



Delivering Excellence

Addressing the Financial Challenge to 2021/22

Midlothian Council

13 February 2018

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The scale of the financial challenge facing the public sector continues to grow. The impact of the anticipated funding cuts on Council services across Midlothian will be substantial - particularly when we are also faced with the challenges of a growing and ageing population and the increasing demand for services that this will bring.

So far, we have made savings by reshaping the council and changing the way we work. Savings since 2010 total £32 million with £7 million of this delivered in 2017/18. This has been achieved through a series of service reviews, reducing the number of managers and staff we employ, reducing our offices and other property needs and changing the way we purchase services. However, continuing with changes like these will not be enough on their own to address the financial challenge.

As reported to Council on 13 February 2018 the reduction in government funding for next financial year, 2018/19 contributes to a budget shortfall for the Council of £10.430 million. Based on current estimates, and this is now expected to reach £37.987 million by 2021/22. In responding to this challenge the Council has developed a change programme incorporating a number of initiatives aimed at bridging this shortfall. This includes increasing Council Tax by the maximum of 3% per annum currently permitted by Scottish Government as part of the grant settlement.

This pack provides an overview of the proposed direction and changes in services that require to be made to address the budget challenge for 2018/19 and the projected budget shortfalls for future years as part of the Council's strategy to maintain financial sustainability.

The finalised proposals set out in this document have been developed across all Council services and work will continue in some service areas to ensure that a clear strategic narrative informs the future shape of the service and so further inform the next iteration for a programme of transformation for 2019/20 and beyond.

An initial set of draft proposals were presented by the Strategic Leadership Group of Council officers to the Business Transformation Steering Group (BTSG) on 28 August 2017 and 2 October 2017. A revised set of draft proposals were presented to a special meeting of Midlothian Council on 10 October 2017 and formed the basis of the recent 'Shaping our future' budget public engagement exercise. The feedback for this engagement is published alongside this document and has also influenced the final officer proposals. An updated assessment of the draft Change Programme was also presented to Council on 19 December 2017 noting that further proposals, specifically for 2018/19 along with amendments to existing proposals taking cognisance of the feedback from the Shaping Our Future engagement activity would be presented to the next meeting of the Business Transformation Steering Group on 15 January 2018. This informed part of the final proposals presented to Council on 13 February 2018.

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Strategic Overview

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) and the Single Midlothian Plan. The proposals set out in this pack are as far as possible aligned to focus available resources on these priorities. The CPP undertook a review and engagement process in 2015/16 resulting in changed priorities for the three year period 2016 to 2019.

Taking into consideration evidence regarding the comparative quality of life of people living in Midlothian, it is clear that less well off residents experience poorer health, have fewer or no choices in how they use low incomes, and also that there is a proven relationship between these factors and their learning. Education is generally regarded as the best route out of poverty. As a result the top three priorities for 2016 to 2019 of the Council are:

- Reducing the gap in learning outcomes
- Reducing the gap in health outcomes
- Reducing the gap in economic circumstances

The Council continues to face unprecedented challenges as a result of constrained funding combined with demographic and other cost pressures associated with Midlothian's current and projected growth. In addition, managing the impact of a number of government policy and legislative changes places additional demands and reinforces the urgent need to change the way the council operates and the services provided.

The previous 'Future Service Delivery Models' exercise identified three key approaches for how the council works with its communities – preventive intervention, co- production and capacity building and localising / modernising access to services. Opportunities to reflect and adopt these approaches were a key consideration for Heads of Service in development of their proposals and in addition clarity of direction on the following will also inform the available saving options going forward:

- Asset Rationalisation
- Workforce Profile and Plans
- Alternative models of service delivery
- Shared Services

In addition to the agreed priorities and approaches the Council will also focus on reducing the gap between outcomes for residents living in parts of the county which for many years have shown a significant gap between their outcomes and the average outcomes for Midlothian and Scotland as a whole. The areas targeted are Dalkeith Central/Woodburn; Mayfield/Easthouses and Gorebridge.

A key requirement from this document and the further development and scrutiny that will follow is the need to clearly articulate the change programme in the context of the Council's future strategic direction and resource priorities. This will provide a robust and cohesive approach to leadership which drives transformational and sustainable change to better respond to both current and future challenges and ensures delivery of Midlothian's vision of 'a great place to grow'.

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Whilst a number of proposals refer to management reviews, once an agreed programme of change is developed an informed and wider review of management will be considered to ensure that any future reduction in leadership capacity does not impact our ability to deliver the sustainable change necessary.

Additions to Transformation Programme by Strategic Theme (Cumulative)

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Entrepreneurial Council	(0.410)	(1.968)	(3.178)	(4.988)
Services with Communities	(0.000)	(0.200)	(0.300)	(1.300)
Shared Services	(0.025)	(0.085)	(1.085)	(2.085)
Digital Led Transformation	(0.050)	(0.150)	(0.200)	(0.700)
Integrated Service Support	(0.480)	(0.980)	(0.980)	0.980)
Workforce Planning	(0.728)	(1.210)	(1.360)	(1.450)
Integrated Health & Social Care	(0.309)	(1.349)	(3.389)	(4.929)
Additions to Transformation Programme	(2.002)	(5.892)	(10.492)	(16.432)

Other Elements of Savings Programme (Cumulative)

Operational Savings	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Investing in Our Workforce	(0.000)	(0.100)	(0.250)	(0.300)
Financial Discipline	(0.470)	(0.520)	(0.570)	(0.620)
Cost Reductions	(0.330)	(0.440)	(0.525)	(0.530)
Workforce Reductions	(0.570)	(1.226)	(1.256)	(1.446)
Totals	(1.370)	(2.286)	(2.601)	(2.896)

Policy Savings	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Service Review	(1.262)	(1.912)	(2.812)	(3.206)
Policy Cost Reductions	(5.078)	(6.775)	(7.275)	(7.275)
Totals	(6.340)	(8.687)	(9.837)	(10.481)

Strategic Overview

Incorporating the proposals into the change programme will result in the following position:-

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Budget Shortfall 13 February 2018	10.430	20.048	29.198	37.987
Change Programme				
Transformation Programme				
• Existing Programme	(1.167)	(1.502)	(1.502)	(1.502)
• Additions to Programme	(2.002)	(5.892)	(10.492)	(16.432)
Total Transformation Programme	(3.169)	(7.394)	(11.994)	(17.934)
Asset Management	(0.000)	(0.288)	(0.288)	(0.288)
Loan Charges	(0.500)	(0.500)	(0.500)	(0.500)
Operational Savings	(1.370)	(2.286)	(2.601)	(2.896)
Savings Options				
• Policy Cost Reductions	(5.078)	(6.775)	(7.025)	(7.275)
• Service Reviews	(1.262)	(1.912)	(2.812)	(3.206)
Total Policy Savings	(6.340)	(8.687)	(9.837)	(10.481)
Fees and Charges	(0.180)	(0.240)	(0.280)	(0.300)
Less:				
Council Tax Increase of 3%	(1.274)	(2.569)	(3.884)	(5.218)
Sub Total	(2.403)	(1.916)	(0.186)	0.370
Reinstatement of Reserves	2.403	1.916	0.186	0.000
Remaining Budget Gap	0.000	0.000	0.000	0.370

The Change Programme summarised above secures a balanced budget for 2018/19, and subject to amendments would secure an increase in General Fund reserves. Again subject to the impact of amendments the projections indicate a sustainable financial position through to 2020/21.

For later years further work is required to review and bring forward proposals in respect of the following areas

- The inclusion of a Disability Service Review as part of the next steps for Children's Services Review
- Efficiencies secured through the Learning Strategy Estate, wider property asset management and asset rationalisation
- A master plan for the Vogrie estate and potential income opportunities it creates
- A further review of the approaches to and resources committed to transportation of people, both clients and staff
- A broader review of the concessions policy for future consideration

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- Workforce, recognising that employee costs are by far the largest element of the budget.
- The conditions attached to grant settlements, including the implications of maintaining the pupil teacher ratio and of restricting Council tax increases to 3% per annum.

The whole change programme will be continually updated to take cognisance of the emerging position for future years grant settlements and demographic changes, recognising the critical impact both of these issues have on the Financial Strategy and the projected budget position.

Directorate Overview

This section seeks to provide a strategic narrative and direction of travel for each of the current directorates.

EDUCATION, COMMUNITIES AND ECONOMY

1. Education Service

We aspire to deliver a world-class education system through equity and excellence. Our vision is to provide the highest quality inclusive education and learning for all individuals and families in Midlothian. To realise this vision we will:

- give all our children the best possible start in life, providing a nurturing and inclusive learning environment;
- ensure that every young person has the opportunity to be a successful learner, confident individual, responsible citizen and an effective contributor;
- support adult returners to achieve their potential and secure positive outcomes including employment;
- work with our communities to promote high expectations which deliver the best educational outcomes for all learners;
- celebrate diversity, reduce inequalities and remove barriers to learning.

Linked to our aspirations to deliver a world class education is to ensure that we are building capacity for the expected growth in Midlothian recognising that Midlothian is the fastest growing local authority in Scotland. This will be achieved through the development and implementation of the Learning Estate Strategy was presented to Council in September 2017.

Our service consists of the following teams;

- **Early Learning and Childcare:**
- **School Years:**
- **The Education Leadership Team:**
- **Additional Support Needs:**
- **Learning Technology Team:**
- **Educational Psychology Service:**

2. Children's Services

Children's Services has undergone a total service review with the new service implemented in April 2017. The new structure is not locality based but created through a desire to transform how we currently work with children and their families. We were driven by a desire to achieve greater efficiency both in working practices and use of resources. Our service vision is to improve families' lives by giving them the support they need, when they need it. Our aspiration is to have a workforce that is flexible and creative in its working. Our approach is outcome focused through our person centred planning and working in multi disciplinary teams with an emphasis on developing positive relationships. The Service consists of the following teams;

- **Early Intervention and Prevention Teams:**
- **Practice Teams 0-12 and 12+ :**
- **Early Intervention and Prevention Development Officers:**

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- **Midlothian Residential Services:**
- **Family Placement Team:**
- **Kinship Care:**
- **Corporate Parenting:**
- **Hawthorn Children's Centre:**
- **Independent Reviewing Officers:**

In addition to these services provided directly by the Council, a range of services are also purchased through the Independent Sector; this includes agencies such as 'Who Cares? Scotland' who provide advocacy, advice and support to vulnerable Looked After and Accommodated Children; Children 1st who provide support to our young carers, and also work intensively for a short period of time with children and young people affected by parental substance misuse; Barnardo's offer respite and support services to children and young people with additional support needs.

The outcome focussed approach is supported by a range of teams within the Council including finance, legal services, procurement, planning, performance management, staff training and development and Organisational Development/Human Resources.

3. Communities and Economy

The overarching aim of the Communities and Economy Service is to support, protect and develop the communities in Midlothian through:-

- Providing for optimal social, economic and physical environments for those communities;
- Growing the Midlothian economy through supporting new and expanding businesses, attracting inward investment and promoting key employment sectors;
- Acting as a key driver in the development of our most disadvantaged communities; and
- Maintaining high standards of public health, consumer confidence and public safety.

The Communities and Economy Service comprises the following functions:

- **Building Standards:**
- **Communities:**
- **Economic Development**
- **Environmental Health:**
- **Planning:**
- **Trading Standards:**

HEALTH AND SOCIAL CARE

1. HEALTH AND SOCIAL CARE

1.1 Why is Transformation Necessary?

There are three major continuing challenges in the delivery of health and social care services in Midlothian:

- **Growing and Ageing Population:** The population is growing rapidly - a 26% increase is predicted by 2039. The number of people over 75 years will double over the next 20 years. People with long term disabilities and complex health conditions are living much longer.
- **Financial Pressures:** Despite growing demand, social care and health are facing real cuts in budgets. The significance of this challenge was recognised by Scottish Government in 2016 providing additional ring-fenced social care funding to Local Authorities; in Midlothian this was £3.4m.
- **Workforce Pressures:** Despite changes to terms and conditions such as guaranteed hours and the Living Wage, recruitment and retention is a growing problem, particularly in the field of care at home. This is a high risk area with many people in need of social care support not receiving it during 2017-18.

1.2 National Solution-Integration

Scottish Government was sufficiently concerned about the long term sustainability of health and social care, to legislate, in 2014, for the establishment of new Integration Authorities. The objective, consistent with the Christie Report, was to put organisational arrangements in place which would make it more possible to shift the emphasis to community based services and to give much greater priority to prevention and addressing inequality. This has been a major change in the governance of health and care services and these arrangements are now fully in place in Midlothian.

1.3 Service Transformation

The scale of the challenge is such that fundamental changes to health and care are needed with the emphasis moving from

- **Failure Demand to Prevention**
- **Treatment and Support to Recovery and Rehabilitation**
- **Reactive to Anticipatory Care**
- **Hospital and Care Homes to Community Based Services**
- **Individual Practitioner to Team Working**

An underlying theme to these shifts in approach is that of enabling people to access universal services, such as good quality housing; employment; and social opportunities, rather than have a continuing dependence upon health and care services.

While the current financial context is more serious than anything faced previously by the Public Sector, there has been a culture of transformation in Midlothian Adult Care Services; through commissioning, restructuring and service redesign annualised savings of £5.35m was achieved between 2008 and 2015

1.4 Governance

In line with the Public Bodies Act (2014) the Council has delegated the Adult Care functions to the Midlothian Integration Joint Board. The strategic planning and financial planning for

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these functions is now the responsibility of the IJB. The Council will decide the totality of the budget to be allocated to the IJB for Adult Care functions, and it is clear that these budgets will be reduced from their current level in line with the overall reduction in resources available to the Council. The governance around the planning of the efficiencies to be applied to these budgets rests with the IJB and discussions have been held with the IJB as to how this process will be managed. On an operational level, where the Council is able to design and deliver more efficient ways of providing services in line with Best Value and Financial Discipline, it should do so providing these changes are in line with the IJB Strategic Plan.

1.5 Financial Strategy

The key feature of integration is the direct control of one body over the health and care budgets. This is intended to ensure that moves across the system to achieve the shifts outlined above. Strengthening community based services by moving resources from care homes and hospitals will take time. In view of this the more immediate focus is upon making the most effective use of existing resources within social care. A new programme board- *Realistic Care Realistic Expectations*-was established in December 2016 with the very ambitious objectives of eliminating the projected overspend of £1.4m in 2017-18 and contributing a further £1.55m savings by March 2018.

The approach is twin tracked; one is to improve the efficiency and effectiveness of the service; the other is to design and deliver more sustainable individual care packages. Improved service efficiency includes stronger internal systems such as commitment recording –a complex task in social care because of the ever changing individual care arrangements. It is also critical that policies regarding the provision of social care services are clear and robust otherwise there is considerable scope for variation and inequity despite the Council policy on eligibility criteria. Two such policies were recently approved by Council regarding high cost care packages and transport to care services.

Effectiveness is entirely dependent upon the workforce within the Council and in independent and voluntary social care organisations. Alongside a strengthened approach to staff and team development, much more emphasis is now being given to the development of a cross-sector Midlothian Workforce Plan to improve recruitment and retention in all areas of health and care.

Critical to the success of these planned changes is gaining consensus with the Midlothian public. Communication and engagement is already given a strong emphasis with quarterly newsletters on integration; regular public meetings –the *Hot Topics Forum*; and more recently a specific programme of work in relation to Primary Care. Effective and extensive communication with our customers and local communities will be vital.

1.6 Service Redesign

There are many areas of service transformation planned and underway in transformation and these are described in the Midlothian Health and Care Delivery Plan 2017-18. The service changes referred to in this report are those which are most likely to generate savings in the short to medium term.

Even these timescales are ambitious given the need for careful planning with users and families and the complexity of the re-commissioning requirements. However, short term

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slippage of timescales is more than offset by the longer term sustainability to be generated through the redesign of these services.

1.6.1 General Themes: A key contributing factor in promoting good physical and mental health is the provision of suitable accommodation with support. Housing is critical to the development of more cost effective care delivery models. One current example of this is the provision of 12 new houses in Penicuik for people with complex needs. The major area of development required is that of extra care housing for older people which will help to reduce reliance on expensive residential care as well as planned clusters of tenancies for people with learning disabilities to facilitate better management of risks and support of the social care workforce.

The role of housing and particularly amenity housing, has a key role in enabling older people to live well in later life. The impact of extra-care housing has been incredibly positive in allowing older people to remain independent and within their own tenancies.

The staff intensive nature of the delivery of health and care means it is vital that every opportunity is grasped to redesign services in a way which incorporates new technologies. One current area of exploration is identifying safe ways of reducing the need for expensive overnight support.

1.6.2 Learning Disability Day Services: There has been considerable investment – now over £4m per year including transport- in recent years. Whilst this has in part, been a response to the number of youngsters with complex needs; there is a recognition that the current proliferation of services, including those accessed in Edinburgh, is not sustainable.

