

CHANGE PROGRAMME OVERVIEW
FINANCIAL STRATEGY REPORT 12 FEBRUARY 2019 - APPENDIX 2
TRANSFORMATION PROGRAMME

Verified &
Agreed by
Finance

CUMULATIVE

Strand	Serv	No.	Proposal	Y/N	Year 1	Year 2	Year 3	Year 4
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Entrepreneurial Council	EDUC	1.3	Review Early Years Contracts	N	0.053	0.053	0.053	0.053
Entrepreneurial Council	CO	27	Increase training offer - increase income Risk Management	N	0.000	0.025	0.025	0.025
Entrepreneurial Council	CO	28	Sales Force Spend to Generate	N	0.000	0.175	0.225	0.225
Entrepreneurial Council	PFM	9	Café Service Social Enterprise/Branding	N	0.020	0.040	0.040	0.040
Entrepreneurial Council	PFM	20	Wrap around care provision - holiday club	N	0.025	0.050	0.075	0.075
Entrepreneurial Council			Total		0.098	0.343	0.418	0.418
Shared Services	PFM	6	Sharing Catering management with neighbouring LAs	N	0.000	0.025	0.025	0.025
Shared Services			Total		0.000	0.025	0.025	0.025
Digital Lead	CHS	4	Libraries Service	N	0.050	0.150	0.150	0.150
Digital Lead			Total		0.050	0.150	0.150	0.150
Integrated Service Support	FISS	4	Service Improvement Plans/Business Processes/Service Reduction	N	0.500	0.500	0.500	0.500
Integrated Service Support			Total		0.500	0.500	0.500	0.500
Workforce	EXE	1	Senior Management Team Review and Reduction	N	0.200	0.200	0.200	0.200
Workforce	EDUC	1.1	Reduce Learning Assistants by 10%	N	0.132	0.132	0.132	0.132
Workforce	FISS	5	Remove Regular Car Allowance	N	0.100	0.200	0.265	0.265
Workforce	FISS	6	To remove Lease Car Scheme and the cessation of Employee Retention Allowances	N	0.050	0.100	0.125	0.125
Workforce			Total		0.482	0.632	0.722	0.722
Childrens Services	CS	1	Childrens Services Review	N	0.000	0.000	0.000	0.000
Childrens Services			Total		0.000	0.000	0.000	0.000
			Total		1.130	1.650	1.815	1.815

CHANGE PROGRAMME OVERVIEW
 FINANCIAL STRATEGY REPORT 12 FEBRUARY 2019 - APPENDIX 3
 ADDITIONS TO TRANSFORMATION PROGRAMME

			Verified & Agreed by Finance	CUMULATIVE			
Strand	Serv	No. Proposal	Y/N	Year 1	Year 2	Year 3	Year 4
				2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Digital Lead	FISS	3 Digital by Default across Council		0.000	0.000	0.500	0.500
Digital Lead		Total		0.000	0.000	0.500	0.500
Entrepreneurial Council	CW	3 Entrepreneurial Council	N	0.000	0.500	1.000	1.000
Entrepreneurial Council	CO	32 Provide Taxi Testing Service at Hopefield	N	0.000	0.060	0.060	0.060
Entrepreneurial Council	PFM	1 Building Services Company	N	0.000	0.250	0.610	0.610
Entrepreneurial Council	PFM	3 Construction and Design Service Consultancy	N	0.000	0.190	0.190	0.190
Entrepreneurial Council	PFM	4 Income from Professional Consultancy	N	0.000	0.050	0.050	0.050
Entrepreneurial Council	PFM	8 Expand Catering/Function Service	N	0.020	0.025	0.030	0.030
Entrepreneurial Council	PFM	12 Property Company	N	0.000	0.000	0.240	0.240
Entrepreneurial Council	PFM	13 Renewable Sources of Energy	N	0.000	0.000	0.280	0.280
Entrepreneurial Council	PFM	16 Community run 'Pure Gymn'	N	0.000	0.000	0.200	0.200
Entrepreneurial Council	PFM	22 Selling Services	N	0.000	0.050	0.050	0.050
Entrepreneurial Council	PFM	23 Destination Hillend	N	0.000	0.250	0.900	1.000
Entrepreneurial Council		Total		0.020	1.375	3.610	3.710
Enterprising with Communities	CW	1 Co Production Community Engagement	N	0.000	0.000	1.000	1.000
Enterprising with Communities	PFM	21 Transfer all halls and pavillions to community groups	N	0.000	0.100	0.100	0.100
Enterprising with Communities		Total		0.000	0.100	1.100	1.100
Shared Services	CW	2 Shared Services	N	0.000	1.000	1.000	1.000
Shared Services	FISS	7 Shared Service	N	0.000	0.000	1.000	1.000
Shared Services	PFM	14 PPP Shared management with other LA	N	0.000	0.035	0.035	0.035
Shared Services		Total		0.000	1.035	2.035	2.035
		Total		0.020	2.510	7.245	7.345

