 provision
- Not all children will take full uptake of 1140 hours by 2020/21
- Financial model is based on three spaces per nursery – given that spaces could be 0-7 without additional cost.
- This model assumes no additional staff costs (another model has been developed which grows the service according to nursery registered capacity which assumes staff costs).

## What needs to happen next?

*What are the immediate next steps? Who has to be involved? What decisions have to be taken to enable this to happen?*

- Establish demand for places – parental survey / community engagement (may need to also consider the before and after school care for other age groups within the school building) this could be part of the annual survey – involve ward workers.
- Develop the process for parents to purchase additional hours
- Pilot this in the nurseries currently providing 1140hrs from January 2019 to give an indication of demand.

Proposition Title

Proposition Reference Number  Transformation Theme

Description of Proposition  
 Generation of additional net income by the sale of surplus Early Years Places in Dumfries and Galloway LA Nursery settings. This opportunity has arisen as part of the National Strategy to increase nursery entitlement from 600 to 1140 hours per child per annum for 2, 3 and 4 year olds, whilst this process is ongoing it creates surplus places as the roll out programme is phased over the coming years. The surplus places will reduce each year but could be sold as top up provision if parents wished in addition to their statutory entitlement. This proposal has been prudently assessed in terms of the number of places available, the yearly reduction in spaces and the what hourly pricing strategy to use to achieve the balance between attracting customers without adversely affecting the existing Private and Voluntary providers.

Rationale for proposed change  
 The 2018/19 available nursery places in LA settings have been used as a basis for predicting the number of spaces for sale each financial year. It is assumed there will be a reduction in spaces each year as 1140 entitlement is taken up. Hourly rate charge has been based on the information contained in the independent CIPFA Report which looked at the cost of delivery across the range of LA Nursery provision. This proposal will not require additional staffing as nurseries are staffed to statutory ratios. Income would be generated from offering additional hours to parents where there is capacity in a school nursery. This proposal would only take account of available hours which require no additional staff. For example, the ratio of adult to pupil for 3-5 year olds is 1:8 and 1:5 for 2 year olds. Staffing is allocated to nursery on this basis e.g. 17 - 24 children require 3 members of staff. If there are only 17 children enrolled the nursery will have up to 7 spaces at no additional cost to the Council as the nursery is open and staffed.  
 Nurseries could have up to 7 spaces to sell at any one time. Our assessment has been considered on opening hours of individual nurseries which vary from 38 – 49 weeks  
 The costings provided below assume nurseries will have 3 spaces to sell. However, the actual numbers will not be known until enrolment which takes place at the end of January each year.

Implementation challenges / risks/barriers  
 There is a possibility that there may be little take up to pay for additional Nursery provision in the context of the expansion of statutory entitlement in the Childcare sector. It will be important to set the charge out rate to ensure that the balance of LA to Private and Voluntary provider is not unduly imbalanced by price sensitivity. It will also be important to ensure that all the nursery provision required by individual families i.e. statutory entitlement plus top up in excess of 1140 can be met by a single LA provider. Otherwise customers may have practical difficulties in taking their children to one provider and any paid top up services to another which may have involve logistical issues.  
 It is difficult to gauge the demand as we move from the status quo of a school day to meet the needs of working families. It could be that parents choose private nurseries rather than school nurseries as they have the flexibility for before and after school care. This is likely to change as ELC is expanded.

Relevant benchmarking / performance information  
 Calculations relating to the likely income generation have been based on the assumption that there will be 3 spaces per nursery diminishing as part of the 1140 expansion. In addition an hourly rate proposed charge has been calculated using independently assessed current LA Nursery provision. The assumptions made in calculating take up and charges for places have been based using a prudent approach in recognition that the additional income has to be deliverable at no extra cost to the Council.

Implementation Start Date  Savings Start Date  Implementation Duration [Months]

Initial Estimates	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Benefit	-	272,000	111,000	111,000	111,000	- This section is populated automatically from the information in the section below
Cost	-	-	-	-	-	

Benefit (Total 5 Years)	Cost (Total 5 Years)	Confidence Level %	Weighted Net Benefit	Notes for completion:
£605,000	£0	25%	151,250	How certain are you that the savings will be delivered? Enter the percentage of savings that you believe will be delivered. The other figures are automatically populated.

