



## **Change Programme**

Addressing the Financial Challenge for 2019/20

Midlothian Council

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# Overview/Contents

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 – as the fastest growing local authority in Scotland we are faced with the challenges of a rapidly growing and ageing population together with the increasing demand for services that this will bring.

Savings delivered to date have 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 the reduction in government funding for next financial year, 2019/20 contributes to a budget shortfall for the Council of £11.522 million. Based on current estimates, this is expected to reach £41.728 million by 2022/23. 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 measures which require to be made to address the budget challenge for 2019/20 and the projected budget shortfalls for future years as part of the Council's strategy to maintain financial sustainability.

The finalised measures set out in this document have been developed across all Council services and work will continue across the Council to bring forward a robust medium term financial strategy to be presented to Council in June 2019.

A public consultation on Midlothian Council's Spending Choices for 2019/20 was held over ten weeks from 6 November 2018 to 18 January 2019. Respondents identified 5 Top spending priorities:

1. Education
2. Social Care/Elderly
3. Roads
4. Health
5. Children and Families

This followed a wider consultation on more detailed savings measures for 2018/19 to 2021/22, which took place over an eight-week period from 16 October to 14 December 2017.

The measures presented in this report are non-statutory functions which the Council can no longer afford to deliver given the acute financial position and rapid demographic growth.

The measures presented will reduce the workforce by 168.15 fte as follows:

Education, Communities and Economy: 69.69 fte (4.8 CS, 64.88 Education)  
Adult Health and Social Care: 10.66 fte  
Resources: 87.23 fte (19.75 CO, 9 FISS, 59.06 PFM)

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# Strategic Overview

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) and the Single Midlothian Plan (SMP). The measures set out in this pack are as far as possible aligned to focus available resources on these priorities. The top three priorities in the SMP are as follows:

- 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 the fastest growing local authority in Scotland, 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.

Four key principles underpin the CPP and our approach to service delivery – 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 the measures 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 development of the medium term financial strategy 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 the fastest growing local authority's vision of 'a great place to grow'.

# Strategic Overview

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

	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
<b>Budget Shortfall 12 February 2019</b>	11.522	21.792	30.924	41.728
<b>Less: Change Programme</b>				
IJB Allocation	(0.974)	(0.974)	(0.974)	(0.974)
IJB Efficiency Target	(0.540)	(0.540)	(0.540)	(0.540)
Transformation Programme				
• Existing Programme	(1.130)	(1.650)	(1.815)	(1.815)
• Additions to Programme	(0.020)	(2.510)	(7.245)	(7.345)
<b>Less: Resource Allocation Changes</b>				
Operational	(1.025)	(1.061)	(1.015)	(1.015)
Service Measures	(3.798)	(6.215)	(6.182)	(6.182)
Efficiency Targets (ex IJB and CS)	(1.970)	(1.970)	(1.970)	(1.970)
Bottom-up/Cross Cutting Reviews	(0.455)	(0.540)	(0.540)	(0.540)
Fees and Charges General	(0.150)	(0.300)	(0.450)	(0.600)
Council Tax Increase of 3%	(1.460)	(2.993)	(4.602)	(6.290)
<b>Remaining Budget Gap</b>	-	<b>3.039</b>	<b>5.591</b>	<b>14.457</b>

The Change Programme summarised above secures a balanced budget for 2019/20.

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

- A robust Medium Term Financial Strategy
- 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
- 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 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 which was presented to Council in September 2017 and is currently being updated to form part of the Capital Plan.

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

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- **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. Whilst these are positive outcomes, it will place increased demand on local care services.
- **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 with additional ring-fenced social care funding to Local Authorities being allocated in the draft budget for 2019/20; in Midlothian this is £2.4m however it relates to a range of policy commitments that require to be delivered.
- **Workforce Pressures:** Despite changes to terms and conditions such as guaranteed hours and the Living Wage, recruitment and retention is a growing

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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 in a timely manner during 2018-19.

## 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. The integration agenda within Midlothian continues to mature and good progress is being made but there is still further work to be done.

## 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 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, which was achieved.

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Building on this work, a further ambitious programme of transformation was set out for 2018/19 which focused on improving the efficiency and effectiveness of services. This includes a review of learning disability services, development of a care home strategy, improving services for carers, review of the community justice service and the transformation of care at home delivery. There has been good progress made against these key areas of service development and this will be continued in to 2019/20.