1.6.3 Care Packages: People's social care needs can change over time so it is important that support is reviewed regularly. This makes sure the support is meeting people's personal outcomes. A dedicated Social Care Review Team has now been established with the task of ensuring that all packages of care are reviewed and that individuals have the right level of support. This will mean considering whether people have the right balance of rehabilitation and independence or direct support, alongside the possible use of technology.

1.6.4 Care at Home: Care at Home services are critical building blocks in the delivery of community based care; each month in Midlothian 50,000 care home visits are delivered. However Care at Home has been an ongoing area of high risk in terms of sustainable service provision; service quality; workforce shortages; and the consequential impact on other services such as delayed discharges in acute hospitals. A major rethink is underway with the ambition to move away from the long established "time and task" approach to one which is more personal outcome focussed.

This will also include a more focused approach to locality based delivery, building on a 'family first' approach and making more effective use of multi-disciplinary teams across the health and social care workforce, with clear connections to community and voluntary organisations.

2. CUSTOMER AND HOUSING SERVICES

New challenges are emerging which place greater emphasis on integration, co- production and customer engagement while responding appropriately to individual or collective needs and capabilities in delivering the range of customer and housing services. Service Reviews

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have implemented new ways of working designed by the respective teams and had positive impacts on performance and outcomes.

In this transformational approach we have become more efficient and at the same time delivered changes resulting in improvements to work practice, the services we deliver and the quality of life experienced in our communities.

2.1 HOUSING AND HOMELESSNESS

The critical role of access to good quality housing in supporting the wellbeing of the general population is reflected in the commitment to an expanded and accelerated programme of Council house building.

2.2 COMMUNITY SAFETY

There is a commitment to a substantial reshaping of community safety services. In developing a *Safer Midlothian* the responsibility for responding to community safety concerns will be on redefining the role of the community in helping itself resolve small scale problems through the Resolution Service, while council tenancy problems are integrated within the roles of Council Housing staff who will work closely with reinstated Community Action Police Teams. The emphasis will be on a preventative approach with particular attention on substance misuse and domestic abuse. Leadership for ensuring successful redesign of community safety will rest with the Safer Midlothian Group.

2.3 CUSTOMER SERVICES

These services are subject to an ongoing service review process with the objective of reshaping to achieve financial savings whilst also seeking to improve access. There has already been a significant redesign of, for example, local libraries now undertaking a number of functions. Further transformation is required in Revenues, Libraries and Customer Services.

There is a need to focus driving more customer activity onto the digital platform. This will entail developing new models by working in close partnership with local communities, referred to as “co-production”, which will be critical to achieving successful and sustainable transformation.

RESOURCES

As stated in the strategic narrative, the Council's financial strategy over the next five years requires a move towards increasing financial sustainability and the adoption of a range of strategic approaches to achieve this. Whilst progressing service initiatives in line with existing plans, continuing to deliver financial savings against the budget, and maintaining robust financial discipline, the direction for Resources Directorate will focus on the following strategic approaches:

- Investing in new ways of working alongside sharing services to secure economies of scale with willing and like minded partners to provide further opportunities to reduce service operating costs.
- Increasing income generation and growth opportunities to maximise external income and fees and charges, including commercial contracts, works, services and consultancies.
- Refocusing resources and workforce planning activities to better respond to the Council's key priorities and outcomes.
- Transitioning to digital solutions, where appropriate, adopting standardisation, simplification and a sharing approach to achieve maximum efficiency and effectiveness and securing greater automation where appropriate.
- Ensuring effective delivery of statutory services.
- Rationalisation and maximising the use of all assets including the utilisation of Premises, Land, Digital Assets and Plant/Vehicles.
- Redesigning and future proofing services to limit the impact of demographic pressures created by a growing Midlothian.
- Develop a Workforce Strategy which enables the significant transformational change and which supports the achievement of the emerging workforce plans.

This section seeks to provide a strategic narrative and direction of travel for each of the three service areas.

1. Commercial Operations

In support of the Council's strategic approaches Commercial Operations will progress the following key transformational projects aimed at maximising the use of assets and creating flexibility across the workforce:

- Develop the Street Scene/Neighbourhood model of service delivery to provide key frontline services in the communities
- Maximise the utilisation of the Council's fleet and passenger transportation arrangements (including third sector providers) by reducing costs and contributing to the environmental agenda and reducing the carbon footprint
- Seeking commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners
- Reducing the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises

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- Developing community participation opportunities with local organisations and groups

2. Finance and Integrated Service Support

In support of the strategic approaches outlined Finance and Integrated Service Support will progress the following key transformational activities, specifically aimed at maximising the use of technology and significantly reducing the staffing establishment:

- Exploit the use of digital technology and services to redesign services, investing in solutions to deliver efficiencies
- Ensure the Council's Digital Foundations are fit for purpose and delivered as cost effectively as possible. Maximising utilisation of digital assets including software and systems functionality
- Supporting robust financial discipline and robust supplier contract management and monitoring
- Reducing the cost of "back office transactions" by simplifying, standardising and sharing business processes and systems across the Council
- Maintaining the capacity and capability to support the delivery of transformational change across all services

3. Property and Facilities Management

In support of the strategic approaches outlined Property and Facilities Management will progress the following key transformational projects:

- Exploring opportunities for partnering arrangements with public and private sector organisations
- Maximising the utilisation of the Council's property and land portfolio including progressing sites for the building of additional Social Housing
- Commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners
- Minimising the level of subsidy across facility services with a particular emphasis on Sport and Leisure and Facilities Services
- Introduce renewable sources of energy production to reduce utilities costs and the carbon tax

In addition to the strategic journey across the Directorate all services will continue to contribute to environmental responsibilities, providing opportunities for young people, supporting the economic growth of Midlothian, working in partnership with Communities and Voluntary Organisations.

Transformation Programme

Midlothian Council, along with all local authorities, has experienced and will continue to experience significant financial challenges. By adopting a transformation approach, we have become more efficient and at the same time we have delivered changes which result in improvements to the way we work, the services we deliver and the quality of life experienced by local people. These changes are evidenced in the delivery of new affordable homes, new schools, improved recycling rates, improved positive destinations for school leavers and the arrival of the Borders railway. In addition we have successfully delivered significant changes and improvements in services to protect children and vulnerable adults. All of this has been achieved despite resource constraints.

In response to the changing context the Transformation Programme has been subject to regular review and change and following feedback from our external auditors in December 2014 the programme was streamlined to focus support and resources and the following five strands make up the current programme:

- **Integrated Service Support Project** – The objectives for this project include: Consolidation of key support services; Review and challenge of management arrangements to ensure appropriate spans of control (layers and specialisms); Review and challenge of service delivery arrangements and priorities; Delivery of service improvements and achievement of cost efficiencies by eliminating duplication and silo working to reduce failure demand and to improve our business processes and; To support the delivery of service ‘enablers’ and support services across the council to assess how best to release efficiencies the enablers create.
- **Education Provision Project** – The objectives for this project include: To review and streamline processes, structures and the roles engaged in administrative activities across schools to ensure the most appropriate utilisation of Education staff; To re-evaluate in light of recent legislation the most cost effective delivery of pre-school children’s access to a wider curriculum and educational experience; To review and rationalise the schools estate and catchment areas; To review secondary provision for the senior phase; To identify and pursue transformational savings to offset the impact of the agreement with Scottish Government to maintain teacher numbers and; To carry out mini service reviews within the Education Service to deliver further savings.
- **Customer Service Project** – The Customer Services transformation project aims to have a positive impact on performance and customer experience and lead to long term efficiencies and cost savings. The initial focus of the project was to deliver the following:
 - Develop a foundation of knowledge (customer insight) to understand who our customers are, how they contact the Council and how they access our services which will enable us to make informed decisions on service delivery, resource allocation, access channels and communications.
 - A Customer Service Strategy for 2014-17 outlining how the vision of Customer Service will be delivered
 - Provide Customer Services tailored to local need in an area where it is in most need of investment of resources by responding to customer demand in a hotspot locality.

Transformation Programme

- Release savings by consolidating Customer Service reception resource within the Dalkeith Campus and enhancing our one stop capability provision.
- Implementation of our Customer Service Strategy Action plan for 2015-18.
- **Services to Communities Project** – The primary objectives for this project is to work with our customers and partners to review and re-shape service delivery so that it is aligned to the priorities and outcomes of the Single Midlothian Plan and ensures that Midlothian Council resources are effectively utilised to provide essential services to communities with a partnership focus on those in greatest need. The aim is to set a clear direction and make demonstrable progress in transforming Midlothian Council from being solely a service provider to a tailored, more balanced and partnership approach to the delivery of services to communities.
- **Children's Services Project** - The overarching aim of the project is to ensure that children and young people of Midlothian get the help they need when they need it, so that each child and young person has the opportunity to reach their full potential. The project is undertaken following a 'whole system' approach and involves working with partnership agencies. Undertaking this project will enable the Council to re-direct resources at an earlier stage, therefore preventing further issues escalating and improving outcomes for the children and young people involved.

The **Integration of Health and Social Care Transformation** is also reported for information purposes via the Council's Business Transformation Board and Steering Group.

Delivery of the financial savings element of the programme has been and will continue to be a key contributor to the wider change programme aimed at addressing the projected budget shortfalls. Savings achieved to 31 March 2017 totalled £12.310 million (which equates to 6.3% of the 2016/17 budgeted net expenditure) with a further £2.791 million included in the 2017/18 budget. This will bring the total savings by the end of the financial year to £15.101 million

Recognising the need to invest to secure sustainable change the Council has approved utilisation of Reserves to fund costs associated with the transformation programme. At this time £3.287 million of this has been applied with future commitments of £0.593 million identified for 2017/18 and 2018/19. This leaves £3.838 million as uncommitted.

In addition to the £15.101 million delivered/in hand the Financial Strategy for 2018/19 to 2020/21 includes further savings across the existing strands of the transformation programme. These savings targets are predicated on the outcomes of the review activity and any subsequent decisions taken by Council and so remain indicative.

Council Existing Transformation Programme Savings – 26 September 2017

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Children's Services	0.274	0.335	0.335	0.335
Services to Communities	0.850	0.850	0.850	0.850
Education	0.426	0.461	0.461	0.461
Health and Social Care	1.000	1.000	1.000	1.000
Totals	2.550	2.646	2.646	2.646

Transformation Programme

As the previous table highlights the majority of the savings associated with the current transformation strands are in 2018/19 with £0.096 million in later years. An important element of the budget development work has been to develop the next iteration of the transformation programme as a key element of the Financial Strategy to ensure that available resources are as far as possible targeted on the delivery of improved outcomes, particularly against the key priorities.

This involves incorporating the activities from the proposals set out later in this pack and progressing with the following key components for the next phase of transformation:

- 1. Services with Communities** – there is a clear need to change the relationship we have with communities from a paternalistic one focused on service provision to one based on partnership and co-production and working together. This element of transformation builds upon and refocuses the existing Services to Communities Project within the existing Transformation Programme.
- 2. Entrepreneurial Council** – covering property development, income generation, asset utilisation, energy, commercial opportunities etc
- 3. Digitally-led transformation/Customer Service** – we want to be at the forefront of digitally enabled change which will connect with the next phase or acceleration of customer services transformation.
- 4. Shared Services** – as a result of the current climate of reduced public spend and growing pressures on public services for the foreseeable future, service sharing and collaborative working will be a key consideration for options available to sustain services.

The proposals templates, where appropriate, have been noted to identify a link to the relevant strategic/transformational theme in order to demonstrate a number of early deliverables attached to the longer term strategic and transformational journey. The first table on page 6 also captures a summary of the savings already identified in the proposal templates for each of the transformational components.

A strategic narrative for each of the key transformational components and a table identifying the transformational link to the initial proposals presented, follows:

1. Services with Communities

As noted earlier the financial challenge ahead required Midlothian Council to think differently about how we engage and work with our communities.

Midlothian Council needs our communities to help us deliver our ambition of Midlothian - Great Place to Grow. We need to engage communities in the financial challenge ahead and where we plan to withdraw or reduce service delivery, we need to ensure we include them in that discussion and ask what can they do to assist in their own Communities. Volunteering can be a powerful driver of personal, social, economic, cultural and

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environmental change; in Midlothian we have a strong track record of active volunteering across the voluntary, public and private sectors. This involves large numbers of dedicated volunteers of all ages and a wide variety of volunteering activities such as countryside activities, community gardens, lunch clubs and cafés, health and wellbeing activities and sports clubs, galas and events, community hospital volunteers and broader befriending and mentoring activities.

Levels of volunteering activity in Midlothian are generally higher than the Scottish average. Volunteering brings significant benefits for both the volunteer and the individuals that are supported. It is an important activity that serves to integrate people and communities through the shared experiences that it generates. With around 30% of Midlothian residents engaged in some form of volunteering, it is clear that many services and recreational activities would cease to function or be seriously curtailed without the commitment and input of local volunteers. We need to do more, however, to maximise the potential of volunteering to act as a positive force for change in Midlothian building on the existing powerful base.

As a Council we need to be honest and engage our community as we go ahead. As shown in the table on page 5 and detailed in the proposals that follow, we have an additional £1.3m savings target against the Services with Communities strand by 2021/22 and this is possible if we rethink our approach to working with communities. All of this fits with the established Christie Commission principles of building up the capacity of communities to work with the public sector in the delivery of particular services, and which is given legislative power through the legislative requirement to include communities in the decision making process through the Community Empowerment Act under which communities are active participants in the decisions made which affect their communities.

2. Entrepreneurial Council

A key focus going forward will be contributing to the overall Midlothian economy by developing, delivering and providing a range of high quality, value for money entrepreneurial (commercial) services in partnership with

- Local Companies
- Other Public Bodies
- Residents and Householders
- Private developers
- Other organisations

This transformational component will be taken forward with the following deliverables in mind:

- To generate financial surplus for reinvestment within services and/or to support other Council priority services.
- To maximise the use of the workforce, buildings, vehicles, equipment and digital assets in providing services.
- To develop the skills of the workforce to enhance their jobs and to allow access to new markets.

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- To develop and explore partnerships initially within and in the future build on partnering arrangements beyond Midlothian.
- To optimise and spread fixed costs over a greater cost base.

In line with challenges previously identified the requirement to become more commercial is driven by a need to respond to:

- The unprecedented level of funding cuts facing the Council and Public Sector.
- The significant impact of funding cuts on non statutory services currently provided by the Council.
- The need to develop working partnerships with Midlothian companies and other organisations.
- The need to develop staff and managers and the requirement to retain a critical employee mass to ensure the continuity of essential services.

In order to build on the commercial activity and work undertaken to date by the Council it will be necessary to:

- Enable, develop and support a commercial culture with a focus on the customer or the client (not always Council).
- Concentrate and focus on core commercial activities and undertake a review of non commercial functions.
- Establish a team of key staff to assess identify and exploit opportunities using a range of skills and services.
- Enable the “sales force team” to explore and develop new ideas and opportunity for business.
- Explore opportunities that incentivise staff to excel and exceed expectations.

As shown in the table on page 5 and detailed in the proposals that follow, a savings target of £4.988m has been set against the Entrepreneurial Council strand by 2021/22. All entrepreneurial and commercial endeavours should be underpinned by a robust governance framework and developed and supported with an appropriate business case and professional and technical advice. Whilst entrepreneurial activities will align with council aims and values, elected member support and buy in will be key to successful delivery.

3. Digitally-led transformation/Customer Service

As one of the fastest growing areas in Scotland, Midlothian has a projected population increase of 23.1 % by 2039 compared with 2014. Accordingly the Council cannot support more customers using the current resources, systems and processes.

Customer self-service can help deliver some key services without customers dealing directly with a member of staff and could truly transform the way the Council deliver services. We already have a well-managed public facing website and SOCITM has recently published the results from this independent benchmarking exercise and awarded our site four stars.

Midlothian is one of only four councils in Scotland to achieve this accolade. Our Web Team, 50 Content Editors and council employees, generally ‘get it’ and already we have been able

Transformation Programme

to transform how our customers interact with the council. We have successfully accessed simple services online already e.g. apply for ski lesson at Hillend, find bin collection dates, report a pothole, request a bulky uplift etc. and our citizens access our site at an ever-growing rate.

We can be a leader in the delivery of online services and there is still significant potential to transform the way we work. The Digital Strategy Group is already managing a portfolio of projects, which could help deliver additional online customer services:

- CRM (joint procurement with East Lothian Council)
- MyAccount authentication and single sign on
- Online housing applications
- SEEMIS (parent portal)
- Review of online payments provider
- Online school payments
- Leisure booking and leisure payments

It is recognised that additional components are required to have a complete customer online experience and these include:

- A Customer Portal (where a customer logs on through our website is recognised and can complete a customer journey which is truly a transactional end to end customer journey)
- SEEMIS , Education management information system (parent portal)
- Integration with back end systems (e.g. Council Tax, housing, etc.)

It is important that all leaders and senior managers are aware of this transformation programme so that they can support and help initiate the required service changes to improve the customer experience and to drive savings and efficiencies.