Scoring Framework	1-5 Assess	Score	Savings Weighting 1.5	Strategic Alignment Weighting 1.4	Customer Satisfaction Weighting 1.2	Timing	Risks / Ease of Implementation	Capacity to deliver
Savings	1	1.5	5	> £2,500,000	Directly raises customer satisfaction	< 6 months	No identifiable risks	Current capacity to deliver
Strategic Alignment	1	1.4	4	£1,000,000 - £2,500,000	Key to at least 2 Council Plan objectives	6 - 12 months	Only low level risks	Minimal issues to secure capacity
Customer Satisfaction	2	2.4	3	£500,000 - £1,000,000	Linked to Council Plan objectives	1 - 2 years	At least one medium level risk	Issues to secure are surmountable
Timing	4	4	2	£200,000 - £500,000	Directly contributes to Council Plan objectives	2 - 3 years	Number of medium level risks	Issues to secure the capacity
Risk / Ease of Implementation	4	4	1	up to £200,000	Indirectly contributes to Council Plan objectives	> 3 years	One or more high level risk	Significant issues in securing the capacity
Resource Impact (capacity to deliver)	4	4	Notes for completion:					
		17.3	Using the scoring matrix above, assess each element and enter your score (1-5) in the 1-5 Assess column					

Benefits Achievement %	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Profile		55%	22%	22%	22%	When do you expect the savings to be delivered. Will 100% of the savings be delivered from year 1 or will it be split, leading to 100% over time?

Impact on Staffing	Current (No.)	Proposed (No.)	Reduction	Notes for completion:
			0	Full staffing details should be provided on Part 1 of the Business Case. Use this section to show the current number of staff involved and the proposed future number. The reduction will be automatically calculated.

Increased Income	Current	Proposed	Increase	Notes for completion:
	0	272,000	£272,000	Full details and calculations of increased income should be provided on Part 1 of the Business Case template. Use this section to show current and proposed income levels. The increase in income will be automatically calculated.

Other revenue savings	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
<enter budget area>	-	-	-	-	-	You should use this section to detail any other savings - these must be realisable savings and within existing budgets.
<enter budget area>	-	-	-	-	-	
Savings	-	-	-	-	-	

Savings / benefit summary	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Income	£0	£272,000	£111,000	£111,000	£111,000	This section is automatically populated from the information above. NOTE: Staff savings are calculated at £22,500 (top of band 4 plus oncosts)
Staff Savings	£0	£0	£0	£0	£0	
Other Revenue Savings	£0	£0	£0	£0	£0	
Total Savings	£0	£272,000	£111,000	£111,000	£111,000	

Costs	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Capital Cost						Are there any costs associated with implementing the proposition? You should enter any capital and revenue costs in this section. If any costs are already accounted for within existing budgets, this should be recorded here. The project costs and Project Costs - additional funds will be automatically populated using the information provided.
% capital accounted for						
Revenue Cost - Staffing						
% revenue accounted for						
Project Costs	£0	£0	£0	£0	£0	
Project Costs - additional funds	£0	£0	£0	£0	£0	

Net Benefit	Year 0 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Notes for completion:
Total Gross Benefit - Base	£0	£272,000	£111,000	£111,000	£111,000	This section is automatically populated using information provided.
Total Net Benefit (excl costs accounted for)	£0	£272,000	£111,000	£111,000	£111,000	

Service Impact	Children, Young People & Lifelong Learning				Economy, Environment & Infrastructure			Communities			
	Education	Social Work	Resources & Support Services	Lifelong Learning & Wellbeing	Enterprising Services	Planning & Regulatory Services	Economic Development	Infrastructure & Transportation	Civic & Local Services	Customer Services	Community Planning & Engagement
	X		X								

Service Impact	Corporate Services					Notes for completion:
	Finance & Procurement	OD, HR & Assets	Legal & Democratic Services	Business & Technology Solutions	Assessors & ERO	
						Enter 'X' to indicate which Head of Service functional areas will be impacted on by this proposition

Project Costs	2018/19	2019/20	2020/21	2021/22	2022/23	Notes for completion:
	Consultancy Costs					Are you aware of any costs associated with the implementation of this proposition? If yes, please record these here.
	Technology Costs					
	Property Costs					
	Staff Costs					
	Project Costs	£0	£0	£0	£0	
5 Year Total Cost	£0	£0	£0	£0	£0	
Cost Check	£0	£0	£0	£0	£0	

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# Transformation Programme: Outline Business Case - Part 3

## Assessment of Impact of business case against protected characteristics, vulnerability and aspects of Council priority

<b>Theme:</b>	Theme 6 – Maximising our income and underpinning fairness through targeted concessions
<b>Proposition Title:</b>	6.06 Increasing revenue from selling additional hours (where there is capacity) in school nurseries
<b>Prepared by:</b>	Liz Baxter (Strategic Planning & Service Review Manager)

### Impact on Council Plan

What impact will this have on aspects of Council priority?