Our continued 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, supported by our Primary Care Improvement Plan. Ongoing 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 Realistic Care, Realistic Medicine transformation programme. Alongside this operational document, the development of the Strategic Commissioning Plan 2019-2022 sets out the medium to long term vision for improving the health and wellbeing of our population and our communities.

A key factor, as noted above, will be a shift in the way that services are delivered and correspondingly how resources will be invested across health and social care:

- Prevention – good physical and mental health
- Recovery and Reablement
- Self-management and peer support
- Anticipatory care and planning for emergencies
- Community based services (e.g. Hospital at Home)
- Team working at local level
- Improving quality and access
- Community planning (i.e. housing, income, transport)
- Support for carers and families

We remain committed to the ethos of ensuring people are able to live at home or a homely setting and further investment in extra-care housing and amenity housing will ensure that we can continue to support people at home for as long as possible.

There remain significant challenges within health and social care, with too many people still having extended stays in hospital beds due to lack of care packages, driven by workforce shortages and service quality issues. A key area of development in 2019/20 will be to create a safe and sustainable care at home service across Midlothian, working closely with service users, families and our partner providers to rethink and redesign service delivery.

## 1.7 COMMUNITY SAFETY

Following a significant reduction in the Community Safety service, the remaining team have been working hard to meet the commitment towards a *Safer Midlothian*. The work of the Resolution Service has been key in adopting an early intervention approach by helping to

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resolve small scale problems to the benefit of those concerned, avoiding an escalation to a bigger issue. This has been further supported through council tenancy problems being integrated within the roles of Council Housing staff who are working closely with Community Action Police Teams.

## **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 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. The recent agreement by Council of the Rapid Rehousing Transition Plan will further support our commitment to addressing homelessness through a Housing First approach. These developments are alongside the opening of Pentland House homeless accommodation with plans to develop a similar facility in Dalkeith nearing completion.

### **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 and these are now being progressed.

There is a need to focus driving more customer activity onto the digital platform and there are opportunities for more Council services to be directed to this approach, resulting in increased efficiencies and improved customer pathway. 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. There are a number of developments through automation that can be supported through Customer Services that will lead to significant changes in how the Council plans and delivers existing and future services.

## **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:

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- 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
- 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" through automation, simplifying, standardising and sharing business processes and systems across the Council

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- 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 the following strands make up the current programme:

- **Services with Communities**
- **Entrepreneurial Council**
- **Digital Customer**
- **Shared Services -**

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.

Recognising the need to invest to secure sustainable change the Council has approved utilisation of Reserves to fund costs associated with the transformation programme. The templates, where appropriate, have been noted to identify a link to the relevant strategic/transformational theme.

A strategic narrative for each of the key transformational components 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 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

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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 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.
- 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.

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- 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.

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**

Council customers expect excellence and modernity; the ability to self-serve in a digital age is now a basic requirement.

Our world is evolving very quickly with the rate of change being so fast that concepts that were unimaginable a few years ago such as artificial intelligence and robotics are now becoming commonplace.

Midlothian Council needs an innovative approach to meeting our customers’ needs and technology plays a pivotal role in allowing us to re-imagine and redesign how we deliver services to our customers.

An immediate objective is to procure a modern-day Customer Service Platform composed of the essential components and services linked together accordingly to create a foundation for customer self-service.

Once the basic platform is in place, services can be redesigned in an agile fashion to meet aspirations of our customers, while also providing efficiencies for Midlothian Council staff. 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 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 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.

### **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.

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- 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 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 .

# Savings - Summary

## DIRECTORATE SUMMARY 2019/20 BUDGET SAVINGS MEASURES

### CUMULATIVE

	Year 1 2019/20 £m	Year 2 2020/21 £m	Year 3 2021/22 £m	Year 4 2022/23 £m	FTE
<b>EDUCATION, COMMUNITIES &amp; ECONOMY</b>					
Children's Services	0.143	0.190	0.190	0.190	4.80
Education	1.201	2.212	2.222	2.222	64.88
<b>SUB TOTAL</b>	<b>1.344</b>	<b>2.402</b>	<b>2.412</b>	<b>2.412</b>	<b>69.68</b>
<b>HEALTH AND SOCIAL CARE</b>					
Customer and Housing Services	0.073	0.173	0.173	0.173	7.16
Non Delegated	0.371	0.742	0.742	0.742	3.50
<b>SUB TOTAL</b>	<b>0.444</b>	<b>0.915</b>	<b>0.915</b>	<b>0.915</b>	<b>10.66</b>
<b>RESOURCES</b>					
Commercial Operations	0.985	1.296	1.318	1.318	19.75
Finance & ISS	0.200	0.250	0.261	0.261	9.00
Property & Facilities	1.270	1.892	1.816	1.816	59.06
<b>SUB TOTAL</b>	<b>2.455</b>	<b>3.438</b>	<b>3.395</b>	<b>3.395</b>	<b>87.81</b>
<b>TOTAL*</b>	<b>4.243</b>	<b>6.755</b>	<b>6.797</b>	<b>6.842</b>	<b>168.15</b>
*Total includes the figures shown for Bottom-up Service Review Templates	<b>0.445</b>	<b>0.540</b>	<b>0.540</b>	<b>0.540</b>	<b>11.00</b>

