

<b>Directorate</b>	Resources	
<b>Service Area</b>	Resources	
<b>Proposal</b>	Reduce Management costs and protect front line services: review of 3/4 tier Management Structures in Resources Directorate to bring in line with other Directorates	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	No	
	<b>Has the Proposal been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.270	0.000	0.000	0.270
Cumulative savings	0.270	0.270	0.270	0.270
FTE staff impact	4	0	0	4

<b>Description of Savings Proposals</b>
Review of management structure across Resources to reduce number of Grades 10-13 equating to 4 fte, and any additional opportunity reductions.

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Management review and service reductions to be determined.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Council Wide	
<b>Service Area</b>	Council Wide	
<b>Proposal</b>	Reduce Management costs and protect front line services: review of 3/4 tier Management Structures Council wide in line with automated and digital approaches	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	No	
	<b>Has the Proposal been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.250	0.000	0.000	0.250
Cumulative savings	0.250	0.250	0.250	0.250
FTE staff impact	3.5	0	0	3.5

<b>Description of Savings Proposals</b>
Review of management structure across Council to reduce number of Grades 10-13 equating to 3.5 fte, and any additional opportunity reductions.

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Management review and service reductions to be determined.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Council Wide	
<b>Service Area</b>	CMT/SLG	
<b>Proposal</b>	Review Senior Management structure (tier 1/2)	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	Yes	
	<b>Has the Proposal been presented to Council previously?</b>	Y - £0.250 was previously presented to Council

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.052	0.000	0.000	0.052
Cumulative savings	0.052	0.052	0.052	0.052
FTE staff impact	3	0	0	3

<b>Description of Savings Proposals</b>
<p>Review of CMT/SLG management structure to reduce number of tier 1 and 2, reduce silo working and further increase savings from £0.250 to £0.302.</p> <p>To commence formal consultation on the review of tier 1 and 2 with a further report being presented to Cabinet in October 2019.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Management review and service reductions to be determined.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Council Wide	
<b>Service Area</b>	Customer and Housing Services(Lead)	
<b>Proposal</b>	'Digital First' and the introduction of a Cashless Council	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Yes</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.025	0.025	-	0.050
Cumulative savings	0.025	0.050	0.050	0.050
FTE staff impact	1	1	-	2

<b>Description of Savings Proposals</b>
<p>Work to adopt a 'Digital First' and cashless Council is ongoing as part of the wider OPAS project which will see the introduction of a new CRM. This will enable services to be able to keep up with growing demand and will provide more efficient and effective ways to deliver these services. It will also lead to a better customer journey therefore greater customer satisfaction. Increased digital contact with self-service options can lead to efficiencies within the Customer Service team.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Council Wide	
<b>Proposal</b>	Managed Print Service - Downsize devices at contract renewal	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings				
Cumulative savings		TBC	TBC	TBC
FTE staff impact	0	0	0	0

<b>Description of Savings Proposals</b>
<p>The current Managed Print Service contract expires on 31 December 2020. This provides the opportunity to review and rationalise the range of devices in use across the Council.</p> <p>Provision of devices in the future will be based on the management information gathered during the term of the current contract, including volumes per device, and will be linked to the move towards Paperless Council and the introduction of technology.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Children's Services	
<b>Proposal</b>	Reduction of Early Intervention and Prevention services	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	Yes	
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.190	0.000	0.000	0.190
Cumulative savings	0.190	0.190	0.190	0.190
FTE staff impact	4.8	0	0	4.8

#### **Description of Savings Proposals**

Children and Family Practitioners are not a statutory requirement however the work they do supports the vision of children's services by improving families lives by giving them the support they need when they need it. In essence this means that we are able to identify families in need of support at a much earlier point of contact and thereby prevent issues and costs escalating. Whilst we have evidence that the number of referrals coming into the service continue to rise year on year, the number of children being looked after has significantly decreased over the last year (by 10%) and the number of names on the child protection register has remained stable over the past few years. This suggests that our early intervention and prevention approach is working in that it is ensuring cases do not escalate due to the work that is being carried out at an earlier point of contact.

If we were to reduce the staffing complement by 20% this would invariably lead to a real challenge within the service. We would not be able to meet all the current demands and the threshold for intervening would be raised resulting in a reduction of the early intervention and preventative work. We have already reduced the FTE by 3 workers by not advertising their posts, therefore further reductions of 4.8 workers would result in one part of the service having no early intervention and preventative support.

The impact this could have on our partner agencies such as education and health should not be underestimated, as the expectation would be that they would have to manage referrals at a lower level.

#### **Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

##### **Mitigating Factors:**

Education would be encouraged but could not be instructed to use PEF funding for their own family support workers to undertake referrals at a lower level. Currently there is no evidence that supports PEF funding being utilised for family support workers reducing referrals into children's services. Referrals are currently increasing and as the population with Midlothian

increases there is little likelihood that a reduction in referrals shall happen within the near future.

The Scottish Government has pledged to increase the provision of free early learning and childcare provision to 1140 hours per year by 2020, for children who are 3 or 4 years old, as well for 2 year olds whose parents/carers are on qualifying benefits and are eligible for the 600 hours free entitlement through the Children & Young People's Act 2014.

The national GIRFEC principles of early intervention and prevention would not be applied within Midlothian as children services would only deal with high tariff statutory work.

Other than advising our partner agencies that we were ceasing to have children and family practitioners there is very little mitigating factors that would reduce the impact on the service.

The impact on children's services would almost certainly result in an increase in child protection work and more children being accommodated which in turn would result in more children and young people being accommodated out-with Midlothian due to increase demand.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	EWiM - Further Office consolidation	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.100	0.000	0.000	0.100
Cumulative savings	0.100	0.100	0.100	0.100
FTE staff impact	0	0	0	0

<b>Description of Savings Proposals</b>
<p>There needs to be an acknowledgement that we think differently about the services we deliver, in a much more joined up manner, that we continue to put the customer at the core of the services we are delivering, to make sure our business is based around their needs and expectations and not our own, with greater challenge and scrutiny as to why we are delivering the services in a particular way and is the service still fit for purpose.</p> <p>In order to achieve this requires new knowledge, skills which may not be present within existing teams or may benefit from consolidation, rationalisation, partner collaboration.</p> <p>* detailed work will be required with all services including masterplanning projects.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>



<b>Directorate</b>	Resources	
<b>Service Area</b>	Council Wide	
<b>Proposal</b>	Digital Solutions	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>		
<b>Has the Proposal been presented to Council previously?</b>		<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.075	0.000	0.000	0.075
Cumulative savings	0.075	0.075	0.075	0.075
FTE staff impact	1			

#### **Description of Savings Proposals**

Enabling and supporting our customers and staff to thrive in a Digital age, requires a different approach to how Digital teams are formed and organised.

There needs to be an acknowledgement that we think differently about the services we deliver, in a much more joined up manner, that we continue to put the customer at the core of the services we are delivering, to make sure our business is based around their needs and expectations and not our own.

In this age of uncertainty and change, Council Strategies and Business Plans quickly go out of date, therefore they need to be reviewed regularly.

Teams need to be formed that can work across Directorates, they need to be valued and given a clear vision, mandate and they cannot work in isolation.

In order to help achieve this a common framework and common language should be used and developed to join up the common strategic themes to ensure that the teams are shaped and aligned to deliver transformation change. (For example using common "Service design" principles)

In reviewing the future model of service delivery, there needs to be greater focus on Digital enablement and the required Digital skills for a modern day organisation focusing on the Customer interactions and core priorities. The Digital skills need to match the expectation in terms of scale and size of programme, project and or technologies deployed.

The formation and or changes to any of the Digital teams should consider the wider context of the Digital transformation programme and the required skills to deliver the transformation agenda.

As part of this transformational change, there is a need to focus on driving more customer activity and business processes "transactions" onto the Digital technologies. There needs to be greater challenge and scrutiny as to why we are delivering the services in this particular way and is the service still fit for purpose.