This will provide a best start in life for children and meet the needs of families who require childcare in order to sustain employment.

### Impact Assessment

	Potential Impact
<b>9 Protected Characteristics</b>	
Narrative and assessment of impact (includes staff and service users) on:	
Age	Low positive
Disability	Medium positive
Gender	Low positive
Transgender	Low positive
Marriage & Civil Partnership	Low positive
Pregnancy & Maternity	Low positive
Race	Low positive
Religion or Belief	Low positive
Sexual Orientation	Low positive
<b>Human Rights</b>	No impact

### Health, Health Inequalities and Wellbeing

High positive

Access to quality, affordable and accessible, flexible childcare.

### Economic & Social Sustainability

Low positive

This is more sustainable in some geographical areas than others. Demand will be higher in towns. Capacity will be greater in rural areas.

Selling available spaces will be attractive to parents who need additional hours to accommodate working patterns.

<b>Environmental Sustainability, Climate Change and Energy Management</b>	No impact					
<p>Limited impact. Possibility of less travel for parents if picking up and dropping of children at two establishments between two providers.</p>						
<b>Summary of Impacts</b>						
<p>This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option:</p>						
<p>Summary of Impacts</p>						
<i>Positive</i>	<i>High</i>	1	<i>Medium</i>	1	<i>Low</i>	9
<i>No Impact</i>	2					
<i>Negative</i>	<i>High</i>	0	<i>Medium</i>	0	<i>Low</i>	0
<b>Measures to reduce/address risks and minimise any negative impacts</b>						
<p>Disability medium impact - additional costs for parents of child with a disability as this may incur additional costs for staffing. This could be paid through SDS / disability benefit.</p>						

## Policy Development Funding 2019/20

<b>Policy Development</b>	<b>Support for the Annan Harbour Action Group</b>
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<b>Directorate</b>	<b>Economy, Environment and Infrastructure</b>
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<b>Lead Service &amp; ABB Link</b>	<b>Infrastructure and Transportation – Harbours</b>
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<b>Existing Council Policy</b>	
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The Economy, Environment and Infrastructure Committee meeting of 22 January 2019 agreed to recommend to Full Council that £30k from Policy Development Funding be identified within the current budget setting process and allocated to the Annan Harbour Action Group to assist with legal and administrative costs in progressing a Harbour Revision Order to set up a new Harbour Trust, in line with existing guidance, to control Annan Harbour.

The Annan Harbour Trust is the Statutory Harbour Authority for an area of the River Annan and has powers and responsibilities to control navigation and moorings within that area. The Annan Harbour Order 1897, under the Piers and Harbours Order Confirmation (No.4) Act 1897 is the legal document that established the makeup of the Annan Harbour Trust Board.

The 1897 Order identified the original Trustees by name and then went on to determine the subsequent appointment, succession and election of Trustees. The Trustees should consist of three members being owners of warehouses by the harbour, the Provost of the Royal Burgh of Annan, three members being users of the harbour who have paid harbour dues and two members being owners of land on the river banks.

The members from the harbour users would be appointed by the Provost Magistrates and Town Council of the Royal Burgh of Annan. Where a vacancy is not filled the other Trustees can appoint a person to fill any such vacancy.

The Annan Harbour Trust continues to exist as a legal entity and it is understood that 6 locally based individuals act as Trustees for the Annan Harbour Trust however there is some concern regarding the possible personal liabilities of these individuals acting as Trustees.

The Annan Harbour Action Group, a volunteer group, was formed with the aim of reopening the harbour. The Action Group has carried out improvements to the harbour by clearing away much of the built up sediment,

installing seating and notice boards as well as constructing a new slipway into the river. The Annan Harbour Action Group is not the Statutory Harbour Authority for Annan Harbour but has been involved in making positive improvements to the harbour.

Dumfries and Galloway Council is the Harbour Authority for five harbours within the region, these are: Garlieston; Isle of Whithorn; Port William; Kirkcudbright; and Stranraer.