# Savings - Summary

<b>EDUCATION, COMMUNITIES &amp; ECONOMY 2019/20 BUDGET SAVINGS MEASURES</b>	<b>Year 1 2019/20 £m</b>	<b>Year 2 2020/21 £m</b>	<b>Year 3 2021/22 £m</b>	<b>Year 4 2022/23 £m</b>	<b>Total £m</b>	<b>FTE</b>
<b>CHILDREN'S SERVICES</b>						
Reduction of Early Intervention and Prevention services by 20%	0.143	0.190	0.190	0.190	0.190	4.80
<b>Total</b>	<b>0.143</b>	<b>0.190</b>	<b>0.190</b>	<b>0.190</b>	<b>0.190</b>	<b>4.80</b>
<b>EDUCATION</b>						
Reduce Central Education Management Staff	0.096	0.148	0.148	0.148	0.148	2.00
Creative Arts Team Reduction	0.150	0.240	0.240	0.240	0.240	11.20
Move to statutory consultation on Glencorse Primary School	0.000	0.000	0.000	0.000	0.000	0.00
Move to statutory consultation for Denominational Review	0.000	0.000	0.000	0.000	0.000	0.00
Stop free Primary 4 school swimming	0.033	0.053	0.053	0.053	0.053	0.48
Redesign of Devolved School Management (DSM)	0.038	0.361	0.361	0.361	0.361	8.00
LLE service reduction	0.046	0.067	0.067	0.067	0.067	3.50
Reduction in Adult Learning LLE Workforce	0.047	0.047	0.047	0.047	0.047	0.20
Youth Work reductions in LLE	0.057	0.057	0.057	0.057	0.057	1.00
Reduce subsidy for school lets (ASC)	0.015	0.049	0.059	0.059	0.059	0.00
Reduce budget on School Transport	0.047	0.076	0.076	0.076	0.076	0.00
Reduction in Educational Psychologists	0.020	0.070	0.070	0.070	0.070	0.00
Employ fewer Learning assistants for ASL pupils	0.121	0.194	0.194	0.194	0.194	8.50
Reduce LLE to only statutory provision	0.531	0.850	0.850	0.850	0.850	30.00
<b>Total</b>	<b>1.201</b>	<b>2.212</b>	<b>2.222</b>	<b>2.222</b>	<b>2.222</b>	<b>64.88</b>
<b>Education, Communities &amp; Economy Total</b>	<b>1.344</b>	<b>2.402</b>	<b>2.412</b>	<b>2.412</b>	<b>2.412</b>	<b>69.68</b>

# Savings - Summary

	Year 1 2019/20 £m	Year 2 2020/21 £m	Year 3 2021/22 £m	Year 4 2022/23 £m	Total £m	FTE
<b>HEALTH AND SOCIAL CARE</b>						
<b>2019/20 BUDGET SAVINGS MEASURES</b>						
<b>CUSTOMER &amp; HOUSING SERVICES</b>						
Non Hub Libraries	0.073	0.173	0.173	0.173	0.173	7.16
<b>Total ex HRA</b>	<b>0.073</b>	<b>0.173</b>	<b>0.173</b>	<b>0.173</b>	<b>0.173</b>	<b>7.16</b>
<b>COMMUNITY JUSTICE</b>						
Removal of Community Safety Team	0.090	0.180	0.180	0.180	0.180	3.50
Cessation of Midlothian Community Policing Team	0.281	0.562	0.562	0.562	0.562	0.00
<b>Total</b>	<b>0.371</b>	<b>0.742</b>	<b>0.742</b>	<b>0.742</b>	<b>0.742</b>	<b>3.50</b>
<b>Health &amp; Social Care Total - ex IJB and HRA</b>	<b>0.444</b>	<b>0.915</b>	<b>0.915</b>	<b>0.915</b>	<b>0.915</b>	<b>10.66</b>