- Present and discuss the vision for Midlothian online payments and services (OPAS)
- Outline reasons and benefits of having a joined up, council-wide approach to online payments and services
- Position key procurements and implementation projects that will come under the umbrella of OPAS
- Gain endorsement from Digital Leaders

Progressing this core element of transformation will require:

- Putting a project team in place for a Start-up Phase
- Specifying requirements for online service and payments
- Identifying priority services
- Conceptualising the design
- Creating a Business Case
- Funding and approval to procure/implement a phased solution

The creation of an agreed roadmap to secure future technical sustainability of our online customer presence will:

- Provide the tools and resources to transform Midlothian into a true 'Digital by Default' organisation

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- Maximise efficiencies which can be made from implementing a mature, end to end solution for customers
- Require robust governance through the Customer Service Project Board of a project/programme of work which may span 3-4 years
- Not deliver In-house process efficiencies immediately and will require processes to change to realise savings in time

As shown in the table on page 5 and detailed in the proposals that follow, a savings target of £0.700m has been set against the Digitally-led Transformation strand by 2021/22.

4. Shared Services

The shared service element for transformation will be informed by a number of key principles previously identified for Shared Services and Collaborative Working by CIPFA in 2010 as follows:

- Service sharing and collaborative working, where they are relevant, will normally be used in combination with other methods, such as system thinking and process redesign.
- Making shared services happen will demand leadership and drive from those at the top of the organisation, this means senior executives and elected members.
- Partners need to understand where they are – in cost and performance terms – before embarking on change, and benchmark with peer organisations. This will provide an early assessment of the scale of opportunity.
- There is no 'right' option for or pathway into service sharing. Some organisations will choose to collaborate in a range of different partnerships where different services feature in each case, others will instead decide to work in more broadly based relationships, sharing a wide range of services with just a fixed group of other bodies.
- Collaboration models and vehicles will vary from case to case. In some instances this may mean working with organisations from other sectors, including commercial bodies. Legal requirements, among other things, will determine which model/vehicle is best suited to carry any partnership forward.
- In sharing services, the underlying processes will usually need to be simplified and standardised before they are consolidated in a single shared service. In doing this, processes will be redesigned on an 'end-to-end' basis, with 'process owners' taking responsibility across the whole service in question.
- Parties to the collaboration may need to migrate to a common technology platform (for instance, a finance or HR system), to remove the complexity and inefficiency that multiple systems might cause.
- Not every process or service will be open to sharing. Much will depend on the strategic significance of the service in question and the need for it to be tailored to local requirements.
- Processes and services that are shared will tend to be either;
 - 'transactional' or 'rules-based' – involving standard, repetitive activities (such as processing invoices or accounting journals) that can be grouped together for processing efficiency; or
 - 'competency-based'. In the latter case the work in question is likely to be brought together as part of a centre of expertise, which may allow for a range

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of specialist skills to be combined as part of a single unit e.g. Technical Services

- While there is a range of risks and legal issues to be addressed in sharing services, given political will and the willingness to invest resources, these can be dealt with in a managed way. They should not be seen as insurmountable barriers to change

As shown in the table on page 5 and detailed in the proposals that follow, a savings target of £2.085m has been set against the Shared Services strand by 2021/22.

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Saving Proposals - Summary

	DESCRIPTION	2018/19 £m	TOTAL £m	Pg.
	EXECUTIVE TEAM			
1	Senior Team Management Review	0.050	0.250	27
	Total	0.050	0.250	
	EDUCATION, COMMUNITIES AND ECONOMY			
	Communities and Economy			
1	Review of Rights and Advice Services	0.000	0.140	28
2	Overall reduction in the Planning Service	0.106	0.106	29
3	Staff saving from community asset transfer of Newtongrange Community Learning Centre building	0.025	0.025	30
4	A tailored and informed approach to Reduction in the Large and Small Grants budgets	0.000	0.200	31
5	Reduce contribution to Strategic Planning Authority	0.020	0.020	32
6	Review of the pest control service within Environmental Health	0.007	0.007	33
7	Deletion of Environmental Health support post (noise control/enforcement)	0.028	0.028	34
8	Overall further reduction in the Environmental Health Service	0.108	0.108	35
	Total	0.294	0.634	
	Children's Services			
1	Reduction of Early Intervention & Prevention Services	0.130	0.130	36
	Total	0.130	0.130	
	Education			
1	Schools and Early Years Change Programme	2.650	3.539	37
2	Life Long Learning and Employability	0.234	0.328	42
	Total	2.884	3.867	
	ADULT HEALTH AND SOCIAL CARE			
	Adult Social Care			
1	Rebalancing Care – Rebalancing Expectations	0.000	4.620	45
2	Telecare/Housing Support	0.309	0.309	47
	Total	0.309	4.929	
	Customer and Housing Services			
1	Community Safety	0.430	0.430	48
2	Homelessness	0.260	0.560	49
3	Housing	0.100	0.100	50
4	Libraries Service	0.050	0.200	51
5	Revenues and Benefits	0.400	1.794	53

Saving Proposals - Summary

	Total	1.240	3.084	
	RESOURCES			
	Commercial Operations			
1	Charge for bins and boxes	0.070	0.250	54
2	Extend collection frequencies	0.100	0.100	55
3	Close Penicuik recycling centre	0.100	0.100	56
4	Charge for garden waste collection	0.000	0.510	57
5	Charge for commercial waste at Stobhill CRC site	0.035	0.050	58
6	Advertise on Council refuse vehicles	0.015	0.015	59
7	Increase the level of recycling	0.025	0.075	60
8	Reduce Street Sweeping Frequency	0.030	0.030	61
9	Reduce grass cutting standards	0.150	0.150	62
10	Reduce the number of grass football and astro pitches across Midlothian and consider the introduction of hybrid pitches	0.050	0.050	63
11	Reduce the provision of all floral displays and shrub beds	0.065	0.130	64
12	Stop support to gala's and events	0.075	0.075	65
13	Increase charges where appropriate	0.150	0.600	66
14	Increase lair provision at Dalkeith cemetery	0.025	0.050	67
15	Close Polton Bowling Club	0.020	0.020	68
16	Review spending on road maintenance	0.250	0.250	69
17	Reduce the structures maintenance budgets	0.050	0.050	70
18	Reduce the street lighting maintenance budget	0.150	0.150	71
19	Transform Lighting Operations	0.050	0.100	72
20	Reduce the winter maintenance budget	0.050	0.050	73
21	Remove the non-statutory school crossing service	0.100	0.150	74
22	Stop all open space CCTV activity	0.030	0.030	75
23	Introduce and Increase Parking Charges	0.050	0.050	76
24	Stop supported bus grants and reduce community transport support	0.150	0.250	77
25	Reduce the ring and go scheme	0.030	0.030	78
26	Stop the taxi card scheme	0.050	0.050	79
27	Increase training offer - increase income Risk Management	0.025	0.050	80
28	Sales Force Spend to Generate	0.025	0.250	81
29	Increase walking distance to School	0.038	0.062	82
30	Provide Taxi Testing Service at Hopefield	0.000	0.060	83
	Total	1.958	3.787	
	Finance and ISS			
1	Management Structure	0.080	0.080	84
2	Digital Services	0.150	0.150	85
3	Digital by default	0.000	0.500	86
4	Service Improvement Plans/Business Processes/Service reduction	0.250	0.750	87

Saving Proposals - Summary

5	Remove Regular Car Allowance	0.050	0.315	88
6	Removal of Lease Car Scheme and Cessation of Employee Retention Allowance	0.025	0.150	89
7	Shared Services (Support Services)	0.000	1.000	90
8	Review Support to Elected Members	0.050	0.050	91
	Total	0.605	2.995	
	Property and Facilities Management			
1	Building Services Company	0.000	0.610	92
2	Reduction in Housing Voids Standards	0.080	0.080	93
3	Construction and Design Service Consultancy	0.000	0.190	94
4	Income from Professional Consultancy	0.000	0.050	95
5	Increasing the charging for school meals	0.040	0.160	96
6	Sharing Catering management with neighbouring LAs	0.025	0.050	97
7	Trolley Service/Internal Catering to cover costs	0.013	0.013	98
8	Expand Catering/Function Service	0.000	0.030	99
9	Café Service Social Enterprise/Branding	0.010	0.050	100
10	Janitorial Service shared between 2 primary schools	0.225	0.225	101
11	Renegotiate Skanska subcontract	0.100	0.100	102
12	Property Company	0.000	0.240	103
13	Renewable Sources of Energy	0.000	0.280	104
14	PPP Shared management with other LA	0.000	0.035	105
15	PPP maximised use of contracted hours	0.040	0.060	106
16	Community run 'Pure Gymn'	0.000	0.200	107
17	Cessation of Sporting Grants	0.014	0.014	108
18	Lifeguard Cover	0.100	0.100	109
19	Concessionary Charging Policy (Age) - Leisure	0.100	0.100	110
20	Wrap around care provision	0.025	0.100	111
21	Transfer all halls and pavilions to community groups	0.000	0.100	112
22	Selling Services	0.000	0.050	113
23	Destination Hillend	0.000	1.000	114
24	Fees and Charges	0.100	0.400	115
	Total	0.872	4.237	
	Directorate Proposal Summary			
	Executive	0.050	0.250	
	Education, Communities and Economy	3.308	4.631	
	Adult, Health and Social Care	1.549	8.013	
	Resources	3.435	11.019	
	Total	8.342	23.913	

Directorate	Chief Executive
Service Area	Management Structure
Proposal	Senior Management Team Review
Strategic Theme	Workforce
Proposal (requires Council approval – Y/N)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.200	0.000	0.000	0.250
Cumulative savings	0.050	0.250	0.250	0.250	0.250
FTE staff impact	0	2	0	0	2

Description of Savings Proposals

Presently the Council operates at an executive level with
A Chief Executive
3 Directors (including a post shared with Health)
9 Heads of Service (including a post shared with Health)

Whilst capacity is required in the medium term to ensure urgent progress with the transformation and review of services, it is incumbent on the Chief Executive (as Head of Paid Service) to examine senior management structures to ensure that they are affordable and fit for purpose. This proposal also supports the move towards the further sharing of public services and takes cognisance of changes to the Education Governance arrangements and the integration of Health and Social Care.

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

Potential impacts on Service Outcomes will be mitigated through consultation with affected staff and the development of robust service arrangements going forward and taking account of previous experiences of public sector restructuring across Midlothian

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	Review of Rights and Advice Services
Strategic Theme	Policy Cost Reduction
Proposa (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.040	0.050	0.050	0.140
Cumulative savings	0.000	0.040	0.090	0.140	0.140
FTE staff impact	0	0	0	0	3

Description of Savings Proposals

Currently the Council and also specific external organisations provide a range of services to inform and advise Midlothian residents of their rights and benefits in relation to a wide range of welfare-related and other matters. Whilst each is effective in its own area of expertise, these arrangements have developed over time in an 'ad hoc' way. As the Council continues to face severe reductions in its overall budget, together with a number of legislative and external influences in the delivery of public services, the context within which these services are operating is currently experiencing a notable change and there is potential for significant improvements in efficiency and effectiveness through comprehensive review.

The two primary agencies which currently deliver a service are the Council's in-house Welfare Rights team which specifically addresses matters relating to escalated appeal cases for individuals and households securing the benefits to which they are entitled; and the Citizens' Advice Bureaux which have a broader remit to provide consumer advice to customers. In addition there are specifically targeted advice providers in areas of housing, fuel poverty, children's services, mental health, cancer support, etc. Some of these are part of Council in-house services, whilst others are commissioned from external providers.

Welfare reform at UK level including the roll out of Universal Credit and the transfer of DLA clients to PIP is already having impacts on increased levels of debt and increased demands on a range of health and social services. The devolved Scottish Social Security System comes into operation later this year, with the likelihood of some impact on clients and local authorities during its 'bedding-in' period.

For Midlothian the way forward, which has already received some initial consideration, could be the establishment of a single point of advice (a One Stop Shop) on the full range of welfare and related matters affecting Midlothian residents. In order to be effective it would need commitment from all the relevant public sector and third sector partners to agree financial and operational arrangements for a comprehensive service to customers and also drive savings.

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 proposal has been revised in response to feedback provided as part of the *Shaping Our Future* consultation exercise.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	Overall reduction in the Planning Service
Strategic Theme	Service Review
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.106	0.000	0.000	0.000	0.106
Cumulative savings	0.106	0.106	0.106	0.106	0.106
FTE staff impact	2(0)	0	0	0	2(0)

Description of Savings Proposals

Reduction in the costs of the Planning Service either through staff reductions and/or external funding.

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 Midlothian area is experiencing rapid growth, and this is likely to be sustained for at least the next ten years. Demands on the Planning Service are, and will continue to be substantial. If economic development of Midlothian is to be maximised then an 'open for business' approach needs a proactive and high performing planning service, particularly in the handling of major planning applications.

A preferred savings option which would retain staffing capacity would be to seek funding from the development industry most particularly to resource the handling of major planning applications.

A secondary option would be to review the staff complement of the service, and to prioritise the essential core statutory activities.

A submission from members of the Planning Team relating to this proposal was received during the Shaping Our Future consultation exercise.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	Staff saving from community asset transfer of Newtongrange Community Learning Centre building
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.000	0.000	0.000	0.025
Cumulative savings	0.025	0.025	0.025	0.025	0.025
FTE staff impact	1	0	0	0	1

Description of Savings Proposals

Staff saving of post of Newtongrange Community Learning Centre Manager following community asset transfer of the building and/or revised proposals for the disposition of community facilities in Newtongrange Town Centre arising from the outcome of the approved Masterplan for the Town Centre.

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 would involve a full community asset transfer of the building to a community management committee, although there would need to be confidence about its ability to fund the maintenance of the building and to run it effectively as a genuine community asset.

The future of the building could also be more widely considered in relation to the opportunities for activities at the new Newbattle High School, and the outcome of current master planning work at Newtongrange Town Centre.

Feedback raising concerns relating to this proposal was received during the Shaping Our Future consultation exercise.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	A tailored and informed approach to Reduction in the Large and Small Grants budgets
Strategic Theme	Services with Communities
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.200	0.000	0.000	0.200
Cumulative savings	0.000	0.200	0.200	0.200	0.200
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

This proposal would further prioritise grant allocations to local community groups in accordance with strict current, and enhanced criteria. Grant allocation levels to the Citizen's Advice Bureau would need to be considered in the context of the overall review of rights and advice services. One policy change option could be to stop charging rents and related costs to community groups and organisations. The Council's role would then be in kind support through the normal maintenance of premises/pitches/facilities, and the management of bookings etc.

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 prioritisation of resources across the Council to increase levels of engagement with local communities and community groups would aim to mitigate the potential impact of grant reductions.

This proposal has been revised in response to feedback provided as part of the *Shaping Our Future* consultation exercise.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	Reduce contribution to Strategic Planning Authority
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.020	0.000	0.000	0.000	0.020
Cumulative savings	0.020	0.020	0.020	0.020	0.020
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Changes to the planning system in Scotland are almost certainly expected to include removal of the statutory requirement for strategic development plans. As a consequence the Council's contribution to the costs of preparation of the South East Scotland Strategic Development Plan can be reduced.

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

None

No specific feedback relating to this proposal was received during the Shaping Our Future consultation exercise.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	Review of the Pest Control Service within Environmental Health
Strategic Theme	Service Review
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.007	0.000	0.000	0.000	0.007
Cumulative savings	0.007	0.007	0.007	0.007	0.007
FTE staff impact	0.6	0	0	0	0.6

Description of Savings Proposals

Cessation of Pest Control Service.

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 pest control service run by the Council is of high quality, and generally less expensive in terms of charges to customers, than is the case with private sector companies: it is therefore particularly beneficial to older residents and more vulnerable individuals. Loss of the post would have some adverse impact on other areas of enforcement, such as dog control and fly tipping.

If the service were to be stopped there is a risk that this would lead to more incidents of infestations and spread to neighbouring premises.

However, a focus on essential priorities to ensure public health and public safety would seek to mitigate the adverse impact of this proposal.

An alternative option could be for the Council to retain the service and increase its charges to levels which are similar to commercial contractors, thereby achieving income sufficient to meet or exceed the costs of the service.

A small number of comments regarding the impact of changes to pest control were received during the Shaping Our Future consultation exercise.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	Deletion of Environmental Health support post (noise control/enforcement)
Strategic Theme	Service Review
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.028	0.000	0.000	0.000	0.028
Cumulative savings	0.028	0.028	0.028	0.028	0.028
FTE staff impact	0.8	0	0	0	0.8

Description of Savings Proposals

This service/post covers a number of environmental enforcement matters including noise.

Loss of this post would reduce the capacity of the Service to undertake technical work such as air quality monitoring, gas monitoring, and related activities.

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

A focus on essential priorities to ensure public health and public safety would seek to mitigate the adverse impact of this proposal.