There has been an acceptance by the Council that the land at Annan Harbour has been in the ownership of the Council on behalf of the Common Good as detailed in the 24 August 2016 report to the Annan Common Good Fund Sub Committee.

Dumfries and Galloway Council has been involved in the past in providing administrative support to the Annan Harbour Trust and it is understood that this support ceased at the time of Local Government reorganisation in 1996. It is understood that the previous Town Council and District Council were active in the Annan Harbour Trust for over 100 years

#### **Narrative Description of Policy Development**

It is proposed to allocate £30k from Policy Development Funding to the Annan Harbour Action Group to assist with legal and administrative costs in progressing a Harbour Revision Order to set up a new Harbour Trust, in line with existing guidance, to control Annan Harbour.

#### **Policy Outcomes Intended**

Publication of a Harbour Revision Order for Annan Harbour.

#### **Funding – How Resources would be used**

The allocation would be used to cover the legal costs, the order publication fee and the advertising costs for the publication of a Harbour Revision Order for Annan Harbour.

**Timescales & Milestones**

The Annan Harbour Action Group will need to determine the timescales which they can work to.

Significant public sector support and resource has been brought together to support the redevelopment of Annan and the wider DG12 area over the past years with the decommissioning of the Chapelcross Nuclear Plant and with the recent loss of jobs at the Pinney’s Plant. A Local Solutions Team is being established to drive an action plan for redevelopment for Annan and the wider DG12 area whilst work continues to drive the redevelopment of Chapelcross which is part of the catchment area. It is vital that such resources and expertise are brought together to support and build the much needed capacity that will be required by the Annan Harbour Action Group should it become a Statutory Harbour Authority. There is also support to help the Annan Harbour Action Group to develop a robust Business and Development Plan.

**Summary Impact Assessment and Measures to reduce risks**

	Potential Impact
<b>9 Protected Characteristics</b>	<b>No impact</b>
<p>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 &amp; Civil Partnership - no impacts specific to this protected characteristic.                      Pregnancy &amp; 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>	
<b>Human Rights</b>	<b>No impact</b>
No impact.	
<b>Health, Health Inequalities &amp; Wellbeing</b>	<b>No impact</b>
No impact.	
<b>Economic &amp; Social Sustainability</b>	<b>Low positive</b>
Increase in use of the harbour facilities would benefit local businesses in Annan.	
<b>Environmental Sustainability, Climate Change and Energy</b>	<b>No impact</b>
No impact.	

**Summary of Impacts**

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 Funding

<b>Policy Development</b>	<b>Borderlands Inclusive Growth Deal (Revenue)</b>
<b>Directorate</b>	<b>Economy, Environment and Infrastructure</b>
<b>Lead Service &amp; ABB Link</b>	<b>Economic Development</b>
<b>Existing Council Policy?</b>	<b>Yes; Developing the Economy</b>

<b>Narrative Description of Policy Development</b>	
<p>The Borderlands Deal is driven by a partnership between the Council and Carlisle, Cumbria County, Northumberland County and Scottish Borders Councils. The partnership submitted its Deal Proposal on 28 September 2018 to the Secretary of State for Scotland and the Cabinet Secretary for Transport, Infrastructure and ConnectivityWork. The proposition has been well received by both UK and Scottish Governments and was endorsed by Full Council at its meeting on 25 September 2018.</p> <p>The proposal 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.</p> <p>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.</p> <p>Phase 1 of developing the Deal was designed to take us to the signing of Heads of Terms. Originally it was anticipated that if we submitted our Deal proposal by end of September this would be announced as part of the Budget Statement in November 2018. Whilst we submitted on time the UK Government’s budget process altered and there has been some slippage. However it is now expected that the value of the Deal will be announced before 15 March (when English District Councils enter purdah). Heads of Terms will be agreed following the end of the purdah period most likely to be at the end of May.</p> <p>In the past year officers have progressed work on the proposition and in developing detail behind each of the themes. Officers have had to work at pace and within the complexity of two differing government policy directions and political aspirations. As the first rural deal of any size to be developed and the only deal to cross the Anglo-Scottish Border, Borderlands is breaking new ground which has required a significant volume of complex work. Notwithstanding the significant resources made available by the Partners, Officers have had work under pressure of time and scrutiny.</p> <p>At each stage of the development process there was a robust process of challenge and review, a governance process was established in consultation with the Chief</p>	

Executives and Leaders of the partner authorities. In addition to signing a Memorandum of Understanding setting out the ambitions of the Partners the process provided for a key role for the Chief Executives in exercising their delegations on the development of the proposals.