# Savings - Summary

RESOURCES 2019/20 BUDGET SAVINGS MEASURES	Year 1	Year 2	Year 3	Year 4	Total £m	FTE
	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m		
<b>COMMERCIAL OPERATIONS</b>						
School Crossing Guides (option 2)	0.070	0.105	0.105	0.105	0.105	4.00
Reduce road maintenance spending on gully cleaning	0.050	0.050	0.050	0.050	0.050	0.00
Reduce road maintenance spending	0.150	0.150	0.150	0.150	0.150	0.00
Introduce and/or increase car park charges	0.000	0.066	0.066	0.066	0.066	0.00
Removal of support for bus travel	0.113	0.125	0.125	0.125	0.125	0.00
Removal/Reduction of Community Transport funding	0.210	0.313	0.313	0.313	0.313	0.00
Stop all support to Galas and events	0.044	0.044	0.044	0.044	0.044	0.00
Close Buccleuch Bowling Green, Dalkeith ( <b>BUR</b> )	0.025	0.025	0.025	0.025	0.025	1.00
Reduce grass cutting standards ( <b>BUR</b> )	0.075	0.150	0.150	0.150	0.150	4.50
Reduce shrub bed maintenance ( <b>BUR</b> )	0.025	0.045	0.045	0.045	0.045	1.50
Maximise Income from Vogrie Estate ( <b>BUR</b> )	0.070	0.070	0.070	0.070	0.070	4.00
Close Penicuik Recycling Centre	0.078	0.078	0.100	0.100	0.100	2.75
Taxi Card Cessation	0.045	0.045	0.045	0.045	0.045	0.00
Close Vogrie Golf Course	0.030	0.030	0.030	0.030	0.030	2.00
Extend the collection frequencies of the residual waste	0.000	0.000	0.000	0.000	0.000	0.00
<b>Total</b>	<b>0.985</b>	<b>1.296</b>	<b>1.318</b>	<b>1.318</b>	<b>1.318</b>	<b>19.75</b>
<b>FINANCE &amp; INTEGRATED SERVICE SUPPORT</b>						
Service Improvement Plans/Business Processes/Service Reduction	0.200	0.250	0.250	0.250	0.250	9.00
Contract for Webcasting in Chamber not renewed	0.000	0.000	0.011	0.011	0.011	0.00
<b>Total</b>	<b>0.200</b>	<b>0.250</b>	<b>0.261</b>	<b>0.261</b>	<b>0.261</b>	<b>9.00</b>
<b>PROPERTY &amp; FACILITIES MANAGEMENT</b>						
Close Public Toilets	0.051	0.067	0.067	0.067	0.067	1.07
Cleaning Schools reduced by 20%	0.167	0.335	0.335	0.335	0.335	13.02
Cleaning non-Education Buildings reduced by 40%	0.033	0.065	0.065	0.065	0.065	2.79

## Savings - Summary

PPP closed during holidays	0.018	0.022	0.022	0.022	0.022	0.000
Non-housing maintenance	0.300	0.300	0.300	0.300	0.300	12.00
Standalone Leisure Centres closed - Danderhall LC	0.122	0.076	0.000	0.000	0.000	4.30
Standalone Leisure Centres closed - Gorebridge LC	0.090	0.108	0.108	0.108	0.108	5.00
Standalone Leisure Centres closed - Newtongrange LC	0.050	0.119	0.119	0.119	0.119	3.67
Sports Development - removal of Healthy Lifestyle Development Team	0.127	0.251	0.251	0.251	0.251	6.66
Stop Active Schools	0.000	0.131	0.131	0.131	0.131	7.30
Stop free swimming during holidays	0.017	0.017	0.017	0.017	0.017	0.00
Management Team	0.045	0.151	0.151	0.151	0.151	3.25
Sport & Leisure Bottom-up Service Review ( <i>BUR</i> )	0.250	0.250	0.250	0.250	0.250	
<b>Total</b>	<b>1.270</b>	<b>1.892</b>	<b>1.816</b>	<b>1.816</b>	<b>1.816</b>	<b>59.06</b>
<b>Resources Total</b>	<b>2.455</b>	<b>3.438</b>	<b>3.395</b>	<b>3.395</b>	<b>3.395</b>	<b>87.81</b>

**BUR – Bottom-up Service Review**

# Savings Templates

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Children's Services	
<b>Measure</b>	Reduction in Early Intervention and Prevention services by 20%	
<b>Strategic Theme</b>	Workforce	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Y/N</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.143	0.047	0.000	0.000	0.190
Cumulative savings	0.143	0.190	0.190	0.190	0.190
FTE staff impact	4.8	0	0	0	4.8

## Description of Savings Measure

Children and Family Practitioners are not a statutory requirement however the work they do supports the vision of children's services by improving families lives by giving them the support they need when they need it. In essence this means that we are able to identify families in need of support at a much earlier point of contact and thereby prevent issues escalating.