A small number of comments regarding the impact of changes to noise nuisance were received during the Shaping Our Future consultation exercise.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Communities and Economy
Proposal	Overall further reduction in the Environmental Health Service
Strategic Theme	Service Review
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.108	0.000	0.000	0.000	0.108
Cumulative savings	0.108	0.108	0.108	0.108	0.108
FTE staff impact	2	0	0	0	2

Description of Savings Proposals

Reduction in the Environmental Health staff complement.

The primary issue is that of significant risk of major incidents which directly impact on public health and public safety, such as, for example food contamination outbreaks (e.g. e-coli), infectious disease outbreaks, health and safety breaches, air quality/gas incidents, incidents of animal cruelty etc.

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

A focus on essential priorities to ensure public health and public safety would seek to mitigate the adverse impact of this proposal.

No specific feedback relating to this proposal was received during the Shaping Our Future consultation exercise.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education Communities and Economy
Service Area	Children's Services
Proposal	Reduction of Early Intervention and Prevention Services
Strategic Theme	Workforce
Proposal (requires Council Approval)	Yes

Forecast Savings 10%	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.130	0.000	0.000	0.000	0.130
Cumulative savings	0.130	0.130	0.130	0.130	0.130
FTE staff impact	4	0	0	0	4

Description of Savings Proposals

10% Reduction

A 10% reduction equates to 4 Children and Family Practitioner across the service. The children and family practitioners are key in supporting the service to identify families at an early point of intervention therefore there will have to be some changes in the way we work going forward in order to manage this loss of workers.

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 reduction in this workforce should be mitigated through the implementation of the 1140hrs Early Education and Childcare whereby our more vulnerable children will be offered nursery placements from aged 2 onwards, thereby involved and visible to universal services. This in turn should reduce the risk of situations escalating.

For school aged children the PEF funding now available to Head Teachers could also consider what supports they can introduce to support families at the earliest point of intervention thereby reducing the referrals to Children and Families service. The key to reducing the level of risk is partnership working with both partner agencies in the public and voluntary sector. By pulling resources together we can be creative around the levels of support we are all able to offer families within Midlothian.

Consultation feedback indicated that we should prioritise children's services.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education, Communities and Economy
Service Area	Education
Proposal	Schools and Early Years Change Programme
Strategic Theme	Various
Proposal (requires Council Approval)	Yes - Transformation

Education Change Programme Proposals – Schools & Early Years

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Phase 1					
Reduce Learning Assistants by 10%	0.198	0.132	0.000	0.000	0.330
Review Surestart contracts	0.050	0.000	0.000	0.000	0.050
Review DSM	0.750	-0.250	0.000	0.000	0.500
Charging for Instrumental Tuition	0.197	0.132	0.000	0.000	0.329
Review let charges for After School Clubs	0.250	0.200	0.000	0.000	0.450
Integration of Pathways, Pave and Pave 2		0.200			0.200
	1.445	0.414	0.000	0.000	1.859
Phase 2					
Charging Schools for Instrumental Tuition for SQA courses	0.290	0.000	0.000	0.000	0.290
Remove Primary School Swimming Programme	0.038	0.023	0.000	0.000	0.061
Review of Teaching Staffing Establishment	0.236	0.142	0.000	0.000	0.378
Review Early Years Contracts	0.010	0.053	0.000	0.000	0.063
Reduce central Education budgets	0.203				0.203
	0.777	0.218	0.000	0.000	0.995
Phase 3					
Review of Teacher Staffing Establishment	0.350	0.210	0.000	0.000	0.560
Additional Proposal					
Remove Outdoor Learning Resource	0.078	0.047	0.000	0.000	0.125
Total	2.650	0.889	0.000	0.000	3.539
FTE staff impact					22.1

Description of Savings Proposals

The total Education budget, excluding Life Long Learning, is £83 million of which approximately £70 million is 'fixed'. This includes staffing costs, school building costs, PPP contract costs, transport etc. This then leaves £13 million available for review. Over the last four years savings of over £3 million have already been delivered from the Education budget through programmes such as the Schools Transformation Project.

The Education Service budget proposals set out have been identified as areas where the Education Service can offer savings in order that Midlothian Council meets the budget challenge ahead. Whilst none of the proposals come without risk it is our view that the Education Service can make these savings from the discretionary element of the Education budget.

The proposed change programme for schools and early years considers reviewing and revising a number of existing provisions with key savings identified from the following areas:

- Revising the DSM Scheme to reduce school allocations and charging schools for music tuition provided for students undertaking SQA courses
- Reducing the budget for Home Link Teaching and a number of other centrally held education budgets
- Re-introducing charging for music tuition
- Reducing Learning Assistants' hours
- Employing a smaller number of additional teachers
- Increasing let charges for After School Clubs
- Renegotiating contracts for Early Years
- Removing the primary swimming programme
- Removing provision of the outdoor learning service
- Integrating Pathways, Pave and Pave2

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 schools and early years teams support the following Midlothian Community Plan priorities:

- Our people will be successful learners, confident individuals, effective contributors and responsible citizens (GIRFEC 5)
- To close the gap by improving 'attainment versus deprivation' and 'attainment for all' outcomes for children and young people.

They do so by:

- Promoting excellence and equity by delivering a more equitable distribution in learning opportunities by ensuring that every one of our children has the right to aim for excellence and to attain excellence in multiple ways;
- Interrupting the cycle of poverty by schools and family learning having a role at the heart of their community to help address the inequalities that reduce life chances;
- Getting it right for every Midlothian child by delivering early intervention strategies through a family learning approach;
- Taking a community based approach to services which meets the needs of communities and enhances the lives of all those who live in those communities.

Significant improvements in pupil performance can be seen in the last few years from improvements in positive destinations to sustained improvements in academic achievements.

However, addressing inequalities by closing the attainment gap remains a significant challenge and as a result Midlothian Schools have been awarded £ 2.72m Pupil Equity Funding (PEF) from the Scottish Government.

Most of the budgets for services provided by the schools and early years teams are based on statutory requirements, for example maximum class sizes. There is however some discretion regarding the total amount of the budget, e.g. management time or additional support for learning that schools are given within their Devolved School Management (DSM) budget. In looking for ways to find savings we have focused on the discretionary areas of these budgets which we believe will have least negative impact on pupil outcomes and which we consider can be achieved.

If all the proposals are adopted, a total of £3.5 million will be removed from the schools' and early years' budgets over the 2018/19 academic year:

- **£0.993m** from the DSM budget which is made up of £0.500m DSM review, £0.290m charge for instrumental tuition and £0.203m from centrally held funds such as the budget for Home Link Teaching. This will be delivered by amending the DSM Scheme to reflect these additional costs and to reduce proportionally the allocations to schools. Schools may find it challenging to deliver these savings while maintaining outcomes for pupils as they only have flexibility with about 10% of their budgets, so they will need to find new ways to harness all resources available to them. However, many of our schools are in receipt of Pupil Equity Funding from Scottish Government which allows schools flexibility in how they choose to spend their allocations.
- **£0.330m** from the Learning Assistant budget over 2018/19 and 2019/20. This reduction equates to a 10% reduction in learning assistant hours or approximately 20 learning assistant posts of 27.5 hours per week. To prevent this reduction having a negative impact upon pupils' outcomes we will have to ensure that the quality of learning assistant support provided by the remaining staff members is consistent and we are creating a 'learning pathway' for our learning Assistants which will ensure their training and development needs are being met.
- **£0.200m** from the Integration of Pathways, Pave and Pave2 bringing the service under one management and service.
- **£0.938m** from demographic changes and growth in pupil numbers we will require more teachers in Midlothian, the proposed saving of £0.938 from the teaching establishment is based on employing fewer new teachers than previously projected to meet the growth in pupil numbers and is in two parts. Firstly we would employ 9 fewer new teachers from August 2018, which we estimate we can do and still maintain our Pupil: Teacher Ratio (PTR) of 14.2. Secondly we could employ another 14 fewer new teachers from August 2018, which we estimate might increase our PTR to 14.4. However the way in which the PTR is measured is expected to change. As part of the grant settlement Government require local authorities collectively to achieve a pupil/teacher ratio of 13.7. However the Cabinet Secretary has indicated that in order to support delivery of this commitment the Government will work with COSLA to consider how the use of the existing or additional data on unfilled posts and teacher vacancies could be better utilised to inform how delivery of this commitment is measured.
- **£0.45m** from After School Clubs by increasing charges levied for room lets to Out of School Care Providers which will increase the cost of after school care for families who avail of these services. However, we believe that this increase in costs could be offset by a number of measures open to parents from areas such as Universal Credit, Government tax incentives and employers' incentives.
- **£0.329** by reintroducing charges for Instrumental Tuition which will reduce the cost of providing the service to pupils in Midlothian, thereby avoiding/reducing the potential need for reductions in the level of service provided.
- **£0.113** from a review and renegotiation of Early Years contracts which will remove the

inefficiencies in the current contracts and Midlothian Council will put out a new tender arrangement for implementation of 1,140 hours Early Learning 7 Childcare by 2020.

- **£0.061** by no longer running the Primary Swimming Programme which is not a statutory requirement. However swimming is a life skill which all children should have the opportunity to develop and we believe that this can be achieved as effectively by extending the Council's 'Learn to Swim' programme .
- **£ 0.125m** by removing the Outdoor Learning Service which is not a statutory requirement, although we recognise that outdoor learning experiences help to create greater independence and encourage the development of young people. The negative impact of withdrawing this service can be mitigated by schools making greater use of alternative programmes such as the Duke of Edinburgh Award and of Midlothian Councils own outdoor services such as Hillend and Vogrie Country Parks.

Key Risks identified as part of the change programme proposals include:

- Schools will be supported to manage reduced resources within schools which could impact negatively on pupil outcomes or result in schools spending more than their allocated budget. Historically schools have had some flexibility in their budget for teaching staff but much of this has been removed with savings already delivered and the requirement to maintain the pupil:teacher ratio. In order to deliver the DSM and Learning Assistant savings while maintaining outcomes for pupils schools will need to find new ways to harness all resources available to them.
- Increases in charges for music tuition may mean that fewer children take up instrumental tuition for recreational purposes as opposed to accredited courses.
- Increases in charges for lets for after school clubs could mean less take-up of these services which may result in a lower level of saving being delivered.
- Employing fewer teachers will increase the risk of the national pupil teacher ratio not being met. However the Cabinet Secretary has indicated that in order to support delivery of this commitment the Government will work with COSLA to consider how the use of existing or additional data on unfilled posts and teacher vacancies could be better utilised to inform how delivery of this commitment is measured.

An assessment of the impact of the proposed change programme proposals identified the following:

- Impact on schools – the proposals which reduce the DSM allocations to schools, charge services to schools and reduce learning assistant hours will make it more challenging for schools to meet the needs of every pupil. In deciding the levels of budget allocations to schools for 2018/19 the Education Resource Planning Team is aware of this and will tailor allocations wherever possible in order to mitigate this impact for our most challenged schools.
- Impact on pupils – some schools may struggle to meet the challenge of managing with reduced resources to maintain outcomes for all pupils. The Schools Team will be aware of this throughout the 2018/19 school session and will support Head Teachers to meet this challenge.
- Impact on families – the proposals to increase charges levied for room lets by After School Clubs but mitigating actions have been outlined above.
- Impact on families by re-introducing charges for Instrumental Music Tuition will put financial pressure on families who currently avail of these services. However, those on Free School Meal/Clothing Grant Relief and Bursaries for music instruction will be available to offset the impact of this on children from more disadvantaged backgrounds.
- Impact on staff – the proposals to reduced learning assistant hours, to stop the primary swimming programme and the outdoor learning service will result in a reduction in the number of these types of posts. Appropriate HR policies will be followed with staff affected and wherever possible staff will be offered the opportunity to take up other positions in Midlothian, for example as part of the expansion of Early

Learning and Childcare to 1,140 hours.

- Impact on Council's finances – the employment of fewer teachers relative to the projected number of pupils in 2018/19 may result in an increase in Midlothian's pupil teacher ratio, measurement of this commitment is expected to be reviewed.

Shaping Our Future Feedback

142 comments have been received in response to the consultation on Shaping Our Future on a range of issues in relation to the education proposals.

More than 40 of these relate to concerns about After School Care fees (with the majority of these coming in the form of emails from parents and carers and coordinated through Loanhead After School Club). This was also raised as a concern at some of the community consultation meetings.

Reply - We have met with the Leaders of the ASC Service who have indicated that our financial modelling is incorrect. However, we have offered both the ASC's and Parents support through our Business Gateway and Welfare Rights Services.

The proposal to cut Learning Assistants is also strongly opposed in a number of responses (around 30).

Reply - As indicated above we feel that fewer but more highly trained staff will give us the workforce we require to support our children within schools. In addition, schools in Midlothian have benefitted from Scottish Government Pupil Equity Fund which allows schools to determine the most appropriate supports.

The proposal to introduce charges for Instrumental Music Tuition has attracted 15 comments in opposition but has also attracted a very large number of signatories to the external online petition (2,500 to date). This was also a key issue at the meeting held with local school students.

Reply – Instrumental Music Tuition will remain a feature in schools but children will have to pay for additional tuition. However, for those in receipt of Free School Meal/Clothing Grant Relief bursaries for music instruction will be available to offset the impact of this on children from these more disadvantaged backgrounds.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Education, Communities and Economy
Service Area	Education
Proposal	Life Long Learning & Employability
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
Phase 1	£m	£m	£m	£m	£m
LLE	0.184	0.025	0.000	0.000	0.209
Phase 2					
LLE	0.050	0.069	0.000	0.000	0.119
Merger of Pathways, Pave and Pave 2	(£0.200m from merger of these services would be realised through building rationalisation costs linked to the facility in Pathhead – this is an Education budget building saving and is not an LLE budget and therefore is not included in the LLE savings total)				
FTE staff impact	0	0	0	0	4.5 (Inc 1 Teacher)
FTE: The proposed changes to the budget results in a reduction of 4.5 posts . This could increase by an additional 6, totalling 10.5 reduction in posts if a new funding model is not agreed for one project and funding from Scottish Government for 3 youth activity agreement workers.					

Description of Savings Proposals
<p>Statutory duties – Communities are required to have access to the Community Learning and Development support they need. This is underpinned by the requirement under the Education (Scotland) Act 1980 to “secure adequate and efficient provision” of Community Learning and Development in their area. This means there must be adequate provision of learning and development opportunities for young people, adults, families and communities to increase their life chances through the development of skills for learning, life and work.</p> <p>The Lifelong Learning and Employability Service (LLE) was redesigned in 2015 and the new LLE service launched in January 2016. The service has attracted funding worth £240,000 each year by winning contracts and through charging for services.</p> <p>The proposed reduction (£328,000) in the resources available for these activities will mean that we will reduce the number of staff by 4.5 posts and also reduce the number of vocational opportunities available through the removal of the central vocational programme for school aged pupils.</p> <p>The number of staff available to deliver LLE activities may reduce further due to external funding and the need to create a new funding models for specific programmes we deliver to young people. Funding is also changing for ESOL which supports local people who have English as a second or other language. We currently receive £14,000 of external funding for this programme.</p> <p>The external funding we receive is also being reviewed and if it is not continued there is a potential for the reduction in posts including Council reductions to total 10.5 posts.</p> <p>The budget proposal for LLE will equate to approximately a 16% reduction in existing</p>

resource. However due to the uncertainty over external and new funding models this has the potential to rise to a 25% reduction in resources available for LLE service delivery. In practical terms this could reduce the number of young people and adults securing employment and gaining qualifications through services delivered by Lifelong Learning and Employability Services.

In addition a further £200,000 is proposed to be removed from the Pathways Education Service through the merger of three services: Pathways at Pathhead, Pave and Pave 2. Two of these services are delivered by Lifelong Learning and Employability and will be subject to a review process.

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 LLE Service directly contributes to key inequalities prioritised by the Community Planning Partnerships ;

- Inequalities for Learning and Attainment
- Economic inequalities
- Health inequalities
- GIRFEC, IOM, Community Safety and Sustainable Growth

The LLE service has supported over 8,000 local people in 2016/17. The purpose of the LLE service is to improve the life chances for people of all ages through the development of skills for learning, life and work. This means helping local people secure jobs, improve their qualifications and take part in activities which help them stay involved in their community and not become isolated;

- LLE is focused on supporting care experienced young people and those at risk of negative outcomes.
- LLE is also supporting individuals and families through adult/family learning. We support families to improve their economic circumstances through helping adults secure employment, improve qualifications and secure higher paid employment.
- LLE are supporting GIRFEC's priority of improving young people's mental health through one to one and group work. We are also working in partnership to secure additional resources to support systems review and prevention.
- LLE is supporting people of all ages to take part in their community and reduce social isolation.

Summary Proposals and Impact

Over the three budget phases in total £155,000 could be removed from vocational learning. This will mean 25 fewer programmes will be delivered This includes activities linked to Developing Midlothian's Young Workforce, Career Ready, Princes' Trust and training for care as examples.