CHANGE PROGRAMME OVERVIEW
FINANCIAL STRATEGY REPORT 12 FEBRUARY 2019 - APPENDIX 4
OPERATIONAL SAVINGS

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CUMULATIVE

Strategic Theme	Serv	No.	Proposal	Y/N	Year 1	Year 2	Year 3	Year 4
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Operational Workforce	EDUC	1	Central Education Staff		0.103	0.103	0.103	0.103
Operational Workforce	CS	2	Childrens Services Staffing		0.100	0.100	0.100	0.100
Operational Workforce	CO	3	Early Years Funding towards Countryside Ranger Service		0.020	0.020	0.020	0.020
Operational Workforce			Total		0.223	0.223	0.223	0.223
			Total		0.223	0.223	0.223	0.223

CHANGE PROGRAMME OVERVIEW FINANCIAL STRATEGY REPORT 12 FEBRUARY 2019 - APPENDIX 4A OPERATIONAL SAVINGS					Verified & Agreed by Finance	CUMULATIVE					
Strategic Theme	Serv	No. Proposal	Y/N	Year 1 2019/20 £m	Year 2 2020/21 £m	Year 3 2021/22 £m	Year 4 2022/23 £m	Total £m	FTE		
EDUCATION, COMMUNITIES & ECONOMY											
CHILDREN SERVICES											
Operational Costs	CS	2 Termination of Action Group Contract	Y	0.201	0.201	0.201	0.201	0.201	0.00		
		Sub Total		0.201	0.201	0.201	0.201	0.201	0.00		
EDUCATION											
Operational Costs	ED	11 Reduce Early Years Budget	Y	0.038	0.038	0.038	0.038	0.038	0.00		
Operational Costs	ED	17C Reduction in PAVE Service		0.036	0.043	0.043	0.043	0.043	0.40		
Operational Workforce	ED	18 Remove the Management Information Officer Post LLE	Y	0.010	0.021	0.021	0.021	0.021	0.50		
Operational Workforce	ED	20 Secondment temporary savings from LLE	Y	0.078	0.046	0.000	0.000	0.000	1.00		
Operational Workforce	ED	24 Reduce Resource Planning Team budget reduction		0.032	0.032	0.032	0.032	0.032	1.00		
Operational Costs	ED	26 Removal of EY joint funding of NHS Health Manager post for GIRFEC Board		0.033	0.033	0.033	0.033	0.033	0.50		
Operational Costs	ED	28 Transfer cost of EY QIO to EY expansion		0.071	0.071	0.071	0.071	0.071	1.00		
Operational Workforce	ED	29 Central staff reduction		0.068	0.068	0.068	0.068	0.068	1.50		
		Sub Total		0.366	0.352	0.306	0.306	0.306	5.90		
COMMUNITIES AND ECONOMY											
Operational Workforce	CE	3 Social Inclusion Budget	Y	0.010	0.010	0.010	0.010	0.010	0.00		
Operational Workforce	CE	4 Staff Travel	Y	0.020	0.020	0.020	0.020	0.020	0.00		
Operational Workforce	CE	5 Misc Supplies & Services	Y	0.016	0.016	0.016	0.016	0.016	0.00		
Operational Workforce	CE	6 Third Party Payments	Y	0.020	0.020	0.020	0.020	0.020	0.00		
Operational Workforce	CE	7 Communities Team - Grade 8 post	Y	0.024	0.047	0.047	0.047	0.047	1.00		
Operational Workforce	CE	8 WRO post grade 9	Y	0.026	0.053	0.053	0.053	0.053	1.00		
Operational Workforce	CE	Sub Total		0.116	0.166	0.166	0.166	0.166	2.00		
RESOURCES											
COMMERCIAL OPERATIONS											
Operational Costs	CO	7 Reduce out of hours call outs	N	0.030	0.030	0.030	0.030	0.030	0.00		
		Sub Total		0.030	0.030	0.030	0.030	0.030	0.00		
FINANCE AND INTEGRATED SERVICE SUPPORT											
Operational Workforce	FISS	20A Policy and Scrutiny Team	N	0.040	0.040	0.040	0.040	0.040	1.00		
Operational Costs	FISS	40 Communications Team	N	0.035	0.035	0.035	0.035	0.035	1.00		
		Sub Total		0.075	0.075	0.075	0.075	0.075	2.00		
PROPERTY & FACILITIES MANAGEMENT											
Operational Costs	PFM	20 Review Campus Facility Service	N	0.014	0.014	0.014	0.014	0.014	0.42		
		Sub Total		0.014	0.014	0.014	0.014	0.014	0.42		
		TOTAL		0.802	0.838	0.792	0.792	0.792	10.32		