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

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

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

Mitigating Factors:

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

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

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

Other than advising our partner agencies that we were ceasing to have children and family practitioners there is very little mitigating factors that would reduce the impact on the service. The impact on children's services would almost certainly result in an increase

in child protection work and more children being accommodated which in turn would result in more children and young people being accommodated out-with Midlothian due to increase demand.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Reduce Central Education Management Staff	
<b>Strategic Theme</b>	Workforce Savings	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Partially</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.096	0.052	0.000	0.000	0.148
Cumulative savings	0.096	0.148	0.148	0.148	0.148
FTE staff impact	2.0				2.0

<b>Description of Savings Measure</b>
<p>This measure is to reduce the complement of staff across the Central Education Teams, including one School Group Manager (SGM) and one Grade 10 post in Communities / Life Long Learning and Employability (LLE).</p> <p>The SGM post is currently a temporary saving as the acting Head of Education's substantive post has not been backfilled since August 2018. A permanent saving can be made by reducing the number of SGM's from five to four, which may require a service review. This would not be implemented on a permanent basis until the Council-wide management review has been concluded.</p> <p>The saving of a Grade 10 post will require a review of the management structure of the LLE and Communities teams.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The effect of the SGM measure is that direct support to schools will be reduced and some areas of the curriculum will not be supported. Aim is to offer leadership opportunities to future school leaders in line with the empowerment agenda from the Scottish Government. School inspections could be poorer in terms of gradings.</p> <p>The Grade 10 measure will result in less support for some of the Communities / LLE functions. Some of the workload would be shared between remaining managers (3). A revised Community Learning &amp; Development Plan would be required for 2019/20.</p> <p>A revised Education Service Plan would also be required for 2019/20 to reflect the reduction in what can be delivered by both Schools Group Managers post and the reduction in Grade 10 post.</p>

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Creative Arts Team Reduction	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Partially</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.150	0.090	0.000	0.000	0.240
Cumulative savings	0.150	0.240	0.240	0.240	0.240
FTE staff impact	11.2				11.2

<b>Description of Savings Measure</b>
<p>This measure is to stop delivering Creative Arts provision across Midlothian from August 2019, as this is not a statutory service. This would mean that pupils will still get Creative Arts provision within their school as part of their mainstream curriculum like other subject areas but additional instruction in music, dance and drama would no longer be provided.</p> <p>The measure is to remove the delivery of instrumental music offer to all and only provide this for SQA pupils for Higher and Advanced Higher Music. This will reduce the required complement of music instructors by approximately 9.4 FTE. Reductions would also be made in the central support of dance development for secondary schools, support for Primary Drama and Music Instruction Management.</p> <p>All instruction for SQA Music would continue to be recharged to schools at a cost of £700 per pupil per instrument, this recharge was introduced in 2018/19.</p> <p>The 2018/19 budget for Instrumental Music was set on the basis of a similar number of pupils taking weekly music lessons as in 2016-17. However the numbers taking up music tuition are much lower this year resulting in this budget being overspent, estimated shortfall on a full year basis of approximately £150k. If this measure is not progressed the Music Service will in any event need to be reshaped so that it operates within the net annual budget of £211K set by Council in 2018. This would entail a full review of the Creative Arts team and their work - including arts development, dance development, Instrumental Music Service and the externally funded Youth Music Initiative (YMI).</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Some pupils will not be able to progress to Higher or Advanced Higher Music and for all other music tuition parents will need to seek and pay for their own instructors. This would be the same as other subject areas whereby we do not provide progression in S6 or in PE where additional activities have to be done outside of school. The number of entries for SQA Music may reduce.</p>

Review 25 staff members affected (16 FTE). Consultation with staff and unions will be required. This would need to begin in January 2019 with staff and unions and would need to be completed by May 2019 to allow for redeployment etc. at that time. The saving would be from August 2019.

Usher Hall performances would be unlikely to take place.

Reconsider how the Youth Music Initiative (YMI) income (£112k) would be used to support more specific areas for Primary music projects.

A revised model of delivery of music instruction for SQA would be devised, which may reduce the number of instruments.