Project teams were established consisting of expert stakeholders, local authority officers, government officials and some private sector representatives. These teams met over several months to develop the themes; the direction to be taken and support the development of the projects that are now being recommended through the proposition.

Phase 2 will commence immediately after the signing of Heads of Terms when we will need to develop detailed business cases for the specific projects that will underpin the Borderlands Inclusive Growth Deal.

### **Policy Outcomes Intended**

The key outcome of this work will be to secure the 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 the detailed business cases.

The Partners have agreed a notional combined revenue budget of c£500,000 to ensure that access to external expertise and technical support is available through both Phases. Of the original budget, Cumbria, Scottish Borders and Northumberland Councils have provided their full share of £100,000 each. Dumfries and Galloway and Carlisle Councils provided £50,000 each in financial year 2018-19 a further £50,000 each to be committed in financial year 2019-20. 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 the period between agreeing Heads of Terms and securing the Final Deal. This process should take about 12 months.

To ensure that sufficient financial and officer resource was available to support the development of Deal, Members made a provision of £75,000 in the financial year 2017-18 and £150,000 in 2018-19 to cover the dedicated additional officer time and contribute to the shared budget. Further provision was agreed in September 2018 of £49,000 to support additional work.

As noted in the report to Council in September 2018- 'subject to Heads of Terms having been agreed, that in developing the three-year budget for 2019/20 to 2021/22, consideration should be given to making an allocation of revenue budget and identifying future allocation of capital budget to support both development and delivery of the Borderlands Initiative.' Therefore this proposal is being brought through this year's budget process.

It is estimated that to complete the work to finalise the Deal, will require a budget of £260,000 for the financial year 2019-20. This will cover staff costs including the Lead Officer, Policy Officer and Admin support. It also covers our share of the partner costs for external expert support.



It should be noted that the Partners have agreed to establish a joint Programme Management Office to oversee the delivery of the Deal. Lead Officers are developing the proposition for the PMO and the resources required to deliver it, which will be presented to the Partnership Board for consideration.

### Timescales & Milestones

January 2019 to March 2019

- Provide clarity to governments on any issues arising out of the Deal submission
- Secure agreement on the value of the Deal

March 2019 to June 2019

- Finalise the detail required for Heads of Terms
- Secure signing of Heads of Terms
- Hold 2nd Borderlands Conference

June 2019 to May 2020

- Develop the evidence base and narrative to produce full business cases for each theme, programme and project
- Hold Member workshops to provide direction and input on project development and priorities
- 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
<b>9 Protected Characteristics</b>	<b>No Impact</b>
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	
<b>Human Rights</b>	<b>No Impact</b>
<b>Health, Health Inequalities &amp; Wellbeing</b>	<b>No Impact</b>
<b>Economic &amp; Social Sustainability</b>	<b>High Impact</b>
<b>Environmental Sustainability, Climate Change and Energy</b>	<b>High Impact</b>

<b>Summary of Impacts</b>						<b>High Impact</b>
<u>Summary of Impacts</u>						
Positive	High	2	Medium		Low	
No Impact	11					
Negative	High		Medium		Low	
<b>Measures to Reduce/Address Risks and Minimise Any Negative Impacts</b>						
Not applicable						

## Policy Development

<b>Policy Development</b>	Legacy of 2018 Year of Young People
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<b>Directorate</b>	CYPLL
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<b>Lead Service &amp; ABB Link</b>	Young People's Services
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<b>Existing Council Policy?</b>	Yes
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This initiative will deliver on the legacy of our Councils 2018 Year of Young People Strategic Plan, including the Council priority of committing to a secure future for Youth Beatz as an award winning and unique event for our regions Young People

### Narrative Description of Policy Development

The initiative is to deliver on our Dumfries & Galloway legacy plan for 2018 Year of Young people. The legacy plan includes:

#### **10,000 Voices**

We have listened to 10,000 voices of young people in our region who have provided us with an excellent insight into young people's views and priorities in Dumfries and Galloway. The information will be used to inform a 5-year strategic plan for Dumfries and Galloway Council's Young People's Services.

#### **Youth Council**

A new elected youth council for Dumfries and Galloway has been developed alongside a youth steering group and supported by the views of hundreds of young people aged 12-25 years who were asked to share their views about what youth democracy should look like in our region. The youth Council will comprise of 35 young people from across the region who will identify regional priorities and develop local actions and approaches to change and work to make change in local communities.