DIRECTORATE SUMMARY 2019/20 BUDGET SAVINGS PROPOSALS APPENDIX 5		CUMULATIVE				FTE
		Year 1 2019/20 £m	Year 2 2020/21 £m	Year 3 2021/22 £m	Year 4 2022/23 £m	
EDUCATION, COMMUNITIES & ECONOMY						
	Children's Services	0.143	0.190	0.190	0.190	4.80
	Education	1.201	2.212	2.222	2.222	64.88
	SUB TOTAL	1.344	2.402	2.412	2.412	69.68
HEALTH AND SOCIAL CARE						
	Customer and Housing Services	0.073	0.173	0.173	0.173	7.16
	Non Delegated	0.371	0.742	0.742	0.742	3.50
	SUB TOTAL	0.444	0.915	0.915	0.915	10.66
RESOURCES						
	Commercial Operations	0.790	1.006	1.028	1.028	8.75
	Finance & ISS	0.200	0.250	0.261	0.261	9.00
	Property & Facilities	1.020	1.642	1.566	1.566	59.06
	SUB TOTAL	2.010	2.898	2.855	2.855	76.81
	TOTAL	3.798	6.215	6.182	6.182	157.15

EDUCATION, COMMUNITIES & ECONOMY
2019/20 BUDGET SAVINGS PROPOSALS
APPENDIX 5A

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CUMULATIVE

KEY	No.	Proposal	Y/N	Year 1	Year 2	Year 3	Year 4	Total	FTE
				2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m		
CHILDREN'S SERVICES									
WF	1	Reduction in Early Intervention and Prevention services by 20%	Y	0.143	0.190	0.190	0.190	0.190	4.80
		Total		0.143	0.190	0.190	0.190	0.190	4.80
EDUCATION									
WF	10	Reduce Central Education Management Staff	Y	0.096	0.148	0.148	0.148	0.148	2.00
P	12	Creative Arts Team Reduction	Y	0.150	0.240	0.240	0.240	0.240	11.20
P	13	Move to statutory consultation on Glencorse Primary School	Y	0.000	0.000	0.000	0.000	0.000	0.00
P	13A	Move to statutory consultation for Denominational Review		0.000	0.000	0.000	0.000	0.000	0.00
P	14	Stop Free Primary 4 School Swimming	Y	0.033	0.053	0.053	0.053	0.053	0.48
P	15	Redesign of Devolved School Management	Y	0.038	0.361	0.361	0.361	0.361	8.00
WF	17A	LLE Service reduction	Y	0.046	0.067	0.067	0.067	0.067	3.50
WF	17B	Reduction in Adult Learning LLE Workforce		0.047	0.047	0.047	0.047	0.047	0.20
P	17D	Youth Work reductions in LLE		0.057	0.057	0.057	0.057	0.057	1.00
F&C	19	Reduce Subsidy from School Lets	Y	0.015	0.049	0.059	0.059	0.059	0.00
P	21	Reduce the budget on School Transport		0.047	0.076	0.076	0.076	0.076	0.00
P	23	Reduction in Educational Psychologist Service		0.020	0.070	0.070	0.070	0.070	0.00
P	25	Employ fewer Learning Assistants by 5% for ASL pupils		0.121	0.194	0.194	0.194	0.194	8.50
P	27	Reduce LLE to only statutory provision		0.531	0.850	0.850	0.850	0.850	30.00
		Total		1.201	2.212	2.222	2.222	2.222	64.88
Education, Communities & Economy Total				1.344	2.402	2.412	2.412	2.412	69.68