The Pave programme for young people currently has two Principal Teachers and a classroom assistant delivering the programme to approximately 25 young people. This will reduce to one teacher which may affect the total number of young people who can participate and the range of qualifications offered.

Pave 2 has been run as a pilot with 38 young people mainly those aged 16 and 17 who were not engaged in any meaningful activity. This has been temporarily funded however this model of funding cannot be sustained. Therefore we need to introduce a 'Pay to Place' subsidised model for schools. The cost per pupil to schools will be approximately £3,500. This is a direct new cost for schools and requires them to fund from existing resources.

Key Risks Identified include:

- We may fail to meet some of the 39 Developing Scotland's Young Workforce recommendations within the seven year programme.
- There may be an increased number of young people not achieving a positive destination.
- LLE may not meet their statutory duty for youth work, adult learning and capacity building.
- There may be fewer adult job seekers securing employment due to support from LLE.
- Income targets may not be fully met due to reduced capacity and loss of key skills and expertise for example in construction.
- Fewer adults may secure qualifications to help them secure a job due to loss of expertise and staff capacity to run opportunities.
- An increase in charges may mean we price ourselves out of the market as a learning provider and therefore cannot continue courses.

Risk Management:

- Vocational Learning – schools have received direct funding from Scottish Government (Pupil Equity Funding) which they could use to provide vocational learning from partners to close attainment gap. There are also new vocational business partnerships developing.
- Schools are also redesigning their curriculum and over time their vocational offer will increase and diversify.
- LLE will seek new partnerships and funding opportunities to create new vocational learning opportunities.
- We will seek to establish a 'Skills and Crafted' Charity in order to sponsor new vocational projects and aim to work alongside interested community members to achieve this.
- We may have to reintroduce waiting lists but will work with partners and new employability providers to mitigate against waiting lists.
- We will seek an extension of our European funding and submit another strategic bid to the poverty and employment themes however this is unlikely to exist over the next 3 years due to the exist of the UK from the European Union.
- LLE staff are actively working together to explore how we can increase our income now and in the future.

Shaping Our Future Feedback

- Some schools have expressed concerns over the reductions in vocational learning and their financial capacity to meet the Pay to Place model where the schools will pay for pupils to attend Pave 2 in future.
- Partners delivering vocational opportunities from the vocational budget are concerned about the provision being withdrawn and how this is not aligned with Developing Scotland's Young Workforce priorities.
- Young people have stated that they need tailored individual and small group work to kick start and sustain them on their journey to a positive destination.
- There has been less feedback from adult job seekers from job clubs or from our one to one focus service.
- There has been less feedback from older people with regard to mainstream classes as it is not clear how the overall reduction in staff will affect the number of opportunities. There is a planned minimum 5% increase for class fees.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Adult Health and Social Care
Service Area	Adult Social Care
Proposal	Rebalancing Care – Rebalancing Expectations
Strategic Theme	Integrated Health and Social Care – Change Programme
Proposal (requires Council Approval)	

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	1.040	2.040	1.540	4.620
Cumulative savings	0.000	1.040	3.080	4.620	4.620
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

These savings will build on the current objectives of the Realistic Care Realistic Expectations Programme which are;

Objectives:

- Eliminate the projected Adult Social Care overspend of £1.4m which arose in 2016-17
- Achieve a saving of £1.550m and additional £100k charges in Adult Social Care in 2017-18
- Achieve a saving of £1.040m in 2018-19 rising to £4.620 million that will offset increased demand arising from demographic changes.

These additional savings of £4.620 million will require services to manage increased demand arising from demographic changes of approximately £1.040m per year from 2019/18 to 2021/22 amounting to £3.120m as well achieve further savings of £1 million in 2020/21 rising to £1.500 million in 2021/22.

The cumulative impact of proposed savings will be £8.610m over a 5 year period (2017-2022) from a £38m budget. Realistic Care Realistic Expectations as outlined below is designed to deliver savings in 2017/18 and 18/19 as care packages are reduced. Thereafter it will reduce growth arising from demographic demand but it will not deliver savings on the scale required in this proposed offer to the IJB.

Further work is being undertaken to identify further savings in the longer term through the expansion of extra care housing and the continuing review of both health and social care service delivery models. Options that will need to be considered will include the externalisation services currently delivered by Midlothian Council and closer integration of services teams within health and social care.

Current Key Strategic Approaches:

Improve Efficiency:

- I. Strengthen budget management processes
- II. Improved ways of working across NHS and Council to increase efficiency
- III. Improved internal processes to increase the efficiency within Adult Social Care
- IV. Reduce costs of services through redesign and contracting
- V. More effective approaches to income generation processes

Sustainable approach to the delivery of care packages:

- I. Review policies in light of budget pressures

II. Strengthen work with voluntary organisations and communities

III. Adopt a more risk focussed approach to social work practice

It includes a review of policy, review of service delivery arrangements and review of business process and management information arrangements.

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

Realistic Care and Realistic Expectations programme aims to deliver savings of £2m approx, through the reshaping of models of care. It will also reduce the rate of growth that we have experienced in recent years in adult services. However current plans will not realise the scale of savings proposals for Health and Social Care. Further plans will need to be developed. These plans will risk compromising delivery of the MIJB Strategic Plan including the shift to a preventative approach and community capacity building. They are also at risk of adversely impacting on the work of the Partnership to deliver our ambitions on reducing inequalities. We will need to ensure that we are able to deliver on our statutory responsibilities to keep people safe and reduce the risk of harm.

The Midlothian Integrated Joint Board will need to carefully consider whether an offer from Midlothian Council with this level of resource reduction is “fair and reasonable” in the context of the demographic population increase.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Adult Health and Social Care
Service Area	Adult Social Care
Proposal	Telecare / Housing Support
Strategic Theme	Integrated Health and Social Care
Proposal (requires Council Approval)	

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.309	0.000	0.000	0.000	0.309
Cumulative savings	0.309	0.309	0.309	0.309	0.309
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Home Care / Housing Support (under65s)

An increase of 5% was implemented from April 2017 and this was estimated to generate an additional £44,347. Therefore, a further increase of 5% from April 2018 will generate additional income again of £44,400 – this would raise the hourly rate to £11.35 per hour, which is still significantly less than what is charged by external providers. For noting, these costs are means tested so will not impact on the most vulnerable.

Telecare

The current weekly charge for telecare is £3.15 per week, by increasing this charge by 100% to £6.30 per week, this would generate an additional £265,000 per year. Whilst this is a significant percentage increase, the weekly charge for telecare in Midlothian is less than in other areas of Scotland. This is a flat rate non-means tested charge.

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 increase to housing support (personal care for under 65s) is means tested so the overall impact on those most vulnerable will be mitigated. The key issue is whether the Scottish Government introduces 'Franks Law', which will see free personal care introduced for under 65s, thereby impacting on our ability to increase income through charging.

The telecare costs have historically been low compared to other areas of Scotland and Midlothian benchmarks well in terms of costs and overall service. However, we do know that when there has been an increase in charges previously, clients have asked for the telecare equipment to be removed.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Health and Social Care
Service Area	Customer and Housing Services
Proposal	Community Safety
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.430	0.000	0.000	0.000	0.430
Cumulative savings	0.430	0.430	0.430	0.430	0.430
FTE staff impact	12				12

Description of Savings Proposals

The proposal is full withdrawal of a non- statutory service. Retention of the Midlothian & East Lothian Resolution Service is proposed as a Service Level Agreement has been implemented with specific resource provided for this purpose.

Alongside key community partners such as the NHS, Police Scotland and Fire & Rescue Scotland, our aim is to ensure that in developing a Safer Midlothian, the responsibility for responding to community safety concerns will be in redefining the role of the community in helping itself resolve small scale problems through the Resolution Service, while council house tenancy problems and anti-social behaviour are integrated into the role of Council's Housing Services to work closely with reinstated Council funded Police Community Action Teams to respond.

The emphasis will be on a preventative approach with particular attention on substance misuse and domestic abuse. Leadership for ensuring successful redesign of community safety will rest with the Safer Midlothian Group.

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 *Shaping our Future* public consultation exercise in 2016 indicated a reshaping of this service due to changes in the new Community Safety and Justice Partnership national objectives, management of these 2 separate service teams is to be combined in 2017 and a proposed redesign of the services to determine current areas of service and development into those that contribute to reducing reoffending. By working with customers and partners to provide essential services to those communities in greatest need by making best use of customer insight to improve opportunities for customers to access public services, guidance and support. The 2016 consultation feedback was in favour of the change programme. There has been a feedback response of alternative options to the proposed full withdrawal of service in the public engagement sessions for the budget review in 2018/19, "*Addressing the Financial Challenge to 2021/22.*"

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

The staffing impact will be conducted through the Council's Organisational Change Policy, to consult with employees scoped into the service and management reviews. Informal briefings and staff meetings have been held to discuss the budget proposals.

Further formal consultation with affected staff and representative unions would take place.

Directorate	Health and Social Care
Service Area	Customer and Housing Services
Proposal	Homelessness
Strategic Theme	Service Review
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.260	0.000	0.300	0.000	0.560
Cumulative savings	0.260	0.260	0.560	0.560	0.560
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Review the Temporary Accommodation provision and also the tenancy support services.

The proposal is to review the Temporary Accommodation provision and also the tenancy support services to continue to meet the Council's statutory homelessness duties through withdrawing from all B&B provision by the reuse of suitable vacant or vacated council buildings as an alternative option that provides a more supportive and productive environment to homeless households and is also cost effective to the local authority.

In addition, the Tenancy Support contract end will provide a review opportunity to in-source the service from existing homelessness prevention and support services, for people who can live independently with an element of support.

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

Homelessness is a statutory service which must be provided by local authorities.

The *Shaping our Future* 2016 public consultation was in favour of the proposed change programme for this service.

The public engagement sessions for the budget review in 2018/19, "*Addressing the Financial Challenge to 2021/22*" indicated support to withdraw B&B provision.

Any staffing review would be conducted through the Council's Organisational Change Policy and procedure to consult with employees scoped into the service and management reviews. Informal briefings and staff meetings have been held to discuss the budget proposals.

Further formal consultation with affected staff and representative unions would take place.

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

Directorate	Health and Social Care
Service Area	Customer and Housing Services
Proposal	Housing
Strategic Theme	Service Review
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.000	0.000	0.000	0.100
Cumulative savings	0.100	0.100	0.100	0.100	0.100
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

There is a need to focus driving more customer activity onto the digital platform. Services from Midlothian Council will be available on-line and through a range of digital devices and platforms wherever possible. Further transformation is required to develop and promote digital services, to adopt a mobile-first approach for online customers.

Generic officer posts can also be reviewed to include anti- social behaviour with interventions and enforcement roles in other actions for council tenancies with housing, or revenues, and/or community safety tasks developed.

The ESSE City Region Deal provides prospects for a Housing Company opportunity to increase housing services activities and generate receipts from market share on a commercial basis in new build opportunities not previously developed by the Council across all tenure types.

Factoring services could be provided from Housing Services in the private market to generate income but would require additional resource for Housing Services to manage and also in Building Services contracted to repair & maintain any private properties.

The potential for any Shared Service option to integrate Housing Services will be explored.

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 *Shaping our Future* public consultation exercise in 2016 was in favour of the change programme for this service.

There has been no response to date to these proposals in the public engagement sessions for the budget review in 2018/19, "*Addressing the Financial Challenge to 2021/22*"

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

TITLE :	
Directorate	Health & Social Care
Service Area	Customer & Housing Services
Proposal	Libraries Service
Strategic Theme	Digitally- led Transformation
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018-19	2019-20	2021/22	Total
	£m	£m	£m	£m
Incremental savings	0.050	0.050	0.100	0.200
Cumulative savings	0.050	0.100	0.200	0.200
FTE staff impact	3	2	3	8

Description of Savings Proposals

In the current Customer Services Review, libraries and customer services are delivering on savings to meet an overall target of £350,000 by 2018. The final phase of this review was looking at making changes to library opening hours determined from favourable feedback to the change programme proposals for this service received previously in the 2016 Shaping our Future and public consultation exercise.

However, the budget review in 2018/19, "Addressing the Financial Challenge to 2021/22", has superseded our intended developments and it is proposed to roll forward the 2017 final phase savings into this budget proposal together with potential further efficiencies options. The feedback collected from the current consultation will help to shape and prioritise further development and new remaining services in specific areas which are supported by our customers as the Library Service has been changing to a proposed hub model of local services, digital access and creativity in the current 9 libraries while making efficiencies.

The proposal was for a substantial withdrawal to a core statutory obligation in the service based on providing only 1 Midlothian Central Library and to withdraw from 1 x mobile library (a shared service with ELC) and 9 branch libraries.

There has been a significant response against the proposals in a number of submissions and in the public engagement sessions for the budget review in 2018/19, "Addressing the Financial Challenge to 2021/22".

To meet the target we propose introducing more electronic 'self-service' facilities at libraries, providing more customer service hubs and more online services. There is a need to focus driving additional customer activity onto the digital platform. Alternative self-service or smart-card or automated models for non- staffed or part- time staffing are feasible in existing operations elsewhere in the UK and will be explored for use in Midlothian.

There may be a potential in some localities to operate as community hubs in partnership with voluntary services and at lower costs as a result of the current Customer Services Review or make further savings to address areas of viable, alternative models for the Library Service

Also to assess potential opportunities to operate as community hubs in partnership with council and voluntary services at lower costs and in alternative opening models for the libraries and to develop new income generating services.

A volunteer operated service in some localities may be a prospective viable model and will entail developing close partnership in "co-production" with local communities as critical to achieving successful and sustainable transformation.

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

Opposition to the proposal to shut libraries is reflected in the number of comments (121), strength of feeling expressed in comments; and number of signatories to external petitions (2000+ signatories as at 8 December 2017). Also a number of concerns and questions on library closures were raised at all 5 of the community consultation meetings and was a key concern at the meetings held with local school students. There have also been responses from national bodies against the proposals. Submissions have been received from the Chartered Institute of Library and Information Professionals in Scotland and the Scottish Library & Information Council.

Library Services are a statutory service for the local authority to ensure adequate provision only, although that is not defined in the legislation.

We continue to receive feedback on alternative options which we will use to shape further developments in the new year and as we do this we will engage further with customers as we move forward with more detailed plans. For example installation of self service at our new Loanhead campus allowing extended opening hours, planning for replacement of self - service terminals at Penicuik Library, planning for a new customer service hub at the Newbattle Community campus and also extending the number of transactions which are available online.

Staffing numbers detailed are expected to be addressed in current temporary positions. Any staffing review would be conducted through the Organisational Change Policy and procedure to consult with employees scoped into the service and management reviews. Informal briefings and staff meetings have been held to discuss the budget proposals. Further formal consultation with affected staff and representative unions would take place.

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

Directorate	Health and Social Care
Service Area	Customer and Housing Services
Proposal	Revenues and Benefits
Strategic Theme	Service Review
Service Reduction (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.400	0.400	0.600	0.394	1.794
Cumulative savings	0.400	0.800	1.400	1.794	1.794
FTE staff impact	3	3	2	3	11

Description of Savings Proposals

A review of the Revenues service is proposed as there is significant change planned in the model of local taxation through Council Tax and also the rents and benefits systems will change as a result of the UK Government Welfare Reform, also the Universal Credit Full Service level in Midlothian implemented from April, 2017, and further planned devolution of powers to the Scottish Government, which is developing a Social Security System for Scotland to be established.

A Service Review is scheduled in 2018/19 to allow the timescales and effects of Universal Credit full service, the local taxation changes and Scottish Social Security system to be implemented and determined and the resulting impact on workforce planning.

There is a need to focus driving more customer activity onto the digital platform. Services from Midlothian Council will be available on-line and through a range of digital devices and platforms wherever possible with the objective of reshaping to achieve financial savings whilst also seeking to improve access. Further transformation is required to develop and promote digital services, to adopt a mobile-first approach for online customers.

Customer and Housing Services are committed to improving customer outcomes and are working together with other partners who share the same objective. The vision is to "make our customer service the best it can be by being responsive to customer need".

The potential for a shared service is to be explored.

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 *Shaping our Future* public consultation exercise in 2016 feedback was in favour of the change programme.

There has been no response to date in the public engagement sessions for the budget review in 2018/19, "*Addressing the Financial Challenge to 2021/22*".

A Service Review is scheduled in 2018/19 to allow the timescales and effects of Universal Credit full service, local taxation changes and Scottish Social Security system to be implemented and determine the resulting impact on workforce planning.

Any staffing review would be conducted through the Council's Organisational Change Policy to consult with employees scoped into the service and management reviews. Informal briefings and staff meetings have been held to discuss the budget proposals.

Further formal consultation with affected staff and representative unions would take place.