Management of Music Instructors and bidding for additional monies including YMI would be carried out by a Manager with reduced management time.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Move to Statutory Consultation for Glencorse Primary School	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>		
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.000	0.000	0.000	0.000
Cumulative savings	0.000	0.000	0.000	0.000	0.000
FTE staff impact					

<b>Description of Savings Measure</b>
<p>It is proposed to move to a statutory consultation on the closure of Glencorse Primary School due to the consistently low numbers of pupils attending over the last 3 years. The school roll has fallen from 29 pupils in 2015 to 15 pupils in 2018. Parents resident in the school's catchment area are opting to put in placing requests to other nearby schools. In 2018/19 all 14 Primary 1 pupils registered at Glencorse made placing requests out and are attending other Midlothian primary schools. Glencorse has no P1 aged pupils attending this year.</p> <p>Closing the school would save £120,000 on staffing. The potential to reuse the building for Early Years Expansion or sell the building could contribute to closing the gap in capital funding required for the Learning Estate.</p> <p>Saving would be made in 2021/22.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>A full consultation on school closure would need to take place and we would need to allow 2 years for this to take place (to allow due process if the measures are called in).</p> <p>If the closure goes ahead staff will be redeployed appropriately to other schools to fill vacancies/as vacancies arise. Children already attending the school would need to be transitioned to other local schools who have capacity.</p>

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Move to Statutory Consultation for Denominational Review	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.000	0.000	0.000	0.000
Cumulative savings	0.000	0.000	0.000	0.000	0.000
FTE staff impact					

<b>Description of Savings Measure</b>
<p>It was agreed at Council in 2015 to undertake consultation on the development of a strategy for denominational school provision across Midlothian. There are 7 denominational primary schools and one secondary school in Midlothian, all of which are Roman Catholic. To date, we have undertaken some initial discussions with the Head Teachers and representatives of the Roman Catholic Church. This proposal requests that we move to formal consultation which will include parents/carers, children and young people as well as local communities, then, should the outcome of this consultation be a decision to close school(s), move to statutory consultation on the closures. The closure of certain school(s) would achieve savings.</p> <p>Under the Education Scotland Act the provision of Roman Catholic education is a formal requirement of any local authority.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Analysis of school rolls shows that some of our Roman Catholic schools are at capacity or near capacity but that the numbers of Roman Catholic children attending them is reducing. The total capacity of these schools is considerably higher than the number of Roman Catholic children attending them. Also, it has proved difficult to recruit Head Teachers, senior staff and teachers for Roman Catholic schools as they require approval by the Roman Catholic Church. Within Midlothian we currently have two Roman Catholic Head Teachers who have shared headships covering 4 of the primary schools.</p> <p>There are a range of possible outcomes from the consultation, including retaining the status quo or reducing the number of schools, which could mean the closure of some schools.</p> <p>Following the conclusion of the strategy consultation it may be decided to proceed with the closure of some schools and to commence statutory consultation(s), including public meetings and the involvement of HM Inspectors of Education. If the decision following a</p>

statutory consultation is the closure of a school the council must notify the Scottish Government, who have the power to call in the decision. We would need to allow 2 years to follow HM Inspector of Education's process and to allow due process if the measures are 'called in'.

If a closure goes ahead staff will be redeployed appropriately to other schools to fill vacancies/as vacancies arise. Children already attending the affected schools would need to be transitioned to other schools with capacity.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Stop free Primary 4 school swimming	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	Y

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.033	0.020	0.000	0.000	0.053
Cumulative savings	0.033	0.053	0.053	0.053	0.053
FTE staff impact	0.48	0	0	0	0.48

<b>Description of Savings Measure</b>
<p>The measure would be to remove the provision of primary school swimming from the curriculum from August 2019, as this not a statutory requirement. The Learn to Swim programme which currently operates over the summer holidays would be offered to all pupils who cannot swim and would otherwise have benefitted from school swimming lessons.</p> <p>Currently swimming is provided for free to all primary 4 pupils across the authority, in blocks of 12 weeks with lesson periods of forty minutes.</p> <p>There is a budget for staffing of £22k, to fund 2 mornings per week of teaching staff and 1,216 hours of swimming instructors. Transport costs are £41k per annum.</p> <p>Budget of £10k for instructors would be transferred to supplement the Learn to Swim summer programme (if still operating). Otherwise this could be a saving of another £10,000.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>This change will need to be communicated clearly to parents of all pupils entering into Primary 4 in school session 2019/20. The provision of Primary School swimming is not a statutory requirement.</p> <p>Swimming will continue to be part of the secondary school physical education curriculum.</p> <p>Consultation with schools, staff and unions would be required. This would need to begin in January 2019 with schools and then redeploy staff through SNCT for teachers and the Council redeployment policy.</p>