RAG Rating:

RAG SI – Service Impact

RAG D – Delivery of the saving

KEY (Strategic Theme):

DL/DLF – Digital Led/Digital Led Future Savings

ISS – Integrated Service Support

OC – Operational Costs

OWF – Operational Workforce

SS/SSF – Shared Service/Shared Service Future Saving

WF - Workforce

P - Policy

F&C - Fees & Charges

BUR - Bottom up Review

HEALTH AND SOCIAL CARE 2019/20 BUDGET SAVINGS PROPOSALS APPENDIX 5B			Verified & Agreed by Finance	CUMULATIVE					
KEY	No.	Proposal	Y/N	Year 1 2019/20 £m	Year 2 2020/21 £m	Year 3 2021/22 £m	Year 4 2022/23 £m	Total £m	FTE
CUSTOMER & HOUSING SERVICES									
P	1	Non Hub Libraries	N	0.073	0.173	0.173	0.173	0.173	7.16
		Total ex HRA		0.073	0.173	0.173	0.173	0.173	7.16
COMMUNITY JUSTICE									
P	6	Removal of Community Safety Team	N	0.090	0.180	0.180	0.180	0.180	3.50
P	7	Cessation of Midlothian Community Policing Team	N	0.281	0.562	0.562	0.562	0.562	0.00
		Total		0.371	0.742	0.742	0.742	0.742	3.50
Health & Social Care Total - ex IJB and HRA				0.444	0.915	0.915	0.915	0.915	10.66

RAG Rating:

RAG SI – Service Impact

RAG D – Delivery of the saving

KEY (Strategic Theme):

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P - Policy

F&C - Fees & Charges

BUR - Bottom up Review

RESOURCES

2019/20 BUDGET SAVINGS PROPOSALS

APPENDIX 5C

Verified & Agreed
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CUMULATIVE