#### **Youth Beatz inc The Toon**

Dumfries and Galloway Council has committed to a secure future for Youth Beatz and The Toon as an award winning and unique annual event for our region's young people.

#### **Dumfries & Galloway Youth Awards**

To continue to celebrate and showcase the achievements of young people from across Dumfries and Galloway by establishing the Dumfries and Galloway Youth Awards as an annual event.

The Youth Beatz Festival is comprised of three main strands.

**Youth Beatz Main Event:** A free to attend two day outdoor youth information and music event. This funding would allow the main event days to continue as 2 days with an audience of 40,000 young people and families (The audience was 40,000 in 2018). The main event offers a wide range of interactive and experiential arts and community activities for young people to take part in, culminating in live music throughout the course of the day from emerging local and national talent, alongside an established headline act in the evening. It is collectively supported by over 180 youth and adult volunteers, and a number of partner organisations, and is delivered alongside Dumfries and Galloway Council and has an economic value to Dumfries economy of £495,541.

**The Toon:** The Toon is a hard hitting, immersive and interactive youth experience, delivered by young people, to young people. The young volunteers delve into some of the real life issues that are commonly faced by young people today, it is targeted at 12-26 year olds. The Toon is delivered at the main Youth Beatz event, and the production is designed and written by young people over an intensive 14 day camp, using an informal education approach, whilst being supported by a number of local agencies and relevant partners. The Toon will also be delivered to all secondary schools across the region in the week leading up to the main Youth Beatz days and will involve over 3,100 young people. The themes address current challenges and issues. Issues covered within the scenes include domestic abuse, poverty, LGBT issues, online safety, drugs and alcohol and child sexual exploitation.

**Youth Beatz Fringe:** The Fringe will include 7 days which are open to the public and community led events organised by young people, and will be held in various towns and villages. Strands within the Fringe events include: health and wellbeing, sport, arts and culture. This will involve over 2,500 young people

Useful additional information:

- 81% of young people surveyed at Youth Beatz in 2018 (out of 1000) said they could not afford to attend any other commercial music event in D&G or within Scotland due to cost
- 61% of young people surveyed at Youth Beatz in 2018 (out of 1000) said they could not afford to pay to attend youth beatz if they had to pay
- 87.2% of all contracts and supplies for the festival were given to companies in D&G
- Police Scotland confirmed anti-social behaviour rates involving young people dropped 92% on weekend of Youth Beatz
- 189 different young musicians from D&G have played on the main stage at Youth Beatz

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**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 CYPLL Committee.

**Funding – How Resources would be used**

<b>Youth Beatz 2019 model (Free):</b>  2 day at Park Farm with 20,000 Capacity per day (40,000 over weekend)  6 day Fringe Festival (2,500 attendees)  5 day Toon Experience (3,100 attendees)	Year 1: £161,000	£3.53 per young person based on 45,600 young people and families from across Dumfries & Galloway engaging in programme
	Year 2: £161,000	
	Year 3: £161,000	
	TOTAL over 3 years £483,000	

This funding for Youth Beatz would be match funded by Event Scotland (£25,000 already committed), National Lottery (£30,000 already committed) and through commercial income/sponsorship.

The other 3 strands of the legacy plan would be supported through the core service Young Peoples Service (10,000 Voices and Youth Council) or through external funding (Youth Awards)

**Timescales & Milestones**

This years event would take place in June 2019.

**Summary Impact Assessment and Measures to reduce risks**

	<b>Potential Impact</b>
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9 Protected Characteristics	Positive impacts
<p>Narrative and assessment on Impact (includes staff and service users) on: Age. High Positive Impact</p> <p><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 Medium positive impact <i>Low positive impact due to increased range of opportunities for young people with additional support needs and disabilities and the dedicated place for a Young Person with additional support needs and disabilities on the Youth Council.</i></p> <p>Gender No impact</p> <p>Transgender. Medium positive impact <i>Medium positive impact due to work with LGBT youth and the dedicated place for LGBT Young People on the Youth Council.</i></p> <p>Marriage &amp; Civil Partnership : No Impact</p> <p>Pregnancy &amp; Maternity: Medium positive impact <i>Low positive impact due to increased range of opportunities for young parents and the dedicated place for Young Parents on the Youth Council.</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 Scotland on Youth Beatz and the dedicated place for LGBT Young People on the Youth Council.</i></p>	
<p><b>Human Rights</b></p>	<p><b>No impact</b></p>
<p><b>Health, Health Inequalities &amp; Wellbeing</b></p>	<p><b>High positive impact</b></p>

High positive impact due to significant volume of health and wellbeing work that is included with the legacy plan and will benefit our most vulnerable young people.