An individual EQiA for the proposal has been considered and will be available for review as

part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Waste Services
Proposal	Charge for bins and boxes
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
Replacement Bins	£m	£m	£m	£m	£m
Incremental savings	0.020	0.010	0.010	0.010	0.050
Cumulative savings	0.020	0.030	0.040	0.050	0.050
New Bins					
Incremental savings	0.050	0.050	0.050	0.050	0.200
Cumulative savings	0.050	0.100	0.150	0.200	0.200
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

There are two proposals relating to the introduction of charges for household waste receptacles. The first is to charge for the provision of replacement bins and boxes for existing householders. The second proposal is to charge for bins and boxes to all new housing sites, including private developers, social housing companies and new Council housing sites. It is intended to explore the link with Building Standards warrants for new housing to ensure participation. Typically there are more than 600 new dwellings being built in Midlothian each year which receive a red box, a blue bin, a grey bin, a brown bin and a food caddy with bags.

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

Historically developers have been provided with bins and boxes free of charge and it is likely that this may be viewed negatively initially. In addition householders have been provided with replacement boxes and bins free of charge and again are unlikely to view this proposal in a positive light.

The alternative option would be available for users to purchase their own bins/boxes but they would have to meet the council's requirements and specification, thus reducing the Council expenditure on replacement receptacles.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Waste Services
Proposal	Extend collection frequencies
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.000	0.000	0.000	0.100
Cumulative savings	0.100	0.100	0.100	0.100	0.100
FTE staff impact	3	0	0	0	3

Description of Savings Proposals

In conjunction with Zero Waste Scotland a comprehensive review of collection frequencies has been carried out. The intention is to consider the introduction of three weekly collection frequencies for the residual bin, and potentially the red box collections. The blue bin would remain at fortnightly frequency to maximise recycling and food waste remains weekly in line with a previous agreement with Zero Waste Scotland.

The brown bin would remain at two weekly on the assumption that this would be subject to an annual £35 charge as set out elsewhere in these proposals.

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

Moving to the revised frequencies places an emphasis on reduced residual capacity whilst retaining recycling capacity. The ultimate aim being to increase recycling levels. Evidence from other authorities suggests that this is the combination of collection frequencies that will have the greatest benefit, community acceptance and maximise recycling.

As part of the Shaping our Future consultation 60% disagreed or disagreed strongly with reducing the frequency of the grey bin however there will continue to be the option to offer larger bins where there is a need. It should be noted that overall the capacity to meet individual household waste needs will still be met and full participation will lead to an overall increase in recycling levels.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Waste Services
Proposal	Close Penicuik recycling centre
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.000	0.000	0.000	0.100
Cumulative savings	0.100	0.100	0.100	0.100	0.100
FTE staff impact	2	0	0	0	2

Description of Savings Proposals

This facility was recently granted planning consent to refurbish the site. This will cost approximately £500,000. The proposal is therefore to close this site and negate the need to spend this investment and to concentrate all activity at the Stobhill site in Newtongrange which offers the opportunity for enhanced recycling which is not currently available at the Penicuik site.

The majority of the saving is based on staff costs although it is likely that alternate positions can be found within the service to redeploy existing personnel.

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 this site would require users to access the site at Stobhill which is a modern fit for purpose facility. This would result in inconvenience to users and a potential for increased fly tipping activity.

WRAP (Waste and Resource Action Programme), a charitable organisation set up to create a circular economy with regard to waste and using materials in a more sustainable way has suggested a range measures and minimum levels required in terms of the need for Household Waste Recycling Centres (HWRC) and for an area the size of Midlothian one HWRC should be sufficient.

Maximising the use of Stobhill by Penicuik area residents would see an increase in materials recycled. Based on demand there may be a requirement to increase operating hours at Stobhill with any incurred costs offset by increased recycling levels which result in reduced disposal costs.

As part of the Shaping Our Future consultation a significant number of concerns were raised with the proposal to close Penicuik Recycling Centre.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Waste Services
Proposal	Charge for garden waste collection
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.510	0.000	0.000	0.510
Cumulative savings	0.000	0.510	0.510	0.510	0.510
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

The garden waste service is the only non statutory household waste collection service provided by the Council. The proposal is to introduce a charge of £35 for collections and to retain the seasonal garden waste collections.

This would form part of a wider review of waste collections with the intention that the changes be introduced at the same time (Spring 2019), or perhaps for residual and red box collections.

The charge is an increase on the charge levied in Angus Council which initially saw a 50% uptake by residents, although this has decreased over time.

Private sector operators charge £10 for a fortnightly uplift of garden waste.

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

Angus Council have introduced this service change and other Scottish authorities are considering a similar scheme.

The take up in Angus has generally been around 50% with a number of residents using the recycling centres and home composting. A small percentage has ended up in the residual bin which leads to higher disposal cost. Recent information suggests the uptake levels have decreased.

Customers may chose not to use the service with a potential for this waste to end up in the residual bin, however the proposal to reduce residual capacity would reduce this risk.

In this context the change to residual capacity must come either before or at the same time as the introduction of a charge for garden waste.

As part of the Shaping our Future consultation 57% disagreed with reducing the capacity or charging for the garden waste service. However, a third agreed or strongly agreed with this proposal.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Waste Services
Proposal	Charge for commercial waste at Stobhill CRC site
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.035	0.015	0.000	0.000	0.050
Cumulative savings	0.035	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

The proposal is to consider the option to provide a chargeable service for the disposal of commercial waste at the Council facility at Stobhill. The site currently is licensed to take this waste stream but requires to introduce arrangements for upfront payment and authorisation. However it is anticipated that the necessary administrative and payment arrangements will be established by June 2018.

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

Complaints have been made historically that the lack of availability of a facility for trade waste leads to fly tipping. Allowing Trade Waste disposal at Stobhill would negate those beliefs. Charges would be based on full recovery of costs at an appropriate commercial rate. It is likely that requests would be via a pre booked service ensuring all transactions are card based.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Waste Services
Proposal	Advertising on Council refuse vehicles
Strategic Theme	Entrepreneurial Council
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.015	0.000	0.000	0.000	0.015
Cumulative savings	0.015	0.015	0.015	0.015	0.015
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Historically the panels on the side of refuse vehicles have been used to advertise Council services and initiatives including recycling and foster care. This proposal is to allow commercial advertising on the Council' refuse vehicles initially. Dependant on the impact and update additional advertising may be developed as part of the entrepreneurial Council.

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 advertising would be contained on panels that fix to the side of the vehicles. The content would be monitored to ensure that it does not impact on any aspect of Council services and is not inconsistent with Council standards.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Waste Services
Proposal	Increase the level of recycling
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.050	0.000	0.000	0.075
Cumulative savings	0.025	0.075	0.075	0.075	0.075
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

The proposal is to target material that can be recycled which is currently put into the grey residual waste bin by residents. It is envisaged that over the period approximately 1,300 tonnes of material can be diverted into the blue/red recycling containers with a consequent reduction in disposal costs.

Measures would also be taken to reduce the contamination experienced in the blue bin collections. This builds on the existing Waste Aware campaigns promoted by the Council.

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

Current monitoring is able to identify those locations where levels of recycling can be increased. This will be through a process of education and targeting through leafleting, door knocking and waste aware sessions initially.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations
Proposal	Reduce Street Sweeping Frequency
Strategic Theme	Policy Cost Reduction
Proposal (requires Council approval – Y/N)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.030	0.000	0.000	0.000	0.030
Cumulative savings	0.030	0.030	0.030	0.030	0.030
FTE staff impact	1	0	0	0	1

Description of Savings Proposals

At weekends normal cleansing operations concentrate on emptying the various litter bins and reactive street sweeping. This proposal is to increase litter bin capacity to ensure that it meets the need over a weekend with emptying carried out on the following Monday. Additionally any necessary street sweeping would be undertaken on the Monday.

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

To mitigate the impact of the proposal the Council would encourage town centre users to respect litter and use the additional waste receptacles that would be made available.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Land and Countryside
Proposal	Reduce grass cutting standards
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.150	0.000	0.000	0.000	0.150
Cumulative savings	0.150	0.150	0.150	0.150	0.150
FTE staff impact	5	0	0	0	5

Description of Savings Proposals

The Council currently maintains grass in a variety of locations including rural and urban verges, amenity areas within housing sites, open spaces, cemeteries and public parks. The efficiency of the current grass cutting regime has been arrived at over a period of time which has considered machine type and size, optimum grass levels, cycle of cuts and the amenity of each grass area e.g. cemetery, road side verges. In order to reduce the cost of grass cutting the intention would be to reduce the number of cuts in certain areas and stop grass cutting in other less high profile locations i.e. verges out with town centres. A reduction of service at this level would impact the visual amenity of Midlothian in its parks, cemeteries and within the built environment.

The staffing reduction would largely be less temporary staff taken on for this purpose.

There is also the potential to further explore options for voluntary groups and organisations to maintain specific areas in some communities, this can be considered as part of the Services with Communities programme.

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

As a “Great place to Grow” Midlothian would see a significant reduction in its visual appeal due to a reduction in grass cutting standards. Reductions made as a consequence of the 2017/18 savings have attracted a high number of complaints where changes have been made.

The public have raised concerns regarding dog fouling and littering in areas where grass cutting frequencies are reduced.

This would also have an impact on the Green Flags currently awarded in five of our parks.

As part of the initial Shaping our Future consultation 45% were against reducing the number of grass areas cut regularly with 36% agreeing to this proposal.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Land and Countryside
Proposal	Reduce the number of grass football and astro pitches across Midlothian and consider the introduction of hybrid pitches
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.000	0.000	0.000	0.050
Cumulative savings	0.050	0.050	0.050	0.050	0.050
FTE staff impact	1	0	0	0	1

Description of Savings Proposals

The Council currently maintains 55 grass pitches and 13 astro pitches across Midlothian. A recent audit of play suggests that a number of the grass pitches currently are used very sparingly. The intention is to reduce the number of grass pitches e.g. 5 and reduce the number of astro pitches available by 5, which could be offered to local clubs to maintain. Currently no charges are received from the majority of the pitch use. These can either be left as longer grass, turned into woodland areas or potentially considered for future allotment provision albeit that comes with a capital investment requirement.

The alternate proposal is to consider a further substantial reduction in the number of grass pitches allied to the provision of hybrid pitches. It should also be explored, the potential for football clubs to undertake their own pitch maintenance and marking on a community asset transfer basis.

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 recent audit of football pitches including their use suggested that the remaining 40 pitches would leave sufficient numbers to satisfy the current demand by local teams. It is open for Council to consider the introduction of astro/hybrid pitches in some areas which could be used on a higher frequency and thereby further reduce the number of pitches.

This proposal requires to be considered in the context of the Midlothian Sports Pitch Needs Assessment which indicates that the following pitches could be closed:

- Easthouses Public Park – Close pitches, alternatives available at adjacent Mayfield complex
- Gore Glen – Remove one Pitch
- Birkenside Park – Remove Pitch
- Alderbank, Penicuik – Remove Pitch
- Rosewell Park – Remove Pitch

Presently these pitches are used sparingly and should be considered in line with the Council's Sports Pitch Needs Assessment.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Land and Countryside
Proposal	Reduce the provision of all floral displays and shrub beds
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.065	0.065	0.000	0.000	0.130
Cumulative savings	0.065	0.130	0.130	0.130	0.130
FTE staff impact	2	2	0	0	4

Description of Savings Proposals

This proposal involves the phased reduction in the production of all plants at Vogrie and and a similar approach to the planting and maintenance of flower beds and other floral displays e.g. hanging baskets, and replacing any shrubs.

Flower beds in parks would be grassed over to create more amenity space or considered as part of the Services with Communities approach. Hanging baskets and planters could potentially sponsored to avoid removal. In the fullness of time this could impact on sensitive sites such as war memorials and cemeteries.

There is the potential to explore options for voluntary groups and organisations to maintain specific areas in some communities, this can be considered as part of the Services with Communities programme.

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 built environment would see an impact in the visual attractiveness and a risk that some of the existing parks may lose their green flag status leading to reduce footfall.

There is the potential to offer the Vogrie greenhouse to the private sector to operate which could generate income, albeit this would have to be viewed against the overall future plans for the Vogrie Estate.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Land & Countryside
Proposal	Stop the support to galas and events
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.075	0.000	0.000	0.000	0.075
Cumulative savings	0.075	0.075	0.075	0.075	0.075
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Staff currently assist at a variety of events across Midlothian which predominantly occur outside the normal working day. This includes galas and events such as Midfest. Assistance includes the provision, erection and dismantling of marquees, staging and temporary fencing, generators and floral troughs. In addition, staff are engaged and support with litter pick-ups and clearance following community events.

Events are supported currently approximately 26 weekends a year.

Other council areas have event organisers to undertake this function.

Included in this budget is £10,000 in grants to Event Organisers.

Currently the grants paid to organisers are as follows:

Small event £500

Medium event £667

Large event £833

Part of the Council's following the public pound procedures requires that financial accounts be submitted to the Head of Commercial Operations and this indicates that some events are holding sizeable financial reserves.

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

Event organisers have come to rely on this support and have indicated previously that events may not take place without this support. Local galas attract a number of visitors to their event which will have a local economic benefit and are seen as a community event.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations
Proposal	Increase charges where appropriate
Strategic Theme	Entrepreneurial Council
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.150	0.150	0.150	0.150	0.600
Cumulative savings	0.150	0.300	0.450	0.600	0.600
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

This proposal seeks to increase the various charges across this and other services year on year. In addition the intention is to introduce charges in areas where currently no charge is made.

Proposals include further increasing burial charges, events held in Council open spaces, charges within road services including traffic regulation orders.

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

Charges are made for a wide range of services from lair and burial costs through to events such as music concerts at Vogrie and the circuses that utilise the Council parks. The charges would be made clear to potential users in advance.

Developers and utility companies would largely be subjected to charges made by Road Services.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Land and Countryside
Proposal	Increase lair provision at Dalkeith cemetery
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.025	0.000	0.000	0.050
Cumulative savings	0.025	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Following a review of the cemetery layout it has been determined that additional lairs can be provided between existing lairs at Dalkeith cemetery.

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 has been a consistent call by members of the public to increase lair provision that would allow families to be laid to rest in the same cemetery as family members. This proposal would allow this to take place without encroaching on existing lairs.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Land and Countryside
Proposal	Close Polton Bowling Green
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.020	0.000	0.000	0.000	0.020
Cumulative savings	0.020	0.020	0.020	0.020	0.020
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Polton Bowling green is a council facility which has very few users. The proposal is to close the facility or to hand over to a community group for bowling or other suitable alternate use. Over the years the Council have disinvested in Bowling Greens and Putting Courses other than in Dalkeith.

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 facility sits on the approach to the Lasswade centre. It is rarely used. There are alternate bowling facilities in Bonnyrigg which could be used for those users who would like to continue to play bowls. The opportunity exists for a community hand over which could allow bowling or another use to take place.

Consideration requires to be given to the level of maintenance should this proposal be agreed and until such times as the alternate use is implemented.

As part of the initial Shaping our Future consultation 61% agreed that inefficient and ageing leisure facilities should be closed.

The Sports Pitch Needs Assessment report recommends that Polton Bowling Green be recommended for closure and users move to Kings Park.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Road Services
Proposal	Review spending on road maintenance
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.250	0.000	0.000	0.000	0.250
Cumulative savings	0.250	0.250	0.250	0.250	0.250
FTE staff impact	4	0	0	0	4

Description of Savings Proposals

This proposal seeks to reduce the revenue funding available to spend on road maintenance.

This will limit the Council's ability to respond to minor and other repairs as well as having an impact on the major structural repairs carried out as part of the annual program which re-emphasises the need to continue with the current risk based approach to effect repairs.

In the context of the current considerations to the wider Asset Management approach a subsequent reduction in the capital budget will increase the deterioration in the condition of the road network and this should be considered in the context of the overall financial position of the council and the potential impact on the investment in economic development.

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 condition of the road network which has remained in a steady state for the last five years will deteriorate. The rate of deterioration will depend largely on the ability for early intervention and the impact of weather events. In addition there is a potential for an increase in successful claims.

A previous audit of the road maintenance function indicated that there is currently a £1 million gap in terms of what is required to continue to maintain the steady state position.

As part of the initial Shaping our future consultation 85% disagreed with the idea of reducing spend on road maintenance. In addition a reduction in the road maintenance budget was strongly rejected at the recent public consultation exercise.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Road Services
Proposal	Reduce the structures maintenance budget
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.000	0.000	0.000	0.050
Cumulative savings	0.050	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

This proposal is to reduce the spend on road structures maintenance such as bridges, culverts and retaining walls. This will see a general reduction in the condition of these assets which re-emphasises the need to continue with the current risk based approach to effect repairs.

In recognition of the wider Asset Management approach this should be considered in the context of the overall financial position of the council

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

As a “Great place to Grow” Midlothian will increasingly become reliant on good transport links to allow commuters to be attracted to the areas and to move about. Road structures support the actual road network and if allowed to deteriorate can be sufficiently serious to require roads to be closed or restricted with the consequent effects. However the approach as outlined above will limit any restrictions so far as reasonably practicable.