In order to achieve this requires new knowledge, skills which may not be present within existing teams or may benefit from consolidation, rationalization, partner collaboration. It may also mean that certain teams whose roles change become redundant as the model of delivery changes.

Refocusing resources and workforce planning activities to respond to the Council's key priorities and outcomes. To allow the Council to become more responsive and agile, teams need to grow and shrink as the agenda move across the organisation.

The proposed changes need to support and align with the MTFS activities and agreed Transformation programme.

Consideration should be given to the following and these may influence future strategic direction and structure of the Digital teams across the Council:-

- Consolidation of Digital skills and experience across the council into a focused team responsible for delivering Digital Transformation for both Customers, pupils and staff. This will help strengthen the pool of knowledge, experience and skills within the Council.
- Review the gaps , in skills and resources required to deliver the Digital transformation agenda
- Use the feedback from the Digital Maturity review by the Digital Office to help shape and inform the Digital transformation strategy.
- The Customer Services platform and introduction of new technologies and changes to the Customer experience- need to be optimised
- The skills and capacity needed to support a digital customer approach, automation and other technology advancements.
- The resources needed to support Digital learning and wider curriculum needs to be aligned. Noting the non-recurring funding of £235k per annum for additional staffing at Newbattle Digital Centre of Excellence and the £166k budget for the Learning Technology team in Education also located at Newbattle, both of which are led by posts at DHT level.
- The feedback from Community engagement sessions on co-production should help shape the future service model of delivery.
- The front line services involved in Customer interaction and delivery need to be consolidated to ensure resources, capabilities and capacity are optimised as we move to Digital by design model.

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

Effective use and the creation of The Digital Team, the consolidation of resources, skills knowledge and experience, clear priorities and focus outcomes will lead to efficiencies, economies of scale and cost reductions.

This will ultimately improve services make them more dynamic and responsive to customer demands and expectations.

The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.



<b>Directorate</b>	Resources	
<b>Service Area</b>	Council Wide	
<b>Proposal</b>	Digital Customers & Service Redesign (Processes - Automation, Data Analytics, Virtual and Agile)	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	No	
<b>Has the Proposal been presented to Council previously?</b>		<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.300	0.200	0.000	0.500
Cumulative savings	0.300	0.500	0.500	0.500
FTE staff impact				

<b>Description of Savings Proposals</b>
<p><b>Align with Automation/Cashless/Paperless proposals.</b></p> <p>Midlothian is undergoing a massive population growth and, at the same time, resources within Midlothian Council are reducing. Midlothian Council cannot continue to support services in the same fashion as it does now - a radical change is required.</p> <p>Services must be redesigned and customer self-service and automation must play their part to deliver a first class experience for customers and produce efficiency gains for Midlothian Council.</p> <p>Midlothian Council will procure a sustainable, fit for purpose solution architecture, which in turn must lead to rationalisation of systems, process automation, joined up systems and data. An investment of £828,000 over 7 years is expected (technology and services).</p> <p>Automation, diagnostics, workflows, scheduling and automated validation steps will reduce the need for Midlothian Council staff input and efficiencies gained will be measured on a service by service basis.</p> <p>Service redesign on the new platform will be central to success and any resulting efficiencies and savings should be measured for each of these services.</p> <p>Savings will come from redirecting customer contact to online self-service/assisted online. Additional efficiencies/possible savings may come from automation of back end processes on a service-by-service basis.</p> <p>Note that during the procurement and implementation phase of a new platform no savings will be incurred.</p> <p><b><u>Case Study</u></b></p> <p>Payments for the Garden Waste Service were introduced in 2019. Midlothian Council offered customers online self-service and assisted online options to request and pay for the service. The assisted online service was offered in all libraries by existing library staff.</p>

Midlothian customers performed 16,487 payment transactions between (Jan-May 2019) at a cost of £16,516 to the council (14,829 online transactions @ 15p per transaction, 1,658 assisted online transactions @ £8.62 per transaction).

Based on data from Perth and Kinross Council who offered all channels for requesting and paying for the service, this resulted in the following channel distribution: 60% online, 25% telephone, 8%, f2f-payment card, 6% f2f-cash, 1% cheque. This cost of managing 16,447 transactions effectively equates to £34,466.

We can therefore argue that Midlothian Council has saved approximately £17,950 by not opening f2f and telephone payment channels to request and pay for the service.

The saving described above is made at the point of customer contact only and does not include back end process savings, income generated, technology costs etc. However, it is plain to see that savings were made by limiting the payment channel to online self-service/assisted online

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

Specific service outcomes will be expected, depending on the type of service e.g.

- Increase in number of online transactions (including payments)
- Decrease in number of face to face transactions
- Decrease in number of cheque payments
- Decrease in number cash payments made at Cash Office
- Decrease in number of calls to Midlothian Council
- Evidence of good decision making based on accurate management information
- Decrease in average time spent on dealing with service requests
- Decrease in time spent double keying by service staff

It is advised that Midlothian Council should promote equalities through offering an assisted online service available in libraries and should engage the voluntary sector to help vulnerable citizens who cannot interact online.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Achieve Revenue Savings from the Implementation of the Learning Estate Strategy	
<b>Strategic Theme</b>	Efficient & Modern	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the Measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.375	0.225	0.600
Cumulative savings	0.000	0.375	0.600	0.600
FTE staff impact				10

#### **Description of Savings Measures**

This proposal considers the impact of the Learning Estate Strategy review which includes the review of Roman Catholic Schools and Glencorse Primary school. The initial saving of £375,000 would be made in 2021/2022 with the remainder in the new financial year of 2022/2023. It was agreed at Council in 2015 to undertake consultation on the development of a strategy for denominational school provision across Midlothian. A report approved by Council in May 2019 also highlighted the timetable for undertaking these reviews.

There are currently 7 Roman Catholic primary schools and one Roman Catholic secondary school in Midlothian, under the Education Scotland Act the provision of Roman Catholic education is a formal requirement of any local authority. The main purpose of this proposal is to review the number of children with the Catholic Faith entering or attending our Catholic Schools, which averages below 40% of the roll at our primary schools, and this coupled with the difficulties in employing Catholic teachers and Head Teachers has led us to review the Denominational provision and number of schools across Midlothian.

Currently Head Teachers and senior teaching staff in Catholic Primary Schools require 'Approval' from the Catholic Church and we are now in the position in Midlothian where it is difficult to recruit and keep senior staff in Catholic schools. Currently we have 4 Roman Catholic Primary Schools sharing Head Teachers across Midlothian and this is not sustainable going forward. A reduction in the number of schools would improve this situation and ensure a Catholic Education is provided going forward which in turn should improve educational outcomes for children and young people. In 2018 the Catholic Community celebrated 100 years of Catholic Education in Scotland and we are ensuring that we have high quality Roman Catholic provision going forward.

To date, we have undertaken some initial discussions with the Head Teachers and representatives of the Roman Catholic Church who are keen that we move forward.

In terms of Glencorse Primary School, we will move to a statutory consultation on the closure of Glencorse Primary School due to the consistently low numbers of pupils attending over the last 3 years. The school roll has fallen from 29 pupils in 2015 to 15 pupils in 2018. Parents resident in the school's catchment area are opting to put in placing requests to other nearby schools. In 2018/19 all 14 Primary 1 pupils registered at Glencorse made placing requests out and are attending other Midlothian primary schools. Glencorse has no P1 aged pupils

attending this year.

The savings estimates for both reviews include reductions in teacher and support staff as well as savings on premises costs.

There is potential to re-use Glencorse Primary School for Early Years Expansion or alternatively, by selling the building. This could contribute to closing the gap in capital funding required for the Learning Estate Strategy.

Full consultation timetable for both reviews is available in the Council papers May 2019.