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Redesign of Devolved School Management	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Partially</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.038	0.323	0.000	0.000	0.361
Cumulative savings	0.038	0.361	0.361	0.361	0.361
FTE staff impact	8				8

<b>Description of Savings Measure</b>
<p>Teaching staff allocations for all schools under DSM were reviewed in 2018. Council agreed in February 2018 to remove 19.2 FTE teachers to deliver the £500,000 saving as of August 2019. This will be done by:</p> <ul style="list-style-type: none"> <li>removing allocations to Primary Schools for visiting specialist teachers and short term teacher absence (reduce by 9.9 FTE overall);</li> <li>reduce the roll related formula for allocation of teachers to Secondary Schools from 0.0543 to 0.0526 per pupil (reduce by 9.3 FTE overall).</li> </ul> <p>This measure is to make a further reduction of teachers which delivers another £38,000 saving in 2019/20 and delivers £323,000 in 2020/21, which equates to a further 8 FTE Teachers.</p> <p>The saving will be delivered by not filling a number of vacancies, no teachers will lose their jobs.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Possible reduction in schools' internal teacher absence cover budget which could result in Head Teachers and Depute Head Teachers teaching more and therefore time for school management and improvement would be reduced.</p> <p>This reduction in teachers may; increase the pupil teacher ratio further; affect the maintenance of teacher numbers and may mean that Midlothian does not in future employ the requisite number of newly qualified teachers, which could lead to the Council being fined by the Scottish Government. Current academic year 2018/19 Midlothian's pupil teacher ratio is 14 (not including PEF funded teachers) which last year was the third highest nationally.</p> <p>There will be a reduced offer in the curriculum for senior pupils due to fewer teachers, so some Advanced Higher classes in particular will not be able to run. Schools will need to adapt their curriculum accordingly.</p>

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	LLE Service reductions	
<b>Strategic Theme</b>	Workforce reduction	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	Partially

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.046	0.021	0.000	0.000	0.067
Cumulative savings	0.046	0.067	0.067	0.067	0.067
FTE staff impact	3.5				3.5

<b>Description of Savings Measure</b>
<p><b>1 FTE Grade 7 adult and family learning (currently a vacancy) saving is £38,915.</b> This can be delivered for full year as post is unoccupied</p> <p><b>1 FTE Grade 7 Vocational learning /Accreditation (ESF/ Funding).</b> This may not be a full year saving as the post holder is a permanent employee, and they are currently off long term sick. The part year saving would be <b>£21,306 and full year saving would be £42,613</b></p> <p><b>0.5 FTE Grade 6 Positive destinations team (School Work Experience).</b> This is currently a vacant post, but has been being covered by Youth work staff. Saving from reducing from 1 FTE to 0.5 fte would be £ 16,792</p> <p><b>1 FTE Grade 2-4 Admin Trainee post</b> (vacant at end of March 2018). Saving would be £28,767</p> <p>Total savings from reductions in posts £127,000</p> <p>As a result of these reductions in posts the income target for Employability and Accreditation would need to be reduced.</p> <p><b>Reduce Income target in Employability and accreditation            £(60,000)</b></p> <p><b>Net savings is £127,000 less £60,000 equals £67,000</b></p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p><b>Reduce Adult and family learning staffing by 1 x Grade 7 Lifelong Learning and Employability (LLE) Worker</b></p> <p>This is currently a vacancy so will not impact on existing staff. However, this will result in a reduction of staff in the Lasswade and Penicuik cluster areas and, as a result, the number of courses and family learning opportunities will be reduced in these areas.</p> <p>There is a danger that the service will not be considered by HMle to meet the statutory requirements to deliver “an adequate and effective level of service” as set out in the Education Act 2013 and 3 year Learning and Development Plan for Midlothian 2018-2021.</p>

A revised Education Service Plan would also be required for 2019/20.

**Reduction of School Work experience post**

Midlothian Training Services (MTS)/LLE have delivered the School Work Experience Programme (SWEP) has been centrally co-ordinated by MTS/LLE in partnership with the Midlothian Schools.

There would have to be a new model of delivery of schools considered.

The measure would continue to allow a central coordination of this for a reduced number of pupils. This would need to be reviewed.

This would mean we are achieving part of the recommendations. The Commission for Developing the Young Workforce report is the basis for Scottish Government's employability strategy for young people up to 2021.