As part of the initial Shaping our future consultation 85% disagreed with the idea of reducing spend on road maintenance, which it is reasonable to assume would include structures maintenance.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Road Services
Proposal	Reduce the street lighting maintenance budget
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.150	0.000	0.000	0.000	0.150
Cumulative savings	0.150	0.150	0.150	0.150	0.150
FTE staff impact	2	0	0	0	2

Description of Savings Proposals

This proposal is to reduce spend on the street lighting maintenance which will see a general reduction in the condition of this asset and the ability to effect repairs timeously. However the target response time of 7 days is still likely to be maintained.

The Council's ongoing investment in LED lighting means that there is less regular maintenance required for this lighting stock.

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

As a "Great place to Grow" Midlothian will increasingly become reliant on good transport links to allow commuters to be attracted to the areas and to move about. This proposal will bring about the potential of lights requiring to be removed if they cannot be replaced e.g. columns that suffer from corrosion.

As part of the initial Shaping our future consultation 85% disagreed with the idea of reducing spend on road maintenance, which it is reasonable to assume would include structures maintenance. In addition 85% disagreed with the idea of reducing spend on road maintenance, which it is reasonable to assume would include lighting maintenance.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations/Property and Facilities
Proposal	Transform Lighting Operations
Strategic Theme	Service Review
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.050	0.000	0.000	0.100
Cumulative savings	0.050	0.100	0.100	0.100	0.100
FTE staff impact	3	0	0	0	3

Description of Savings Proposals

This proposal is to transform the lighting and electrical operations across the Council by considering how the separate operations can be merged to provide more effective working, improved services, knowledge and reduced costs.

This proposal will involve the insourcing of electrical works where appropriate.

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 transforming the service into one operation comprising internal and external electrical operations there are considered to be smarter ways of working that can be adopted, in part as a consequence of smarter use of technology and the rationalising of staff.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Road Services
Proposal	Reduce the winter maintenance budget
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.000	0.000	0.000	0.050
Cumulative savings	0.050	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

This proposal is to reduce spend on winter maintenance. This will see a reduction in the number of footway routes. A reduced service on roads other than priority routes, reduced staff on stand-by, and reduced service for car parks and generally at weekends.

Some rural councils have engaged volunteer groups to undertake some aspects of the winter maintenance service, initial efforts in Midlothian have failed to generate sufficient interest, however efforts to engage and involve communities will continue.

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 Roads (Scotland) Act is not prescriptive in terms of winter maintenance activities. It is for each local authority to determine its own priorities whilst “taking such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads”.

The recent public consultation rejected the proposal to reduce the winter maintenance budget. In light of the public consultation the proposed saving has been reduced to a level at which we are confident that current standards can be broadly continued.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Road Services
Proposal	Remove the non statutory school crossing service where pedestrian crossing facilities are in place
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.050	0.000	0.000	0.150
Cumulative savings	0.100	0.150	0.150	0.150	0.150
FTE staff impact	7	3	0	0	10

Description of Savings Proposals

The Council currently provides school crossing guides to assist children primarily to cross roads on their journey to and from school. This is not a statutory service. Previous consideration was given to removing all guides, remove only those at controlled crossings, and lastly only remove those at controlled crossings when the existing guides leave the service. A previous decision was taken to remove the provision of guides at lunchtimes as children stay in school during this period.

The costs outlined in the table above relate to the removal of school crossing guides at the 25 locations where there are controlled crossings available.

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 is a non statutory service which has been provided by the Council for many years and whilst the primary responsibility for getting children to and from school rests with the parent or guardian the Council will continue to provide a facility to allow for the safe crossing of roads e.g. crossing guide or controlled crossing.

In light of the feedback from recent consultation the proposal was amended to respond to the concerns raised whereby crossing guides will continue to operate at uncontrolled crossing points.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Road Services
Proposal	Stop all open space CCTV activity
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.030	0.000	0.000	0.000	0.030
Cumulative savings	0.030	0.030	0.030	0.030	0.030
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Recently the Council has undertaken essential repairs to ensure that the ageing equipment remains in a workable and serviceable condition. This proposal is to stop the maintenance of all open space CCTV which would ultimately see the systems fail.

In some authority areas there is a greater sharing of responsibility for the operation and maintenance of CCTV systems. However in Midlothian this responsibility has sat with the Council for some years.

The Council has recently approved the reinstatement of the police CAT teams. This will increase the visibility of street officers on the street and thereby lead to an expected reduction in offences occurring particularly in town centres where CCTV is prevalent. CCTV systems at specific locations e.g. Schools are unaffected by this proposal

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 is a significant benefit, perceived or otherwise from open space CCTV be it from a deterrent to crime or to allow video evidence to be used when an incident has occurred.

The impact of changes to the CCTV facility should be considered as part of the wider review in Community Safety by the Safer Communities group.

As part of the initial Shaping our future consultation 71% agreed that there should be a complete review of how we provide community safety services.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Road Services
Proposal	Introduce and increase parking charges
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.000	0.000	0.000	0.050
Cumulative savings	0.050	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Once the Council has taken on Decriminalised Parking Enforcement (DPE) powers it has the opportunity to consider increasing charges in car parks where they currently exist and also introduce charges in car parks and on street where currently they do not exist.

Council at its December meeting agreed to form a cross party group to consider areas where additional charging would apply.

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

A bid is currently with Transport Scotland seeking approval to introduce Decriminalised Parking Enforcement in Midlothian. Cognisance would be required to be taken of the potential impact on businesses and users of any charges.

As a consequence substantial and separate consultation would require to be carried out prior to taking this forward.

A key question asked of the citizens panel was in relation to additional charges and in this regard 74% said they would accept additional charges for some services if this would protect essential services.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Travel and Fleet
Proposal	Stop supported bus grants and reduce community transport support
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.150	0.100	0.000	0.000	0.250
Cumulative savings	0.150	0.250	0.250	0.250	0.250
FTE staff impact	1	0	0	0	1

Description of Savings Proposals

The intention would be to withdraw support for all currently supported bus services in Midlothian (routes 39, 101/102, 51/52 and 111 totalling £118,000) and to substantially reduce the support given to HCL and Lothian Community Transport Services (which amounts to £293,000 currently).

Lothian Buses have responded to a request from City of Edinburgh Council to make an additional extra ordinary dividend available which may reduce their ability to absorb additional costs in providing services which are not commercially sustainable.

Any reduction in subsidies in conjunction with this request may see a reduction of the services highlighted above however this would only be after discussion with the operators.

Discussions are ongoing with the community transport providers to determine how any reduction could be introduced which minimises any impacts in addition to exploring what alternative, general transport provision could offset 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

Across Midlothian there are services which currently operate on a non commercial basis. Withdrawal of bus grant could lead to these services stopping thereby removing the main means of people getting around for work, shopping and leisure etc. In addition to this impacting the low paid, elderly and the disabled a reduction in support to the community transport providers would particularly hit vulnerable groups.

The single Midlothian Plan places a focus on promoting sustainable travel, particularly by reducing the adverse impacts of car travel. A reduction in bus services could lead to increased car use. Ongoing discussion with neighbouring authorities seeks to mitigate the impact of these proposals by identifying alternative solutions.

As part of the initial Shaping our future consultation 39% supported a review of bus and supported travel grants with a similar percentage disagreeing. The recent consultation noted a number of concerns relating to proposed changes.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Travel and Fleet
Proposal	Reduce the ring and go scheme
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.030	0.000	0.000	0.000	0.030
Cumulative savings	0.030	0.030	0.030	0.030	0.030
FTE staff impact	1	0	0	0	1

Description of Savings Proposals

The intention would be to withdraw all financial support for the ring and go scheme where it is not covered by developer contributions. This would affect users where there is currently no bus service provision. However this service is not offered on the basis of financial need and may indeed have minimal impact on users.

There are currently 283 users of the scheme.

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 ring and go scheme offers users the opportunity to have subsidised taxi travel which allows them to connect to the nearest bus service, as noted above this is not means tested.

As part of the initial Shaping our future consultation over 40% disagreed that the taxi card and ring and go services should be removed. The recent consultation exercise noted a number of concerns regarding cutting services such as ring and go and taxi card.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Travel and Fleet
Proposal	Stop the taxi card scheme
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.000	0.000	0.000	0.050
Cumulative savings	0.050	0.050	0.050	0.050	0.050
FTE staff impact	1	0	0	0	1

Description of Savings Proposals

The intention would be to withdraw all support for the taxi card scheme. Currently the scheme is closed to new entrants. There are currently 826 users of the scheme.

It may be that existing users can access other benefits which will allow them to continue to use this form of transport.

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 taxi card scheme offers a means for existing users to make journeys that would otherwise be difficult to undertake by subsidising the use of taxis..

As part of the initial Shaping our future consultation over 40% disagreed that the taxi card and ring and go services should be removed. The recent consultation exercise noted a number of concerns regarding cutting services such as ring and go and taxi card.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Risk Management
Proposal	Increase training offer – increased income
Strategic Theme	Entrepreneurial Council
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.025	0.000	0.000	0.050
Cumulative savings	0.025	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

The intention would be to widen the scope of training courses offered both internally and externally and thereby increase the income recovered.
 Dialogue would be opened with prospective “customers” to ensure that courses are tailor made to their needs.
 This would involve building on existing training and expanding the customer base.

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

Increasing the training offered is viewed as a positive proposal and the range of courses can be tailored to meet customer needs.
 As part of the Shaping our future consultation over 72% agreed we should explore opportunities to generate income from selling goods or services.
 An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations
Proposal	Sales Force Spend to Generate
Strategic Theme	Entrepreneurial Council
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.075	0.100	0.050	0.250
Cumulative savings	0.025	0.100	0.200	0.250	0.250
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

This proposal seeks to form a small team initially within Commercial Operations to explore all opportunities including advertising, existing and new work streams, events and alternate uses for existing facilities which have the potential to realise additional income.
This will include seeking external contracts which are financially beneficial for the Council.

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 intention would be so far as practical to utilise existing resources which may impact on service delivery in current Council provided service areas.
As part of the Shaping our future consultation over 72% agreed we should explore opportunities to generate income from selling goods or services.
An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Travel and Fleet Services
Proposal	Increase Walking Distance to School from 2 miles to 3 miles where safe routes allow
Strategic Theme	Policy Cost Reduction
Proposal (requires Council approval – Y/N)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.038	0.024	0.000	0.000	0.062
Cumulative savings	0.038	0.062	0.062	0.062	0.062
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

This proposal would see the distance high school children would walk to school increased from 2 miles to 3 miles before transport would be provided.

The legislation requires an authority to provide transport over 3 miles. Midlothian Council has adopted a position for both primary (where the legislative limit is 2 miles) and high schools, at 2 miles for many years.

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 proposal would only be introduced where there was a safe walking route to the school concerned.

It is likely that there would be an increase in the number of children driven to school.

It is a requirement that further consultation be carried out directly with those affected prior to this proposal being introduced.

As part of the Shaping our future consultation nearly 54% agreed that we should review our legislative requirement to provide transport to high schools.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Commercial Operations – Travel and Fleet Services
Proposal	Provide Taxi Testing Service at Hopefield Depot
Strategic Theme	Change programme – future years
Proposal (requires Council approval – Y/N)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.060	0.000	0.060
Cumulative savings	0.000	0.000	0.060	0.060	0.060
FTE staff impact	0	0	0	0	0

Description of Savings Proposals
<p>To provide Taxi Testing facility at Hopefield Depot. Requires cessation of existing contract with City of Edinburgh Council and full discussion of implications with Police Scotland and Taxi Owners associations.</p> <p>Ideally the service be provided coinciding with the opening of the Depot in Hopefield.</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
<p>As part of the Shaping our future consultation over 72% agreed we should explore opportunities to generate income from selling goods or services.</p>

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	Management Structure
Strategic Theme	Integrated Service Support
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.080	0.000	0.000	0.000	0.080
Cumulative savings	0.080	0.080	0.080	0.080	0.080
FTE staff impact	1	1	1	1	1

Description of Savings Proposals

The Senior Management Structure of the Service is 8 full time equivalents (FTE)

Potentially as part of a wider management review deliver a reduction to reduce to 7fte.
Progress in 2017/18 for 2018/19 will realise a potential financial saving of £80,000.

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

Still to be more fully assessed but would be progressed to minimise impact and ensure future Senior Leadership team resource was focused on Strategic Priorities.

EQUiA completed

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	Digital Services Review
Strategic Theme	Integrated Service Support
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.150	0.000	0.000	0.000	0.150
Cumulative savings	0.150	0.150	0.150	0.150	0.150
FTE staff impact	2	2	2	2	2

Description of Savings Proposals

There are nine management level posts (in digital services from a total establishment of circ. 37).

The aim of this review is to increase spans of control to demonstrate a minimum of 5. Progress in 2017/18 for 2018/19 to realise a £150,000 financial saving. Review will also examine the mix between work outsourced and progressed internally to explore opportunities for savings in the Digital Services services budget.

This is part of the Financial Discipline Regime which is being applied to all services within the Resources Directorate.

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

Still to be further assessed but would be progressed to minimise the impact and ensure management structure is focused on the strategic priorities of the Council.

EQIA has been prepared.

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	Digital by default across Council
Strategic Theme	Change programme – future years
Proposal (requires Council approval – Y/N)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.000	0.500	0.500
Cumulative savings	0.000	0.000	0.000	0.500	0.500
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

The continuation of the vision, culture and service delivery model which is digital by default. This builds on the current programme of work contained in the Council's Digital Strategy.

Digital opportunities and Data Analytics can provide the opportunity to transform service delivery and will be essential for the sustainable delivery of both the delivery of front line services and the delivery of efficient and effective support services. This proposal focuses on effective use of technology which can provide customers with effective and responsive methods to interact with the Council mirroring the opportunities technology provides across the wider economy.

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 intention would be to ensure all current (and potential) users are fully aware of the digital by default standards and assistance would be offered where required. An initial EQIA has been completed and will be developed as the project progresses.

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	Service Improvement Plans/Business Processes/Service reduction
Strategic Theme	Integrated Service Support
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.250	0.500	0.000	0.000	0.750
Cumulative savings	0.250	0.750	0.750	0.750	0.750
FTE staff impact	18	19	0	0	37

Description of Savings Proposals

Continuation of the redesign of services and removal of activities which do not add value to the customer and or which do not support the delivery of the Councils priorities. This will result in a reduction in the employee costs base. The aim is to secure a reduction in the current work undertaken and so a reduction in administration / support roles:

Service currently operates with 226 full time admin and support posts. This reduction equates to a reduction of 37 posts as follows:

15 admin = £500,000 (Grades 4-7)

22 support = £500,000 (Grades 1-3)

This proposal relates to grades 1-7 across Finance and ISS.

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

Still to be more fully assessed as detailed delivery plans are developed but would be progressed to minimise impact on service delivery as the Council automates work and seeks digital solutions to support service provision and so focus resources on Strategic Priorities.

Initial EQiA in place

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	Remove Regular Car Allowance
Strategic Theme	Workforce
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.100	0.100	0.065	0.315
Cumulative savings	0.050	0.150	0.250	0.315	0.315
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

To close the car lease scheme to employees designated regular car users.

Regular car users can access the car leasing scheme and benefit from a Council contribution of up to £2,000 per annum plus 13p per mile travelled. In 2015/16 the average mileage for regular users, based on the 355 regular users who claimed mileage was 1,710.

For the 217 regular users who have opted for the car lease option the cost of the scheme is £482,000 per annum. For the same average mileage the alternative of reimbursement of mileage travelled in the employees own vehicle is estimated to cost £167,000. As such there is a potential to save £315,000.

Higher savings may be achieved if other alternatives such as public transport and or fleet and pooled vehicles are utilised for business travel.

It is anticipated that the savings would accrue evenly over a three year period as leases are renewed. There will also need to be a period of consultation and the potential for the change to require a contract variation for employees.

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 is an alternative reimbursement scheme in place for employees who use their own vehicle on Council business and work is ongoing to reduce the overall level of Business travel. EQIA prepared.

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	To remove Lease Car Scheme and the cessation of Employee Retention Allowances
Strategic Theme	Workforce
Proposal (requires Council approval – Y/N)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.050	0.050	0.025	0.150
Cumulative savings	0.025	0.075	0.125	0.150	0.150
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Presently there are 253 employees who have a leased car for which the Council contribution is £2000 per annum for employees classified as regular users or 5% of salary in the case of retention users.

There are 84 posts designated as Retention users who are in receipt of a leased car or receive an allowance of 4.36% if they chose not to participate in the car lease scheme.

The proposal to close the lease car scheme for regular users is set out in the Delivering Excellence pack as presented to Special Council on the 10 October 2017.

The proposal is to cease the car lease scheme for all users and also cease the retention allowance.