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

**Complete Review of Roman Catholic Schools:**

Analysis of school rolls shows that some of our Roman Catholic schools are at capacity or near capacity but that the numbers of Roman Catholic children attending them averages below 40% of the roll and the total capacity of these schools is considerably higher than the number of Roman Catholic children attending them. Also, it has proved difficult to recruit Head Teachers, senior staff and teachers for Roman Catholic schools as they require approval by the Roman Catholic Church. Within Midlothian we currently have two Roman Catholic Head Teachers who have shared headships covering 4 of the primary schools, which is not sustainable in the longer term. Similarly, we have advertised 3 times for Head in one of our schools and this has not proved successful.

**Closure of Glencorse Primary School:**

A full consultation on school closure would need to take place and we would need to allow 2 years for this to take place (to allow due process if the measures are called in).

If the closure goes ahead staff will be redeployed appropriately to other schools to fill vacancies/as vacancies arise. Children already attending the school would need to be transitioned to other local schools who have capacity via pupil placement process.

**Consultation Process:**

There are a range of possible outcomes from the consultation, including retaining the status quo, reducing the number of schools or having an all through school.

Following the conclusion of the informal consultation it may be decided to proceed with the closure of some schools and to commence statutory consultation(s), including public meetings and the involvement of HM Inspectors of Education. If the decision following a statutory consultation is the closure of a school the council must notify the Scottish Government, who have the power to call in the decision. We would need to allow 2 years to follow HM Inspector of Education's process and to allow due process if the measures are 'called in'.

Children already attending the affected schools would need to be transitioned to other schools with capacity in their catchment area or to another Roman Catholic School in line with procedures for placing pupils.

Transport is provided for pupils who attend their catchment primary school (denominational or non-denominational) if they have to travel more than 2 miles, therefore consideration will be

made should any closures result in a requirement for additional transport.

If any closures goes ahead staff will be redeployed appropriately to other schools to fill vacancies, as vacancies arise, or VS may need to be offered to teachers, as there is an impact from other budget proposals.

Full consultation timetable is available in the Council papers May 2019.



<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Review DSM allocation to Schools	
<b>Strategic Theme</b>	Efficient & Modern	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the Measure been presented to Council previously?</b>	<b>Partially</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	1.022	0.200	0.408	1.630
Cumulative savings	1.022	1.222	1.630	1.630
FTE staff impact				34

<b>Description of Savings Measures</b>
<p>This would include a variety of measures which would mean DSM allocation to school for staffing would be reduced.</p> <p>In each of the Secondary schools we would reduce teachers. Overall the reduction would be 12 FTE across schools at a possible saving of £575,000 by 2022/23. This would be implemented in 2020/21 with part cost of £359,000 being met a further £100,000 in 2021/22 and the remainder of £116,000 in 2022/23.</p> <p>Part of this saving would reduce the Primary school day Monday – Friday for P1 and P2 pupils only from 25 to 22.5 hours. The infant school day is not statutory and until 2017 this was the school day for P1 and P2 as other Councils have not implemented this. This would reduce teachers. Overall the reduction would be 10.1 FTE across schools at a possible saving of £485,000. This would be implemented in 2020/21 with part cost of £303,000 being met and further savings of £100,000 to be achieved in 2021/22, with the remainder of £82,000 in 2022/23</p> <p>A reduction in the additional resources to schools for additional Support for Learning would be part of this. These allocations are currently distributed, via SIMD, to the schools with greatest need. This budget for primary and secondary schools had been increased since the introduction of the pupil teacher ratio (PTR) from approximately 30 teachers to the 2019/20 level of just over 40 teachers. This proposal would return the budget to the pre-PTR level. This would reduce teachers. Overall the reduction would be 10 FTE across schools at a possible saving of £300,000 in year 2020/21 with further savings of £180,000 to be achieved in 2022/23.</p> <p>These savings will be delivered by not filling a number of vacancies, no teachers will lose their jobs, but we may have surplus staff to relocate or offer VS to achieve the saving. There will be a greater use of NQTs and temporary staffing. Head teachers will use school timetables to identify subject areas where a reduction could be made each year.</p> <p>Finally, we would increase the number of days schools pay for short term absence of Teachers from 20 to 30 days. Based on the Long Term Absence figures from 2018/19 this would be a saving of a minimum of £90,000 almost 2 FTE teachers. The first year saving</p>

from this would be for £60,000 in 2020/21 with the remainder £30,000 of the savings being achieved in 2022/23.

Schools would need to take increased responsibility for absence management. There will also only be a reimbursement of costs to schools if they have used supply cover or additional staffing via specialist staff. Automatic adjustments will not be made.

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

The length of the school day is not written into the Education Act (2016) but learning hours are. We have to ensure that pupils receive their Curriculum for Excellence entitlements in the Broad General Education. This will be monitored, so that short term issues may be addressed/accounted for.

Absence management training will need to be given to Head teachers to ensure the updated absence management policy is enforced.

The reduction in budget across schools will result in HTs and DHTs being used more for cover, therefore reducing school management and school improvement time from schools. Inspection grading's could be affected. Although we will try to mitigate this there will be a reduced offer in the curriculum for senior pupils due to fewer teachers, some Advanced Higher classes in particular may not be able to run. This is a current topical issue at Scottish Government as the number of subjects offered in S4 is being analysed. Individual schools will need to adapt their curriculum accordingly and work in a consortium way to ensure equality of opportunities across schools.

This reduction in teachers in Primary and Secondary schools will; increase the pupil teacher ratio further; affect the maintenance of teacher numbers and may mean that Midlothian does not in future employ the requisite number of newly qualified teachers, which could lead to the Council being fined by the Scottish Government. Current academic year 2018/19 Midlothian's pupil teacher ratio is 14 (not including PEF funded teachers) which last year was the third highest nationally. It is likely that NQTs will be used more widely or temporary teaching staff which could lead to lack of continuity of teaching for pupils. There will need to be vacancy control from the centre to reduce advertisement for permanent posts.

Currently seeking advice on level of consultation required for these proposals.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Bring Early Years funding into base budget allocation following the 1140 Early Years expansion	
<b>Strategic Theme</b>	Efficient & Modern	
<b>Measure (requires Council Approval)</b>	NO	
	<b>Has the Measure been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.500	0.000	0.500
Cumulative savings	0.000	0.500	0.500	0.500
FTE staff impact				14 approx

<b>Description of Savings Measures</b>
<p>The measure would be for saving of £500,000 to be taken directly out of Early Years' following the completion of EYs expansion. This would re-align the base budget. This could affect approx. 14 FTE staff in the Early Years' service depending on how the saving is implemented.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The Early Year's service is currently expanding in order to deliver the increase in funded early learning and childcare hours from 600 to 1140 hours per year from August 2020. Service delivery will be re-aligned to meet the new needs of the service once the increase in hours is implemented.</p> <p>A freeze on future vacancies would be done to mitigate any loss of jobs going forward, this would be planned in advance. A service review would only be undertaken if required.</p>

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Remove the Allocation for free P4 Primary School Swimming	
<b>Strategic Theme</b>	Efficient & Modern	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the Measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.033	0.020	0.000	0.053
Cumulative savings	0.033	0.053	0.053	0.053
FTE staff impact	0.48	0	0	0.48

#### **Description of Savings Measures**

The measure would be to remove the provision of primary school swimming from the curriculum from August 2020, as this not a statutory requirement. The Learn to Swim programme which currently operates over the summer holidays would be offered to all pupils who cannot swim and would otherwise have benefitted from school swimming lessons.

Currently swimming is provided for free to all primary 4 pupils across the authority, in blocks of 12 weeks with lesson periods of forty minutes.

There is a budget for staffing of £22k, to fund 2 mornings per week of teaching staff and 1,216 hours of swimming instructors. Transport costs are £41k per annum.

Budget of £10k for instructors would be transferred to supplement the Learn to Swim summer programme (if still operating). Otherwise this could be a saving of another £10,000.