**Economic & Social Sustainability**

**High positive impact**

High positive impact through visitors coming to the area to attend the Youth Beatz festival. The economic impact for 2018 to the economy in Dumfries was £495,541

**Environmental Sustainability, Climate Change and Energy**

**No impact**

**Summary of Impacts**

Summary of Impacts (total 13)

Positive	High	3	Medium	4	Low	0
No Impact		6				
Negative	High	0	Medium	0	Low	0

**Measures to Reduce/Address Risks and Minimise Any Negative Impacts**

No negative impact

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## Capital Investment Proposal 2019/20

<b>Policy Development</b>	<b>Local Roads Improvement Initiative</b>
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<b>Directorate</b>	<b>Economy, Environment and Infrastructure</b>
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<b>Lead Service &amp; ABB Link</b>	<b>Infrastructure and Transportation – Infrastructure Asset Class Capital Programme</b>
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<b>Existing Council Policy?</b>	<b>Roads Maintenance</b>
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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 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 more 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 2018-19 national Road Condition Indicator (RCI) survey data indicates that some 47.8% 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”.

Road Class	DGC 12-13	DGC 13-14	DGC 14-15	DGC 15-16	DGC 16-17	DGC 17-18	DGC 18-19
A class roads	35.4%	34.8%	35.8%	33.7%	33.9%	34.9%	33.5%
B class roads	36.0%	35.2%	36.0%	34.2%	34.5%	36.0%	36.3%
C class roads	48.0%	47.6%	47.0%	42.4%	43.8%	46.3%	46.8%
Unclassified roads	58.0%	60.4%	60.3%	58.8%	56.8%	56.2%	57.3%
Overall (All road classes)	48.6%	49.3%	49.3%	46.9%	46.5%	47.3%	47.8%

**Table 1 - Percentage of the Road Network that should be considered for Maintenance Treatment**

The Infrastructure Asset Class Programme typically invests £10m per annum in various roads and transportation related assets with approximately £6m to £7m per annum, depending on additional internal and external funding, being invested in the carriageway asset.

#### Narrative Description of Policy Development

It is proposed that additional funding of £0.5m in both financial years 2019/20 and 2020/21 is allocated to the Carriageway Planned Structural Overlays programme within the Infrastructure Asset Class to tackle the level of carriageway defects on the road network.

The Carriageway Planned Structural Overlays programme currently provides approximately £0.5m, before consideration of any additional internal funding, per annum to eliminate multiple defects by surfacing short sections of carriageway generally up to 400 linear metres in length. Based on the outputs from road network visual inspections undertaken by the Roads Service a priority list of schemes is developed for implementation of the planned structural overlay works.

It is proposed that the additional funding would be allocated between the 4 operational areas on a fair and proportionate needs basis based on the visual inspections.

**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 would be used to provide further planned structural overlays to eliminate areas of multiple defects on the road network.

Benefits include:

- Reduction in continual deterioration of sections of the Council’s road network and multiple return visits to refill potholes and remediate surface defects/structural defects.
- Decreased incidence of tyre/wheel damage and related insurance claims.
- Increased customer satisfaction at the level of service offered on the road network due to carriageway condition.

At a typical cost of £30/m<sup>2</sup> for Planned Structural Overlays it is estimated that the additional investment of £0.5m per annum would deliver approx. 16,700m<sup>2</sup> of planned structural overlays which equates to a linear length of carriageway strengthening of approx. 3.3kms for an average carriageway repair width of 5m.

**Timescales & Milestones**

Additional carriageway planned structural overlay works will be undertaken during the autumn period following the Council’s Surface Dressing Programme.

**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.

<b>Human Rights</b>	<b>No impact</b>
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No impact.

<b>Health, Health Inequalities &amp; Wellbeing</b>	<b>No impact</b>
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No impact.

<b>Economic &amp; Social Sustainability</b>	<b>Low positive</b>
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Overall increases in carriageway funding will impact positively on road condition.

<b>Environmental Sustainability, Climate Change and Energy</b>	<b>No impact</b>
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No impact.