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

Work is ongoing to assess the mechanism to implement what is a change in contractual terms and conditions for some staff.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	Shared Service
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.000	1.000	1.000
Cumulative savings	0.000	0.000	0.000	1.000	1.000
FTE staff impact	0	0	0	15	15

Description of Savings Proposals

Shared Service for support Services

Assuming a Strategic Approach is adopted (Potential impact needs to be assessed but initial saving estimated at 50% management costs has been included above)

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

Aim would be to secure savings through economies of scale and minimise service impact. A detailed Business case would need to be developed to more fully assess both savings and potential wider impact. Initial EQIA prepared and this would be further developed as the business case progresses.

Directorate	Resources
Service Area	Finance and Integrated Service Support
Proposal	To review support to Elected Members
Strategic Theme	Workforce
Proposal (requires Council approval – Y/N)	No

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.050	0.000	0.000	0.000	0.050
Cumulative savings	0.050	0.050	0.050	0.050	0.050
FTE staff impact	1	0	0	0	1

Description of Savings Proposals
<p>To review the level of research/administrative and support to the Elected Members of the Council.</p> <p>It is proposed that the review be finalised and implemented during 2018, accordingly an indicative saving has been identified.</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
<p>This review will be carried out in line with the Council's Policy for Organisational Change and will include consultation with staff and Trade Unions.</p> <p>An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.</p>

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Building Services Company
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.250	0.360	0.610
Cumulative savings	0.000	0.000	0.250	0.610	0.610
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

An Arms Length External Organisation (ALEO) set up to generate income from external contracts as well as Council services. Target profit would be set at 3% based on a turnover of £12m equates to £360,000.

The company would require to operate with an overhead level which is competitive in the market place. By removing some of the Council's bureaucracy savings and staff numbers would be reduced.

Investment in an upgrade to some of the systems would be required to ensure efficiencies in buying and job management. Overall a 33% cut in the overhead level of £750,000 is targeted which equates to £250,000.

7 day working would be employed, removing the need for standby allowances and replaced with appropriate employment arrangements to motivate and incentivise the workforce.

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 proposals would be subject to a full business case including governance/legal/financial and market consideration.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Reduction in Housing Voids Standard
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.080	0.000	0.000	0.000	0.080
Cumulative savings	0.080	0.080	0.080	0.080	0.080
FTE staff impact	2	0	0	0	2

Description of Savings Proposals

Housing voids standards to be reduced to serviceable only standard which would result in agency savings and management time. Surveyors / Housing Officers can share the task of inspections before tenants leave / enter a property thus creating efficiencies across the Council.

A finer line on tenants who leave behind woeful standards should also be taken and court action or refusal to re-house in better properties requires to be enforced to address the financial savings.

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

Tenants would be expected to decorate and bring houses to the higher standard that is done for them at present by the voids team.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Construction and Design Service consultancy
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.090	0.100	0.000	0.190
Cumulative savings	0.000	0.090	0.190	0.190	0.190
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Targeting an income of selling design and project management services to other local authorities, agencies and third parties. Having built up an expertise in local authority design and build projects there is an opportunity to sell our services to others or share the service with other neighbouring local authorities and/or partners.

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 proposal is consistent with a move towards sharing and working across organisations.

The Shaping Our Future Consultation indicated that there was support for sharing services with other Local Authorities.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Income from Professional Consultancy
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.050	0.000	0.000	0.050
Cumulative savings	0.000	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Marketing and selling professional expertise to other local authorities and government agencies.

Scottish Futures Trust (SFT) have used the Council's example of Effective Working in Midlothian (EWiM) as a model for others to follow. Ongoing discussions with SFT suggest there would be a market to manage / advise other agencies and organisations in their transition to new ways of working. This should allow the costs of 1FTE Project Manager to be recovered from fee income.

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 proposal is consistent with the move towards sharing and working across organisations.

The Shaping Our Future Consultation indicated that there was support for sharing services with other Local Authorities.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Increasing the charging for School Meals
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.040	0.040	0.040	0.040	0.160
Cumulative savings	0.040	0.080	0.120	0.160	0.160
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Increasing the charging for school meals whilst retaining free school meals eligibility. Spreading the targeted increase over four years is proposed recognising the potential impact on overall meal uptake.

This proposal equates to an increase of 10 pence per day on the current average charge of £1.95 for primary school meals and £2.15 for high school meals.

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

Benchmarking with other Scottish local authorities will inform the future charging structure and the move towards online payments will potentially increase the level of income generated.

The Shaping Our Future Consultation received a number of comments with regard to concerns relating to increasing the cost of school meals.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Sharing Catering Management with neighbouring Local Authority
Strategic Theme	Shared Service
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.025	0.000	0.000	0.050
Cumulative savings	0.025	0.050	0.050	0.050	0.050
FTE staff impact	0	1	0	0	1

Description of Savings Proposals

Sharing the management of catering services for school meals between two authorities is possible, however this would be dependent on successful cross Council working and the commitment of partner authorities.

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 proposal is consistent with the move towards sharing and working across organisations.

The Shaping Our Future Consultation indicated that there was support for sharing services with other Local Authorities.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Trolley Service / Internal Catering to cover costs
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.013	0.000	0.000	0.000	0.013
Cumulative savings	0.013	0.013	0.013	0.013	0.013
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Pricing structure to ensure all costs are covered, including charging for coffee machines. Directorates can obtain tokens for coffee machines to cover meetings but will be charged for their use. Staff will be expected to pay for their coffee etc.

This is consistent with the move to ensure that non-essential and not-statutory services where possible cover operating costs.

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

Inhouse catering charges will be kept to cost but the service will require to cover all oncosts through its charges to customers.
Lunch provision should only be provided if authorised by DMTs and only where external guests are involved.
An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Expand Catering / Functions Service
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.020	0.005	0.005	0.030
Cumulative savings	0.000	0.020	0.025	0.030	0.030
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Attract additional business through external contracts and evening functions, potentially including Weddings at Vogrie in conjunction with Land and Countryside. Target additional initial profit after all costs of £20,000 per annum from an estimated turnover of £120,000.

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 is consistent with ensuring services are operated on a commercial basis.

The Shaping Our Future Consultation indicated that the move towards generating income from commercial activities was supported.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Cafe Service Social Enterprise / Branding
Strategic Theme	Entrepreneurial Council
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.010	0.020	0.020	0.000	0.050
Cumulative savings	0.010	0.030	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Introduce social enterprise opportunities for school leavers and community groups as support workers for an enhanced brand of our cafes at Lasswade, Paradykes, Newbattle and Dalkeith.

Alter opening hours to suit the customer but close where there is very little uptake and under usage.

Adjust the pricing structure to cover all costs and return a commercial profit.

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 is consistent with ensuring that services are operated on a commercial basis.

The Shaping Our Future Consultation indicated that the move towards generating income from commercial activities was supported.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Janitorial Service shared between two primary schools
Strategic Theme	Workforce
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.225	0.000	0.000	0.000	0.225
Cumulative savings	0.225	0.225	0.225	0.225	0.225
FTE staff impact	11	0	0	0	11

Description of Savings Proposals

Reducing staff numbers by half (22 to 11) and sharing 1 janitor between two primary schools.

Currently primary schools are “clustered” with high schools and cover is provided from within this group of officers. The service provided would be diluted to only provide reactive cover as required and prioritised on demand which may necessitate flexibility in paired school timetabling arrangements.

This proposal applies to the Council owned estate only and not the PPP schools.

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

Janitorial cover would be less reactive to the demand of competing schools.

Reduced absence cover would be available for sickness / holidays.

The management and prioritisation of the needs of the school could be challenging and may lead to tensions between staff / services.

The Shaping Our Future Consultation indicated that there were a number of concerns in connection with this proposal to share Janitorial positions across primary schools.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Renegotiate Skanska subcontract
Strategic Theme	Entrepreneurial Council
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.000	0.000	0.000	0.100
Cumulative savings	0.100	0.100	0.100	0.100	0.100
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Renegotiate the extension to the provision of janitorial services for Skanska through the PPP contracts.

Increase rates to cover staff low pay awards and material increases to ensure the contract is viable going forward.

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 is consistent with the provision of services on a commercial basis.

This is a commercial contract between the Council and Skanska to provide Facility Management Services across the Primary School PPP estate and is consistent with the entrepreneurial council approach.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Property Company
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.000	0.240	0.240
Cumulative savings	0.000	0.000	0.000	0.240	0.240
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Arms Length External Organisation (ALEO) set up to generate income by trading in land and building assets. This would be delivered by land trading for a profit or investing in a property portfolio which is let out at a profitable margin. The company could use its assets to raise borrowings for investment. Target profit would be set at 3% based on an estimated turnover of £8m.

The company would require to operate with an overhead level which is competitive in the market place. By removing some of the council's bureaucracy savings and staff numbers would be reduced.

Investment in an upgrade to some of the systems would be required to ensure efficiencies in buying and job management. Overall a 33% cut in the overhead level is targeted.

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 proposal would be subject to full business case including governance/legal/financial and market considerations.

This proposal is consistent with the Council moving to provide services on a commercial basis.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Renewable Sources of Energy
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.000	0.280	0.280
Cumulative savings	0.000	0.000	0.000	0.280	0.280
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

By investing in renewable sources of energy a targeted saving of 10% of the current expenditure (£2.8m) should be achievable.

Capital investment will be required initially but revenue savings will be achieved annually on sites generating their own power. A feasibility study into various sources of renewable energy is ongoing with the implementation expected over the following two years.

District heating and energy centres are proposed as part of the Shawfair infrastructure. Negotiations have commenced to utilise the energy supplied by the Waste Plant at Millerhill. This could evolve into a full energy company in the longer term.

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 is consistent with the policy of working with partners to provide services for Midlothian communities.

This proposal is consistent with the Council moving to providing services on a commercial basis.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	PPP shared management with other Local Authority
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.035	0.000	0.000	0.035
Cumulative savings	0.000	0.035	0.035	0.035	0.035
FTE staff impact	0	1	0	0	1

Description of Savings Proposals

Saving of 1FTE or income from other Local Authority through the sharing of the service provision.

Midlothian has two contracts covering 2 highs schools, one special needs school and eight primary schools.

East Lothian, for example, has one contract covering six high schools.

This proposal would be worked up in conjunction with other partner local authorities.

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

Shared service will mean a reduced service cover compared to the current provision however the maturity of the contract and the capacity of the existing staff would allow this to be delivered in partnership with another local authority.

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	PPP maximised use of contracted hours
Strategic Theme	Policy Cost Reductions
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.040	0.020	0.000	0.000	0.060
Cumulative savings	0.040	0.060	0.060	0.060	0.060
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Midlothian has two contracts covering 2 high schools, one special needs school, and eight primary schools.

By maximising the use of the contracted entitlement of access hours paid for in the PPP contracts rather than utilising non-PPP facilities then income can be generated at no additional cost to the Council. Alternatively where the function does not generate income, there is a saving from not paying for additional hours from Facilities Services' staff but rather utilising PPP FM staff.

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

Some events / functions may have to relocate but the short distance between buildings within Midlothian should make this achievable but may require cross Council/partner organisation operating from alternative facilities.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Community run "Pure Gyms"
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.000	0.200	0.200
Cumulative savings	0.000	0.000	0.000	0.200	0.200
FTE staff impact	0	0	0	8	8

Description of Savings Proposals

Transferring the running of the smaller leisure centres to Community Partnerships to operate as unmanned "Pure Gym" style facilities. The cost of running and maintaining the facilities would be met from operational charges and community members taking responsibility. Entry would be controlled through fingerprint ID or similar with CCTV security internally.

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 transfer of this service would retain very local provision of facilities but would require considerable organisation and commitment from those involved. New technology would require to be installed for security purposes.
This proposal would result in a reduction in staff, maintenance, insurance, rates and running costs.

This proposal is consistent with the move towards commercially provided services.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Cessation of Sporting Grants
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.014	0.000	0.000	0.000	0.014
Cumulative savings	0.014	0.014	0.014	0.014	0.014
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Withdrawing the financial support to talented athletes through the sporting grants.

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 proposal could result in a reduction of club involvement in sport and potentially a reduction in facility use. The health of Midlothian's citizens may suffer as a direct result of less club activity.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Life Guard Cover
Strategic Theme	Policy Cost Reduction
Proposal (requires Council approval – Y/N)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.000	0.000	0.000	0.100
Cumulative savings	0.100	0.100	0.100	0.100	0.100
FTE staff impact	4	0	0	0	4

Description of Savings Proposals

This proposal involves reducing the number of lifeguards at the poolside at the following locations.

- Newbattle Pool (Newbattle Community Campus)
- Lasswade Centre
- Loanhead Centre
- Penicuik Centre

Presently the Council deploys two lifeguards at the poolside simultaneously regardless of user numbers. It is proposed to reduce the level of poolside cover outside the school holiday period.

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

A full risk assessment would be undertaken at each location to ensure that the Council meets its obligations in terms of the Health and Safety of pool users

The Shaping Our Future Consultation indicated a number of concerns relating to the proposal to reduce Lifeguard cover at the pool side.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Concessionary Charging Policy - Introduce new charge for the over 60s using leisure facilities
Strategic Theme	Policy Cost Reduction
Proposal (requires Council approval – Y/N)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.000	0.000	0.000	0.100
Cumulative savings	0.100	0.100	0.100	0.100	0.100
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

This proposal charges over 60's users the bronze rate for Tonezone and access to leisure facilities which would cover the range of access levels offered to other ToneZone members.

The proposal would affect 642 members at £15 difference per month x 12 month - £115,560

This proposal should be developed in line with the increase in the state pension age.

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

An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Wrap around care provision – holiday club
Strategic Theme	Entrepreneurial Council
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.025	0.025	0.025	0.025	0.100
Cumulative savings	0.025	0.050	0.075	0.100	0.100
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Wrap around care provision providing after / pre school service to compliment after school clubs. Run in conjunction with Education Division colleagues this service could provide a structured play and holiday club service initially during the summer holidays for a four week period. It is proposed to charge users £70 per week for participation in the holiday club.

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 proposal will result in competition with some existing service providers. Income from the rental of facilities would be incorporated in to the proposal thus generating additional financial contribution.

This proposal is consistent with the Council moving towards the provision of services on a commercial basis and requires to be developed potentially beyond the summer holiday period.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Transfer all halls and pavilions to community groups
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.000	0.100	0.000	0.100
Cumulative savings	0.000	0.000	0.100	0.100	0.100
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Attract and encourage local community groups willing to take on and utilise the halls and pavilions including the ongoing caretaking, utility bills, maintenance etc. Experience to date has indicated that it is necessary for the council to provide relevant legal, technical and financial support to some Community Enterprises.

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

Bookings to use the changing facilities would have to be agreed with the community groups to ensure access for those booking pitches.

The Shaping Our Future Consultation indicated a number of concerns regarding the transfer of facilities to Community Groups. However the Community Empowerment Act provides a basis for such transfers to take place.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Selling Services
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	0.050	0.000	0.000	0.050
Cumulative savings	0.000	0.050	0.050	0.050	0.050
FTE staff impact	0	0	0	0	0

Description of Savings Proposals
Covering the costs of the Special Projects Co-ordinator by selling the service to other local authorities or entering into a shared service arrangement. Masterplanning and co-ordination of large scale section 75 contributions will become more prevalent once City Deal has been approved.

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
<p>This is consistent with the sharing of services with other partner organisations.</p> <p>The Shaping Our Future Consultation indicated that there was support for sharing services with other Local Authorities.</p> <p>An individual EQIA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.</p>

Directorate	Resources
Service Area	Property and Facilities Management – Sport and Leisure
Proposal	Destination Hillend
Strategic Theme	Change programme – future years
Proposal (requires Council Approval)	Yes - Transformation

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.000	1.000	0.000	0.000	1.000
Cumulative savings	0.000	1.000	1.000	1.000	1.000
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

The business plan to transform the Snowsports Centre into a year round tourist attraction is nearing completion. This proposal would require considerable initial capital investment. However the independent adviser producing the business case has concluded this initiative will return a substantial surplus to the Council.

Presently the external consultants report is being reviewed by council officers.

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

Significant initial outlay to create the attraction and infrastructure. The opportunity will create multiple jobs, put a major tourist attraction on the map and sizably increase the Council's income stream.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.

Directorate	Resources
Service Area	Property and Facilities Management
Proposal	Increased fees and charges
Strategic Theme	Policy Cost Reduction
Proposal (requires Council Approval)	Yes

Forecast Savings	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
Incremental savings	0.100	0.100	0.100	0.100	0.400
Cumulative savings	0.100	0.200	0.300	0.400	0.400
FTE staff impact	0	0	0	0	0

Description of Savings Proposals

Increase to sport and leisure fees and charges with an annual target of achieving £100,000 increased income per annum.

This proposal is consistent with the move towards the provision of sport and leisure services across Midlothian at reduced cost to the tax payer.

The move towards larger Hub facilities provides an enhanced offering for the customer and will potentially lead to increased usage and patronage.

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

Potential impact on user numbers who cannot afford the increased prices, which would result in a decrease in individual / club activity and may be detrimental to the health of Midlothian's residents.

An individual EQiA for the proposal has been considered and will be available for review as part of the finalised proposals published as part of the February Council agenda.