#### **Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

This change will need to be communicated clearly to parents of all pupils entering into Primary 4 in school session 2020/21. The provision of Primary School swimming is not a statutory requirement.

Swimming will continue to be part of the secondary school physical education curriculum.

Consultation with schools, staff and unions would be required. This would need to begin in January 2020 with schools and then redeploy staff through SNCT for teachers and the Council redeployment policy.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Proposal</b>	Review Public Toilets	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	Yes	
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.051	0.016	0.000	0.067
Cumulative savings	0.051	0.067	0.067	0.067
FTE staff impact	1.07	0	0	1.07

#### **Description of Savings Proposals**

Review for closure of the 5 Public Toilets across Midlothian, with the option to assess alternative proposals for 2020/21; including generic working of operatives, or to introduce automated access toilets which would charge for entry.

The residents and visitors of Midlothian would still be able access toilet facilities within our Public buildings such as Penicuik Centre, Lasswade Centre, Newbattle Centre, Loanhead Centre and Dalkieth Art Centre.

In the first year there would be a one off capital cost for the demolition of the buildings where there are closures.

#### **Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

Closing these facilities may lead to criticism of the Council.

Due to the ability to transfer staff between locations, it is expected that facilities employees will be able to be accommodated elsewhere through normally occurring vacancies.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Proposal</b>	Reduce the Cleaning Service in non PPP Schools by 20%	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	Yes	
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.167	0.168	0.000	0.335
Cumulative savings	0.167	0.335	0.335	0.335
FTE staff impact	13.02	0	0	13.02

#### **Description of Savings Proposals**

To reduce the Cleaning Service in non PPP Schools by 20%.

Cleaning could still be carried out 5 days per week, however the cleaning specification could be reduced. There would be a full clean of the schools carried out on a Monday, Wednesday and Friday. On a Tuesday and Thursday all that would be carried out is emptying buckets, clean the toilets and clean the floors.

#### **Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

By reducing this service the cleanliness in the schools would drop and with having reduced staff Facility Services would not be able to respond as quickly to deal with these situations.

The Council would come under criticism from parents and the amount of complaints to the Council would increase.

Due to the amount of staff effected by this proposal the ability to transfer staff to other locations through normally occurring vacancies would not be an option.

<b>Directorate</b>	Health and Social Care	
<b>Service Area</b>	Customer and Housing Services	
<b>Proposal</b>	Work with communities in order to encourage CAT of Non-Hub Libraries Services	
<b>Strategic Theme</b>	Efficient and Modern	
<b>Proposal (requires Council Approval)</b>	Yes	
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Incremental savings	0.000	0.200	0	0.200
Cumulative savings	0.000	0.200	0.200	0.200
FTE staff impact		7.7		7.7

<b>Description of Savings Proposals</b>
<p>The savings offered are in relation to the closure of all non-hub libraries as follows:</p> <ul style="list-style-type: none"> <li>- <b>Dalkeith Library £81,566 (3.14FTE)</b></li> <li>- <b>Gorebridge Library £53,277 (1.99FTE)</b></li> <li>- <b>Newtongrange Library £51,284 (1.99FTE)</b></li> <li>- <b>Roslin Library £14,083 (0.58FTE)</b></li> </ul> <p>A figure for redundancy payments for 7.7 FTE staff impacted by the closures would be required therefore would reduce the total saving.</p> <p>These figures are different from those previously offered as they have been calculated in relation to new library opening hours which count towards £50k savings for 2019-20. These will be introduced in October 2019.</p> <p>It should be noted that £100k savings remain to be delivered by library services across 2020/21 to 2021/22 so closure of the remaining non-hub library at Roslin (as included in above figures) may be required as part of that saving, alongside other digital transformation works.</p> <p>It should be noted that Danderhall would remain as a non-hub library as a temporary provision until it moves into the new hub in August 2020.</p> <p>It should be noted that Midlothian Council have requested that work be undertaken to investigate the potential of introducing a post office into Newtongrange Library. A report was presented to Council in March 2019 and further work with the Post Office has been undertaken since the approval of that report. This may mean that Newtongrange Library would remain open if the introduction of a post office was feasible. This would mean a reduction in the savings achievable and may lead to additional costs if relevant posts were re-graded taking Post Office duties into consideration.</p>

In relation to Newtongrange Library it should also be noted that relocation of the library forms part of the Newtongrange Master Plan which would see the development of a new community hub containing library services.

It should be noted that the relocation of Dalkeith Library forms part of the Dalkeith Master Plan with work being undertaken looking into this alongside best use of the library and Arts Centre space.

Dalkeith Library has assisted almost 1000 citizens to get online and with enquires with almost 500 residents being supported at our other non-hub locations.

If these libraries were closed, other support would need to be put in place, or citizens would need to travel to other libraries which remain open.

Library Services are a statutory service for the local authority to ensure adequate provision only, although that is not defined in the legislation. That does not mean that they are not important to customer and other service users.

It should be noted that the savings associated with this proposal are related to full closure. If additional mobile library stops were required in these localities then additional funds may be required to purchase an additional mobile library at £100k capital and this would require 1FTE mobile library driver.

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

EQiA outcomes for Race, Sex, Sexual Orientation and Religion/Belief are monitored.

Library users from these localities would be expected to travel to one of the remaining 5 libraries across Midlothian in order to undertake key tasks such as accessing online services for the purposes of updating Universal Credit journals, access to the Internet, processing bus passes, receiving hearing aid batteries, accessing print and online resources, attending groups, events and support groups. It is generally expected that nationally citizens should have access to a library within a 1 mile travel distance from their home. If these closures are approved, then residents may have to travel to Newbattle or Lasswade Library in order to access services, if a mobile library service were not available.

The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.



<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Destination Hillend	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>	No. Council approved on 7 May, 2019.	
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental [net income]	0.193	0.142	(0.078)	0.257
Cumulative savings	0.193	0.335	0.257	0.257
FTE staff impact				

<b>Description of Proposals</b>
<p>The proposed development of complementary leisure activities, associated retail space and tourist accommodation will enhance the existing facilities at Hillend, generating additional revenue for Midlothian Council and securing the longer term financial sustainability of the Snowsports Centre.</p> <p>Destination Hillend will become a year-round tourist destination of national significance. This is in line with the current Local Development Plan for Midlothian which supports development within the Pentland Hills Regional Park which helps promote tourism in Midlothian.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The proposed development is in line with the priority for sustainable growth, creating employment opportunities and increasing the economic impact derived from Midlothian's leisure assets.</p> <p>Destination Hillend will ensure the continued improvement in the trading position of the Snowsports Centre. In addition, once the initial capital cost of the project has been repaid, the new leisure activities will continue to generate additional income to be invested back into Council services. In securing the long term future of Hillend, the Council is preventing the potential future loss of employment, income, recreational and education facilities for the people of Midlothian.</p> <p>Consultation with a wide range of stakeholders including neighbours, Community Councils, Pentland Hills management groups and residents is ongoing as part of the formal planning process. The proposed development at Hillend will secure the long-term future of Midlothian Snowsports Centre, ensuring that local schoolchildren continue to have the opportunity to participate in snowsports activities.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Building Services Company	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.000	0.250	0.250
Cumulative savings	0.000	0.000	0.250	0.250
FTE staff impact				

<b>Description of Savings Proposals</b>
<p>Building houses for market sale and profit, etc.</p> <p>Whilst potentially self-funding in the medium term, there would be an initial cost in obtaining consent for consultant's fees but the cost could be recovered on sale. Net profit from sale would be recycled to acquire further opportunities with a proportion being distributed.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The proposal is in line with the priority for sustainable growth, creating employment opportunities and increasing the economic impact derived from Midlothian's assets. In addition, once the initial capital cost of the project has been repaid, the new business activities will generate additional income to be invested back into Council services. The Council is preventing the potential future loss of employment, income and facilities for the people of Midlothian.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Industrial Estate Expansion	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.100	0.000	0.100
Cumulative savings	0.000	0.100	0.100	0.100
FTE staff impact				