KEY	No.	Proposal	Y/N	Year 1	Year 2	Year 3	Year 4	Total	FTE
				2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m		
BUR		COMMERCIAL OPERATIONS							
P	1	School Crossing Guides (option 2)	N	0.070	0.105	0.105	0.105	0.105	4.00
P	3	Reduce road maintenance spending on gully cleaning	N	0.050	0.050	0.050	0.050	0.050	0.00
P	4	Reduce road maintenance spending	N	0.150	0.150	0.150	0.150	0.150	0.00
F&C	6	Introduce and/or increase car park charges	N	0.000	0.066	0.066	0.066	0.066	0.00
P	8	Removal of support for bus travel	N	0.113	0.125	0.125	0.125	0.125	0.00
P	9	Removal/Reduction of Community Transport funding	N	0.210	0.313	0.313	0.313	0.313	0.00
P	10	Stop all support to Galas and events	N	0.044	0.044	0.044	0.044	0.044	0.00
P	15	Close Penicuik Recycling Centre	N	0.078	0.078	0.100	0.100	0.100	2.75
P	16	Taxi Card Cessation	N	0.045	0.045	0.045	0.045	0.045	0.00
P	17	Close Vogrie Golf Course	N	0.030	0.030	0.030	0.030	0.030	2.00
P	17A	Extend the collection frequencies of the residual waste	N	0.000	0.000	0.000	0.000	0.000	0.00
		Total		0.790	1.006	1.028	1.028	1.028	8.75
		FINANCE & INTEGRATED SERVICE SUPPORT							
ISS	18	Service Improvement Plans/Business Processes/Service Reduction	N	0.200	0.250	0.250	0.250	0.250	9.00
P	19	Contact for Webcasting in Chamber not renewed	N	0.000	0.000	0.011	0.011	0.011	0.00
		Total		0.200	0.250	0.261	0.261	0.261	9.00
		PROPERTY & FACILITIES MANAGEMENT							
P	21	Close Public Toilets	N	0.051	0.067	0.067	0.067	0.067	1.07
P	27	Cleaning Schools reduced by 20%	N	0.167	0.335	0.335	0.335	0.335	13.02
P	28	Cleaning non-Education Buildings reduced by 40%	N	0.033	0.065	0.065	0.065	0.065	2.79
P	29	PPP closed during holidays		0.018	0.022	0.022	0.022	0.022	0.000
P	30	Non-housing maintenance	N	0.300	0.300	0.300	0.300	0.300	12.00
P	31	Standalone Leisure Centres closed - Danderhall LC	N	0.122	0.076	0.000	0.000	0.000	4.30
P	32	Standalone Leisure Centres closed - Gorebridge LC	N	0.090	0.108	0.108	0.108	0.108	5.00
P	33	Standalone Leisure Centres closed - Newtongrange LC	N	0.050	0.119	0.119	0.119	0.119	3.67
P	34	Sports Development - removal of Healty Lifestyle Development Team	N	0.127	0.251	0.251	0.251	0.251	6.66
P	35	Stop Active Schools	N	0.000	0.131	0.131	0.131	0.131	7.30
P	36	Stop free swimming during holidays	N	0.017	0.017	0.017	0.017	0.017	0.00
P	37	Management Team	N	0.045	0.151	0.151	0.151	0.151	3.25
		Total		1.020	1.642	1.566	1.566	1.566	59.06
		Resources Total		2.010	2.898	2.855	2.855	2.855	76.81

RAG Rating:

RAG SI – Service Impact

RAG D – Delivery of the saving

KEY (Strategic Theme):

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F&C - Fees & Charges

BUR - Bottom up Review

MIDLOTHIAN COUNCIL

REVENUE BUDGET 2019/20 - EFFIECIENCY TARGET- APPENDIX 6

Function	1.35% Efficiency Reduction £
Management and Members	24,000
<u>Education Communitis and Economy</u>	
Childrens Services	0
Communities and Economy	41,000
Education	1,279,000
<u>Health and Social Care</u>	
Adult and Social Care - IJB	0
Adult and Social Care - Non-IJB	6,000
Customer and Housing Services	138,000
<u>Resources</u>	
Commercial Operations	165,000
Finance and Integrated Service Support	139,000
Property and Facility Management	178,000
GENERAL FUND SERVICES NET EXPENDITURE	1,970,000

RESOURCES
2019/20 BUDGET SAVINGS PROPOSALS - APPENDIX 7
BOTTOM UP REVIEWS

**Verified &
 Agreed by
 Finance**

CUMULATIVE

Service	KEY	No.	Proposal	Y/N	Year 1	Year 2	Year 3	Year 4	Total	FTE
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m		
CO	BUR	11	Close Buccleuch Bowling Green, Dalkeith	N	0.025	0.025	0.025	0.025	0.025	1.00
CO	BUR	12	Reduce grass cutting standards	N	0.075	0.150	0.150	0.150	0.150	4.50
CO	BUR	13	Reduce shrub bed maintenance	N	0.025	0.045	0.045	0.045	0.045	1.50
CO	BUR	14	Maximise Income from Vogrie Estate	N	0.070	0.070	0.070	0.070	0.070	4.00
PFM	BUR	39	Sport and Leisure	N	0.250	0.250	0.250	0.250	0.250	TBC
			Total		0.445	0.540	0.540	0.540	0.540	11.00