<b>Summary of Impacts</b>	
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Summary of Impacts

Positive	High	0	Medium	0	Low	1
No Impact	12					
Negative	High	0	Medium	0	Low	0

<b>Measures to Reduce/Address Risks and Minimise Any Negative Impacts</b>
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No negative impacts.

## Capital Investment Proposal 2019/20

<b>Capital Investment</b>	<b>Improvement works on the Gypsy/Traveller site at Glenluce to meet the Scottish Government's minimum standards</b>
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<b>Directorate</b>	<b>Communities</b>
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<b>Lead Service</b>	<b>Customer Services</b>
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<b>Within Council Plan?</b>	<b>Yes</b>
The Council Plan 2017-22 sets out the priorities to 'Provide the best start in life for all our children', 'Protect our most vulnerable people' and 'Be an inclusive Council'.	

<b>Narrative Description of Investment</b>
The Scottish Government published 'Improving Gypsy/Traveller sites – Guidance on minimum site standards, and site tenants core rights and responsibilities' in May 2015. All sites operated by Local Authorities and Registered Social Landlords were required to meet these standards by June 2018. To achieve the physical standards on the Glenluce site, major works are required.

<b>Policy Outcomes Intended</b>
This proposal would contribute to the delivery of the Council Plan, including:  Priority – Protect our most vulnerable people Commitments – Tackle the causes and effects of inequality and poverty, Help older or vulnerable people live healthy and independent lives and Keep our communities safe  Priority – Be an inclusive Council Commitments – Ensure that local people and communities are at the heart of our decision making and Increase equality of opportunity.

<b>Funding – How Investment would be used</b>
The estimated cost of the works to meet the Scottish Government's minimum site standards for Gypsy/Traveller sites at Glenluce is £338k. The site currently contains 14 pitches with small semi-detached amenity units that provide space for cooking, cleaning, a WC and showering facilities. To achieve the required standard, the proposal is to reduce the number of units to seven by converting each block of two semi-detached units into one larger unit. The blocks will be modernised to achieve the range of indicators set out in guidance that contribute towards delivering the standards.

### Timescales & Milestones

Consultation will be carried out with site residents to ensure that their opinions are considered ahead of major works. This will be completed by July 2019.

The necessary arrangements will be put in place and managed to ensure the delivery of works that will achieve the minimum site standards at Glenluce. This process will follow the Council's Project and Programme Management guidelines for major capital works. Due to the necessary steps to be carried out and amount of work required, the project will be phased over 2 years 2019/20 and 2020/21.

Summary Impact Assessment and Measures to reduce risks						
						Potential Impact
<b>9 Protected Characteristics</b>						<b>Low Positive</b>
Narrative and assessment of impact on: Age – no impacts specific to this protected characteristic Disability – Low positive impact achieved by making the amenity units more accessible to people with disabilities Sex (Gender) – no impacts specific to this protected characteristic Gender reassignment (Transgender identity) - no impacts specific to this protected characteristic Marriage and Civil Partnership - no impacts specific to this protected characteristic Pregnancy and Maternity - no impacts specific to this protected characteristic Race – Low positive impact achieved by meeting the needs of a particular group that are different from the needs of others Religion or Belief - no impacts specific to this protected characteristic Sexual Orientation - no impacts specific to this protected characteristic						
<b>Human Rights</b>						<b>Low positive</b>
Gypsy/Travellers are a distinct ethnic group in Scottish society, with their own culture, lifestyle and accommodation needs.						
<b>Health, Health Inequalities &amp; Wellbeing</b>						<b>Low positive</b>
Gypsy/Travellers suffer from some of the worst health outcomes of any ethnic group. Access to safe and secure accommodation will help reduce the inequality gap between Gypsy/Travellers and the settled community						
<b>Economic &amp; Social Sustainability</b>						<b>Low positive</b>
Provision of high-quality affordable accommodation helps to advance employment opportunities and reduces expenditure due to increased energy efficiency.						
<b>Environmental Sustainability, Climate Change and Energy</b>						<b>Low positive</b>
Improved energy efficiency will help reduce the production of emissions from fuel consumption.						
<b>Summary of Impacts</b>						
Positive	High	0	Medium	0	Low	6
No impact	7					
Negative	High	0	Medium	0	Low	0

<b>Measures to Reduce/Address Risks and Minimise Any Negative Impacts</b>
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No negative impacts
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