<b>Description of Savings Proposals</b>
<p>This is an income generation proposal.</p> <p><i>Proposals - Expand Industrial Estate model as HRA housing provision.</i>  The PIA account income currently supports general fund income targets; income is not reinvested to enhance and support the Councils economic development policies and strategy. Ring fencing the PIA in a similar manner to the HRA would focus reinvestment of income in enhancing and augmenting the expansion of business premises in support of economic development policies.</p> <p><i>Policy Case</i>  The Council's economic development policy focuses on opportunities for economic growth along the Borders Rail Corridor, particularly in support of small to medium sized companies. Initial opportunity.</p> <p><i>Early opportunity</i>  Space has been set aside at the proposed Hopefield Resource Centre for the development of 2000 sq.m / 21,527 sq.ft of business space for letting on the open market. The Councils existing industrial starter units are 95% let and are achieving net rental of £53.80 per sq.m / £5 per sq.ft. Development of 2000 sq. m at Hopefield initial rental income estimate of £100,000 p.a. This would be subject to review at 3 yearly intervals.</p> <p>The Council's ability to borrow at lower rates and for a longer term can enable it to intervene in a market place in order to support and expand economic development which the private sector is currently not willing to fund but for which there is proven demand and policy rational.</p> <p>Further detailed market, rental and demand analysis would be required.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The proposal is in line with the priority for sustainable growth, creating employment opportunities and increasing the economic impact derived from Midlothian's assets.</p>

In addition, once the initial capital cost of the project has been repaid, the new business activities will generate additional income to be invested back into Council services. The Council is preventing the potential future loss of employment, income and facilities for the people of Midlothian.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Income Generation - Professional Consultancy	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y *</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.020	0.030	0.000	0.050
Cumulative savings	0.020	0.050	0.050	0.050
FTE staff impact	0	0	0	0

<b>Description of Savings Proposals</b>
<p>Covering the costs of the special projects co-ordinator by selling service to other local or public authorities or entering into a shared service arrangement. Master planning and co-ordination of large scale section 75 contributions will become more prevalent once City Deal has been approved.</p> <p>Y * same report – different years.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>This is consistent with the sharing of services with other partner organisations.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Income Generation - Expand Catering/Function Service	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.030	0.030	0.000	0.060
Cumulative savings	0.030	0.060	0.060	0.060
FTE staff impact				

<b>Description of Savings Proposals</b>
Initial year covering the costs of providing capacity for the catering events co-ordinator selling services in external catering opportunities.
The proposal is in line with the priority for creating employment opportunities and increasing the economic impact derived from Midlothian's assets and services.

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations	
<b>Proposal</b>	Income Generation - Taxi Testing Service	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.060	0.000	0.060
Cumulative savings	0.000	0.060	0.060	0.060
FTE staff impact				

<b>Description of Savings Proposals</b>
<p>Income generation proposal is wholly dependent on facilities being provided in the fleet garage replacement planned by 2021/22 in a new operational hub planned at Hopefield.</p> <p>Selling service for taxi testing licensing requirements.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Income Generation - Vogrie Events & Functions	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.050	0.050	0.100
Cumulative savings	0.000	0.050	0.100	0.100
FTE staff impact				

<b>Description of Savings Proposals</b>
<p>Council wide measure in expanding functions and Wedding Services etc. selling services in events packages and a Craft or Farmers Market offering at Vogrie</p> <p>The proposal is in line with the priority for creating employment opportunities and increasing the economic impact derived from Midlothian's assets and services.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>



<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Income Generation - Vogrie Events & Functions	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.050	0.050	0.100
Cumulative savings	0.000	0.050	0.100	0.100
FTE staff impact				

<b>Description of Savings Proposals</b>
<p>Council wide measure in expanding functions and Wedding Services etc. selling services in events packages and a Craft or Farmers Market offering at Vogrie</p> <p>The proposal is in line with the priority for creating employment opportunities and increasing the economic impact derived from Midlothian's assets and services.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Income Generation Sport & Leisure	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.300	0.000	0.300
Cumulative savings	0.000	0.300	0.300	0.300
FTE staff impact				

#### **Description of Savings Proposals**

**further savings / higher charges or new income streams to cover costs subject to existing Service Review outcomes options:**

- 1. Budget neutral income position**
- 2. Outsourced to existing ALEO**
- 3. Services aligned in Health & Wellbeing**

We can look at a number of factors / options available to us now that we have the new Legend Information Management POS system installed within Sport and Leisure Services the following areas will highlight potential income streams that can / should be explored as part of the Mid Term Financial strategy.

Swimzone product ( swimming Lessons) at present they are a pay as you play move them toward a direct debit scheme, using a model first explored by South Lanarkshire a number of years ago that witnessed a large increase in revenue.

Explore the option of having a direct debit membership at Hillend Snowsports Centre.

Explore the option of providing a family membership, working in conjunction with the Active schools team explore how the Active School provision of classes and courses could be adapted to sell Tonezone family memberships.

Explore the introduction of a Midlothian Leisure Card as an income generator. This would see the removal of the free access and people would have to sign up for a year's card that will allow them discounts to leisure activities, particularly badminton, squash, table tennis etc.

This would be a new target market group for us to explore.

This would involve us removing the access to leisure card and incorporating parts of that into the new Midlothian Leisure card.

It's based on the Edinburgh Leisure Card that has been ongoing now for about 20 years. With the new Legend system it would allow us to be able to put this in place.

At this stage its early in the thought process therefore cannot give an indication of potential income.

Continue to look at services we provide and move them toward becoming Self-sustainable ie. Halls and Pavilions after the Services to communities savings have been realised.

Continue to support Active Schools and Sports Development to be self –sustainable in a budget neutral position

Remove the cost savings for Hall, room and building hire to After school clubs who Generally get a 95% discount on their charge for using our facilities. Income generated by some of these groups is annually measured in hundreds of thousands of pounds. E.g. Loanhead After school club, Bonnyrigg After school club.

Council decision would have to be made for removing the Access to Midlothian Policy to allow the Midlothian Leisure Card to be put in place.

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

Any staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.

<b>Directorate</b>	Health and Social Care	
<b>Service Area</b>	Customer and Housing Services	
<b>Proposal</b>	Promotion of Wedding Services	
<b>Strategic Theme</b>	Innovative and Ambitious	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Yes</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.020	0.014	0.000	0.034
Cumulative savings	0.020	0.034	0.034	0.034
FTE staff impact	-	-	-	-

<b>Description of Savings Proposals</b>
<p>The creation of a new wedding brochure will promote our wedding services along with the wider registrar services available. It will promote Fairfield House as a venue and our internal catering services along with local businesses and larger venues generating opportunities for Midlothian businesses. Increasing the capacity of Fairfield House Ceremony Room from 32 - 50 has been suggested through the MAD ideas programme and this is currently being investigated. In 2018-19, Registrars exceeded their income target by £4K. It is anticipated that this could be increased by a further 10% with promotion of the service.</p> <p>Costs above represent additional income rather than savings</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Deliver Creative Arts in a Different Way	
<b>Strategic Theme</b>	Innovative & Ambitious	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the Measure been presented to Council previously?</b>	<b>Partially</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.200	0.000	0.200
Cumulative savings	0.000	0.200	0.200	0.200
FTE staff impact				11.0

<b>Description of Savings Measures</b>
<p>The 2018/19 budget for Instrumental Music was set on the basis of a similar number of pupils taking weekly music lessons as in 2016-17. However the numbers taking up music tuition are much lower this year (39% reduction), resulting in this budget being overspent, estimated shortfall on a full year basis of approximately £207k. The income received was £165,000 from parents/carers and £290,000 from recharging schools for pupils undertaking SQA exams.</p> <p>A review of the Creative Arts provision will need to be undertaken as the current running costs are not being met. There is a need to reduce the cost of the service so that it operates within the net annual budget of £211K set by Council in 2018. This is likely to reduce the complement of music instructors to at least 11 FTE, (dependent on uptake). The 2018/19 budget was 14.6 FTE music instructors.</p> <p>The idea would be to create a 'Music Collaborative or Music Co-operative' to deliver music instruction in schools that would not be the responsibility of the Local Authority. This would need input from the Strategic Service Redesign Manager (Services for Communities). Decisions to fund music instruction for pupils based on greatest need and impact would be made and funded by schools.</p> <p>This measure is to remove the delivery of instrumental music offer to all and only provide this for SQA pupils for Nat 5, Higher and Advanced Higher Music. This is estimated to require 3 FTE music instructors and would reduce the remaining complement of music instructors by approximately 8 FTE. Any saving would be made in 2022/23. All instruction for SQA Music would continue to be recharged to schools at a cost of £700 per pupil per instrument, this recharge was introduced in 2018/19.</p> <p>It may be more practical for the Music Collaborative /Co-operative model to deliver all music instruction including pupils taking SQA music courses. This would not affect the level of savings that this proposal would deliver.</p> <p>This would mean that pupils will continue to receive Creative Arts provision within their school as part of their mainstream curriculum like other subject areas but additional instruction in music, dance and drama would no longer be provided. Full cost recovery model – see overleaf.</p>

### **Implementation of a Full Cost Recovery Model**

Alternatively, we could increase the charge for parents to re-coup the full cost recovery of providing music tuition. Based on the current staffing establishment this would cost families who pay for music tuition approximately £675 per year. However, If the number of young people taking music instruction reduced even further then parents would have to pay more to meet the full cost of providing this service.

A review would still need to take place of Creative Arts unless operational costs are fully met by an increase in uptake.

### **Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

Initially, there would be a reduction in the options of music instruction in terms of instruments via the operational saving and reduction of approximately 8 FTE. This would be organised by a Music Collaborative or Cooperative. The consultation with the public in Midlothian over five sessions suggested volunteers could come into schools to encourage children to take up music or that children and young people could join local music groups such as Brass Bands/Pipe Bands etc.

We propose to leave £60,000 for the setup of a Music Collaborative/ Cooperative. We would also donate the majority of Midlothian instruments to the Music Collaborative/Cooperative with some also being given to schools.

Formal consultation with staff, Trades unions or children and young people and their parents has not began so any saving will not be a full year savings. Therefore, the education budget will need to cover the costs until the saving can be delivered.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Work with Communities in order to establish more CAT arrangements for the management of halls and pavilions to community groups	
<b>Strategic Theme</b>	One Council: Working with you , for you	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.100	0.100	0.200
Cumulative savings	0.000	0.100	0.200	0.200
FTE staff impact				

<b>Description of Savings Proposals</b>
<p>If no CAT arises by April 2021 then these facilities would close, However, consideration should be given to Pavilions that are in a lease situation and these should be eventually cost neutral to the council.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p><b>Align with Sport &amp; Leisure Service Review and Services With Communities workstreams.</b></p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Work with Communities in order to establish a sustainable solution/CAT for Gorebridge Leisure Centre	
<b>Strategic Theme</b>	One Council: Working With You, For You	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.108	0.000	0.108
Cumulative savings	0.000	0.108	0.108	0.108
FTE staff impact	0	5.0	0	5.0

<b>Description of Savings Measure</b>														
Midlothian Council's measure to consider the removal of non-statutory services could involve the CAT or closure of the Gorebridge Leisure Centre.														
<p>CAT or failing this closure of non-Hub style leisure centres still leaves Midlothian's citizens with modern fit for purpose facilities spread throughout the county in Penicuik, Lasswade, Loanhead, Dalkeith and Newbattle. Each of these centres has a full range of classes and facilities including swimming pools.</p>														
<p>Figures used below are from 2017 2018 Actuals</p> <table> <tr> <th>Centre</th><th>Income</th><th>Total costs including Capital and Capital Financing</th><th>Total costs excluding Capital and Capital Financing</th><th>Usage</th></tr> <tr> <td>Gorebridge</td><td>£ 109,291</td><td>£442,425</td><td>£319,516</td><td>31,945</td></tr> </table>					Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage	Gorebridge	£ 109,291	£442,425	£319,516	31,945
Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage										
Gorebridge	£ 109,291	£442,425	£319,516	31,945										
<p>This site is not part of a combined use Hub building, has limited / outdated facilities in comparison and as a result is not as well used. Sport and Leisure staff have worked on keeping these facilities popular by introducing clubs and activities.</p>														
<p>In the first year there would be a one off capital cost for the demolition of the buildings and decanting the re-usable equipment amounting to approximately £50,000.</p>														

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The majority of the 31,945 visits per year would be able to be accommodated within the Sport Hub buildings remaining.</p> <p>Due to the ability to transfer staff between centres, it is expected that 4.14 FTE employees will be able to be accommodated elsewhere through normally occurring vacancies, although the staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>



<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Work with Communities in order to establish a sustainable solution/CAT for Newtongrange Leisure Centre	
<b>Strategic Theme</b>	One Council: Working with You, For You	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.119	0.000	0.119
Cumulative savings	0.000	0.119	0.119	0.119
FTE staff impact	0	3.58	0	3.58

<b>Description of Savings Measure</b>														
<p>Midlothian Council's measure to consider the removal of non-statutory services could involve the CAT transfer of Newtongrange Leisure Centre by April 2021 or alternatively closure.</p> <p>CAT transfer or failing that closure of non-Hub style leisure centres still leaves Midlothian's citizens with modern fit for purpose facilities spread throughout the county in Penicuik, Lasswade, Loanhead, Dalkeith and Newbattle. Each of these centres has a full range of classes and facilities including swimming pools.</p> <p>Figures used below are from 2017 2018 Actuals</p> <table> <tr> <th>Centre</th><th>Income</th><th>Total costs including Capital and Capital Financing</th><th>Total costs excluding Capital and Capital Financing</th><th>Usage</th></tr> <tr> <td>Newtongrange</td><td>£ 165,912</td><td>£ 404,413</td><td>£ 168,375</td><td>23,677</td></tr> </table> <p>This site is not part of a combined use Hub building, has limited / outdated facilities in comparison and as a result is not as well used. Sport and Leisure staff have worked on keeping these facilities popular by introducing a boxing style gym and activities.</p> <p>In the first year there would be a one off capital cost for the demolition of the buildings and decanting the re-usable equipment amounting to approximately £50,000.</p>					Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage	Newtongrange	£ 165,912	£ 404,413	£ 168,375	23,677
Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage										
Newtongrange	£ 165,912	£ 404,413	£ 168,375	23,677										

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The majority of the 31,945 visits per year would be able to be accommodated within the Sport Hub buildings remaining.</p> <p>Due to the ability to transfer staff between centres, it is expected that the 3.58 FTE employees will be able to be accommodated elsewhere through normally occurring vacancies, although the staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>



<b>Directorate</b>	Resources
<b>Service Area</b>	Commercial Operations – Land & Countryside
<b>Operational Proposal</b>	Work with Communities in order to establish a sustainable solution/CATfor Buccleuch Bowling Club
<b>Strategic Theme</b>	One Council: Working with you , for you
<b>Service Reduction (requires Council Approval)</b>	Yes

<b>Forecast Savings</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.025	0.000	0.025
Cumulative savings	0.000	0.025	0.025	0.025
FTE staff impact		1		1

<b>Description of Savings Proposals</b>
<p>This proposal is to CAT or close Buccleuch outdoor bowling green situated in Kings Park, Dalkeith to future use. This would mean that no further maintenance on the green would be carried out other than occasional grass cutting for amenity purposes. The club has approximately 100 members and generally performs well in the local competitions.</p> <p>The building is used extensively by social work clients and it is proposed that this would remain open.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The bowling green has been used for many years by Dalkeith bowling club and currently has approximately 100 members. One option may be an asset transfer although there is no evidence that this would be taken up.</p> <p>Members could migrate to other local clubs but the local identity would be lost.</p>

<b>Communications message to employees/Press Release /Communities</b>
<p>Communication with staff would be through the normal Council organisational change process involving trade unions.</p> <p>Communication with the affected Buccleuch bowling club and any other users would be undertaken and include option for asset transfer.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Customer Services	
<b>Proposal</b>	Reduce failure demand - Waste	
<b>Strategic Theme</b>	Working with you, for you	
<b>Proposal (requires Council Approval)</b>	No	
	<b>Has the Proposal been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.040	0	0	0	0.040
Cumulative savings	0.040	0.040	0.040	0.040	0.040
FTE staff impact	2	0	0	0	2

<b>Description of Savings Proposals</b>
<p>Reduce failure demand rate to benefit customers outcomes, but also contribute to cost reductions. Initial focus on Waste Services, as 71% of complaints received are on service failure, although a scoping exercise with Customer Services will include other volume areas.</p> <p>Reduction in staff time and service impact effect in Customer Services</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>An EQIA will be required for the specific saving proposal although EQIA outcomes for Race, Sex, Sexual Orientation and Religion/Belief are monitored.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Health and Social Care	
<b>Service Area</b>	Community Justice	
<b>Proposal</b>	Reduce funding to the Midlothian Community Policing Team	
<b>Strategic Theme</b>	One Council: Working with you , for you	
<b>Proposal (requires Council Approval)</b>	Yes	
	<b>Has the Proposal been presented to Council previously?</b>	<b>Yes</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.281	0.562	0.562
Cumulative savings	0.000	0.281	0.562	0.562
FTE staff impact				

<b>Description of Savings Proposals</b>
<p><b>Midlothian Community Policing Teams -</b></p> <p>Historically the Council funded two Community Policing Teams which operated in Midlothian at a cost of £500,000 per annum.</p> <p>With a background of restricted resources and prospects which would remain challenging for an extended period of financial constraint a funding reduction equating to one of the Community Policing Teams was approved as part of the 2015/16 budget savings proposals. This team was then reintroduced in 17/18 and current spend on the two teams is £562,570 per annum.</p> <p>Given the current financial situation this new proposal would see the cessation of the funding leading to the withdrawal of both teams. A period of six months' notice is required for the withdrawal of this service.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
Tactical Police response to crime and ASB in Midlothian.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Council Wide	
<b>Proposal</b>	Pursue Joint Working Opportunities for all Services: Commencing with back-office functions	
<b>Strategic Theme</b>	One Council: Working With You, For You	
<b>Proposal (requires Council Approval)</b>	Yes	
<b>Has the Proposal been presented to Council previously?</b>		<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.500	0.000	0.000	0.500
Cumulative savings	0.500	0.500	0.500	0.500
FTE staff impact	16	0	0	16

<b>Description of Savings Proposals</b>
<p>Developing a different operating model in areas of significant growth. Joint Working with neighbouring public authorities to maximise mutual benefit, leading to more efficient, effective delivery of local services by working together and sharing resources.</p> <p>This would enable a step change in service delivery, income generation or commercial competition in a shared investment in an alternative transformation programme more radical but credible than one authority could achieve.</p> <p>Rationalisation of a range of processes and systems and integration of workforce.</p> <p>Third Sector Interface to explore the potential to further develop the voluntary sector to take on the delivery of services that statutory agencies can no longer afford to provide or which may be delivered more effectively.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>An EQIA will be required for the specific saving proposal although EQIA outcomes for Race, Sex, Sexual Orientation and Religion/Belief are monitored.</p> <p>Amy staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property & Facilities Management	
<b>Proposal</b>	Renewable Sources of Energy	
<b>Strategic Theme</b>	Preventative and Sustainable	
<b>Proposal (requires Council Approval)</b>	Yes	
<b>Has the Proposal been presented to Council previously?</b>		<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.000	0.280	0.280
Cumulative savings	0.000	0.000	0.280	0.280
FTE staff impact				

#### **Description of Savings Proposals**

As the fastest growing area in Scotland by population we can lead in environment ambitions by actively pursuing projects in renewable energy, energy demand reduction, regeneration and carbon reduction.

Self-sufficiency to safeguard against a volatile market, through a staged process of waste prevention, energy generation and potential commercial opportunities of distribution in the development of an infrastructure platform to enable future regeneration.

We have already achieved development of roof-mounted solar and other renewable generation opportunities in certain housing developments: Installation of light emitting diode (LED) street lighting technology; installation of public realm Wi-Fi.

Energy efficiency is a priority because of its impact on individual households and their quality of life, and because of the damaging effect on the environment. Domestic, or household, energy use accounts for around 30% of all carbon emissions so it has a significant role to play in tackling climate change.

Rising fuel prices mean an increase in the number of people living in fuel poverty. The Council is fully signed up to taking proactive steps towards reducing fuel poverty, as far as practicable and has set targets for reductions in fuel poverty in the local area.

#### **Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

There are opportunities which would need to be investigated further to potentially generate savings through the use of our existing property portfolio by investment in renewable energy (solar and ground source heat (GSH) effective control systems, Automated Water Meters etc. which have the potential over the medium / longer term to generate net savings and in the medium term to reduce carbon which would result in early Climate Change Levy cost reductions.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Grow walking buses and cycling schemes in order to bridge the gap between 2-3 miles for Secondary age pupils	
<b>Strategic Theme</b>	Preventative & Sustainable	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the Measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.075	0.045	0.000	0.120
Cumulative savings	0.075	0.120	0.120	0.120
FTE staff impact	None	None	None	None

<b>Description of Savings Measures</b>
<p>Jointly with the Transport Team we propose to increase the distance for eligibility to free transport for all Secondary age pupils from 2 to 3 miles. Current legislation requires us to provide transport for all pupils over the age of eight years where the safe walking route is more than three miles, for those up to eight years the current legislation is for routes over two miles.</p> <p>Total expenditure on home to school transport in 2017/18 was £2.265m: primary £0.283, secondary £1.089m and ASN £0.893m (approx). The total budget in 2018/19 is £2.466m. At a minimum this proposal would deliver savings of £120,000. The ASN transport costs are considered in a separate proposal.</p> <p>Other savings may be possible by revaluating the safer routes to school based on changes to crossings etc. also it may be possible to identify locations where additional safe crossings or other mitigating safety measures could be taken if the costs are saved by reductions in costs for buses. Any change in transport will only be implemented if there is a safer route to school.</p> <p>Any reductions in transport will increase the demand from parents or guardians for non-entitled transport. The reduction in buses or bus sizes will have an impact on the availability of this transport and Council needs to be aware of these increased demands that will not be met. Any reductions in transport via buses may increase traffic at schools as more parents/carers will drop pupils off we will need to involve other Council staff to look at this.</p>

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**



If taken forward this proposal would require statutory consultation regarding routes and we would need to review our current transportation policy and take to Cabinet/Council to make sure it reflects these changes.

There has already been some consultation with the public in terms of our 5 sessions in April/May 2019. In the main those who attended supported the idea of increasing the mileage in order to promote healthy living.

Families will be encouraged to walk / cycle to school as part of encouraging and improving health benefits.

In some schools there may be an increase in pupils arriving late and an increase in absences.

The ASL transport proposal for a review of the service could consider whether provision could be made for pupils with a disability affected by this proposal in order that the most effective solution be put in place.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Identify alternative transport arrangements for ASL School Transport including Children's Services	
<b>Strategic Theme</b>	Preventative & Sustainable	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the Measure been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.030	0.030	0.050	0.110
Cumulative savings	0.030	0.060	0.110	0.110
FTE staff impact	None	None	None	None

<b>Description of Savings Measures</b>
<p>The council's policy on home to school transport sets out that a pupil may receive free transport if they have an Additional Support Need (ASN) and are placed at an Enhanced Provision or Special School that is out with their catchment school area. This transport will be provided in multi-user vehicles. This will be done jointly with support by the transport team.</p> <p>Total expenditure on home to school transport in 2017/18 was £2.265m: primary £0.283, secondary £1.089m and ASN £0.893m (approx). The total budget for 2018/19 is £2.466m.</p> <p>The current transport model for ASL is made up of a combination of multi user vehicles and individual taxis with escorts where appropriate based on individual needs. Saltersgate School has a number of pupils who travel alone that has a significant cost associated with it.</p> <p>There are a large number of individual taxis during the school day to facilitate split placements in Saltersgate and our provisions based in primary schools and Complex Needs provisions in Secondary schools are a significant cost to the authority. The cost of individual transport is very high in comparison to multi user vehicles.</p> <p>Currently we do not have a protocol in place for parents to opt to transport their own child and reimburse them. This would be something we would consider:</p> <p>The cost for ASL transportation in 2018/19 was £796,305 (under budget of £850,585 for this year due to increased management control of Saltersgate transport). 2019/20 budget is £875,238 which should deliver the identified savings this year (2019/20).</p> <p>The budget for Children's Services transport last year was £145,000 with an overspend.</p> <p>Areas we would look into are:</p> <ol style="list-style-type: none"> <li>1. Explore Transport costs and identify potential less costly solutions. In particular for those pupils attending Saltersgate School &amp; provisions individual transport.</li> <li>2. Explore more options for shared transport arrangements between Education and Children's Services to avoid duplicate travel routes.</li> <li>3. Update risk assessments and review all paperwork for vulnerable pupils travelling.</li> </ol>

4. Consider rewards for families who use bikes or walk.
5. Explore Shared placements, how they operate and changes to reduce transport particularly during the school day.
6. Identify training and development needs for Learning Assistants, Escorts and drivers.
7. Identify opportunities for self-travel / life skills work for senior pupils and families.
8. Explore reimbursement for parents to transport their own child and potential savings.
9. Improve systems and procedures for granting any individual transport in line with policy.
10. Explore sharing of transport for Education and Children's Services.
11. Explore extending the Primary school day at Saltersgate.
12. Ensure cost centre for Children's Services and Education are correct.

This saving would be overseen by Schools Group Manager, ASL. They would be supported by the Transport Team, who will be responsible for the delivery of this saving. By 2023 we could re-allocate Inclusion based on areas this could give a further saving to re-arrange transport to be in a locality.

Any reductions in transport may increase traffic at schools as more parents/carers will drop pupils off. Involve other Council staff to look at this.

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

Appropriate consultation has taken place as part of the Budget Consultation process with more information being received via Parent Councils. We will review our current transportation policy to make sure it reflects these changes and report to Cabinet on these. Families will be encouraged to walk / cycle to school as part of encouraging and improving health benefits. Where there is a clear need pupils will still be transported, but more conversation with families is needed when pupils are placed. The Budget Consultation with the public favoured more walking/cycling for all school for pupils if practicable.

The review of the ASL transport service could consider whether provision could be made for pupils with a disability affected by the proposal relating to secondary school transport in order that the most effective solution be put in place.

<b>Directorate</b>	Resources	
<b>Service Area</b>	FISS	
<b>Proposal</b>	Paperless Council - 30% reduction in print and copy volumes in the first instance	
<b>Strategic Theme</b>	Preventative and Sustainable	
<b>Proposal (requires Council Approval)</b>		
	<b>Has the Proposal been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.090	0.000	0.000	0.090
Cumulative savings	0.090	0.090	0.090	0.090
FTE staff impact				

<b>Description of Savings Proposals</b>				
Reduce the Council's print and copy volumes by 30%. Print and copy volumes in 2018/19 totalled 21.3 million images.				
	Corporate	Schools	Total	Cost
Mono	6,000,000	13,000,000	19,000,000	£ 207,000
Colour	700,000	1,600,000	2,300,000	£ 130,000
<p>The Council's objective for paper to digital transformation with the implementation of technology will drive down the reliance on paper. This implementation is unlikely to have the desired impact on print volumes in the short term. Other strategies across all services require to be adopted to achieve the reductions in volumes in the immediate to short-term</p> <ul style="list-style-type: none"> <li>• Use of current technology – laptops, ipads, meeting room click &amp; share</li> <li>• Further roll out of restrictions in colour printing. Restrictions in colour printing in Midlothian and Fairfield House has seen a reduction in corporate print volumes of 27% in the last quarter of 2018/19</li> <li>• Analysis and monitoring of high volume users Many items printed are single use and then disposed of. Explore technology solutions to replace hard copy documents Many users print because historically that's the way they have used documents without questioning the need for a hard copy - Think before you print !</li> </ul> <p>Scrutiny and control of printing must sit within every service and with every user to achieve reductions.</p>				

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
Low risk as essential hard copy documents will be replaced by technology solutions and unnecessary print and copy volumes removed.

<b>Directorate</b>	Resources	
<b>Service Area</b>	FISS	
<b>Proposal</b>	Paperless Council - 30% reduction in central postage costs in the first instance	
<b>Strategic Theme</b>	Preventable and Sustainable	
<b>Proposal (requires Council Approval)</b>		
<b>Has the Proposal been presented to Council previously?</b>		<b>Y/N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.045	0.000	0.000	0.045
Cumulative savings	0.045	0.045	0.045	0.045
FTE staff impact				

<b>Description of Savings Proposals</b>
<p>Reduce the central postage costs by 30%</p> <p>The Council's objective for paper to digital transformation with the implementation of technology to communicate with both customers/service users and employees will drive down the reliance on the use of post as a means of delivery. This implementation is unlikely to have the desired impact on postage costs in the short term. Other strategies across all services require to be adopted to achieve the reductions in cost in the immediate to short-term</p> <ul style="list-style-type: none"> <li>• Reduction in volume Increase the use of email and online services currently available as a means of communication</li> <li>• Reduction in the use of 1<sup>st</sup> class mail The default for mail issue via the mail room is 2<sup>nd</sup> class. Services continue to request the use of 1<sup>st</sup> class mail and there remains a high volume of 1<sup>st</sup> class mail, over 10,000 items in 2018. Services should scrutinise the use of 1<sup>st</sup> mail to minimise or where possible eliminate the use of 1<sup>st</sup> class. The central budget cannot sustain the high volumes of 1<sup>st</sup> class requested by services. Proposal to recharge 1<sup>st</sup> class items to Services supplies and services budget</li> <li>• Roll out of Hybrid Mail Hybrid Mail has been introduced for bulk mailings and has been successful in reducing the cost for these. The roll out of hybrid mail to be rolled out further across service areas.</li> </ul>

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA**

Low risk: Change in delivery method will provide efficient and effective communication with customers and employees.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Customer Services	
<b>Proposal</b>	Reduce failure demand - Waste	
<b>Strategic Theme</b>	Working with you, for you	
<b>Proposal (requires Council Approval)</b>	No	
	<b>Has the Proposal been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.040	0	0	0	0.040
Cumulative savings	0.040	0.040	0.040	0.040	0.040
FTE staff impact	2	0	0	0	2

<b>Description of Savings Proposals</b>
<p>Reduce failure demand rate to benefit customers outcomes, but also contribute to cost reductions. Initial focus on Waste Services, as 71% of complaints received are on service failure, although a scoping exercise with Customer Services will include other volume areas.</p> <p>Reduction in staff time and service impact effect in Customer Services</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>An EQIA will be required for the specific saving proposal although EQIA outcomes for Race, Sex, Sexual Orientation and Religion/Belief are monitored.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>