**Reduce G2-G4 Trainee Post**

The current post holder is on secondment and does not want to return to this post. So there is no impact on staff.

However, the reduction in trainee posts will impact across the service as they deliver group work in all teams as well as providing admin support to local geographic teams. This reduction will reduce the capacity to deliver adult learning and youth work.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Reduction in Adult Learning LLE Workforce	
<b>Strategic Theme</b>	Workforce	
<b>Measure (requires Council Approval)</b>	YES	
	<b>Has the measure been presented to Council previously?</b>	Partially

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.047	0.000	0.000	0.000	0.047
Cumulative savings	0.047	0.047	0.047	0.047	0.047
FTE staff impact	0.2				

<b>Description of Savings Measure</b>
<b>OTHER LL&amp;E BUDGET REDUCTIONS</b>
<b>Reduce sessional adult learning budget from August</b> <span style="float: right;"><b>£25,000</b></span>
Full year could only be achieved by closure of many adult learning groups in April 2019
<b>Reduce ESOL Grade 8 (reduce post by 1 day per week)</b> <span style="float: right;"><b>£8,299</b></span>
This is achievable as person in post only working 4 days
<b>Remove sessional budget from Employability and accreditation team</b> <span style="float: right;"><b>£7,000</b></span>
Loss of sessional staff for welding workshop
<b>Reduce allowances paid to focus participants by</b> <span style="float: right;"><b>£7,000</b></span>
Historic social work payments being stopped.
This is in addition to other savings proposed.

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<b>Reduction in Adult Learning sessional budget</b>
As a result, the number of community based adult learning classes will reduce across the authority as the majority of resources will be targeted in priority geographic areas.
First step courses, including literacy, numeracy and English for Speakers of Other Languages (ESOL) may not be offered free of charge until May to target those who are returning to education and employment or with very low confidence and skills including digital skills. It will also reduce some capacity to respond to requests to work with specific target groups e.g. vulnerable families, those with disabilities or involvement in criminal justice etc.
This reduction will also impact on the social isolation, health and wellbeing of a variety of groups including older people. This could lead to an increase in referrals to adult services,

health service etc. and some older people will become less engaged within their local communities.

This will also impact on the range of opportunities on the paid adult learning programme. The target of 120 classes offered annually will reduce to 70 (Community Learning and Development Regulations/Improving Opportunities Midlothian Plan) and the reduced sessional budget will be used to employ specialist tutors to deliver qualifications for people of working age to meet our target of increasing the number of adults with qualifications at all levels and supporting those who wish to move into employment, learning or training and/or secure better paid jobs. Other curriculum subjects such as creative arts, health and wellbeing, digital skills, child development etc. which are used as first step learning opportunities and largely benefit older people, parents/carers and adult returners will be impacted and opportunities will not be offered in all geographic areas.

The biggest impact of the sessional budget cut will be in the delivery of adult literacy and numeracy classes where we employ specialist tutors to run small, learner centred programmes. This will impact on the most vulnerable adults who have literacy and numeracy difficulties. An increasing number of volunteers already provide additional one to one support in this group setting but we will be unable to support them as resources decrease. This will also impact on support for Midlothian Council staff which we currently provide free of charge in venues such as Stobhill and for care workers and childcare workers who need additional literacy and numeracy support to sustain their employment.

There is a concern that the service will not be considered by HMIE to meet the statutory requirements to deliver “an adequate and effective level of service” as set out in the Education Act 2013 and 3 year Learning and Development Plan for Midlothian 2018-2021.

A revised Education Service Plan would also be required for 2019/20.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Youth Work reductions in LLE	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	Partially

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.057	0.000	0.000	0.000	0.057
Cumulative savings	0.057	0.057	0.057	0.057	0.057
FTE staff impact	1.0				

<b>Description of Savings Measure</b>
<b>YOUTH WORK CLOSURES</b>
<b>Total saving of £57,000 by</b>
Non – filling of grade 5 youth work vacancy in Woodburn area, £32,412
Reduce sessional youth work budget by closure of the youth clubs from April 2019 - £25,000

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The grade 5 post is a vacancy, so will be a full year saving as of April 2019. This reduction would mean that there would be no future delivery in the West of the county which has been supporting the West of Midlothian.</p> <p>The reduction in youth work budget will impact on sessional staff contracts which will stop. Notice will have to be given to affected staff.</p> <p>All youth work activities within Midlothian for primary school age children will stop. This will include Under 12 youth work that is currently available in every academic cluster. This work is predominantly early intervention work, targeted to young people as part of the transition package from P6/7 to secondary. Some of this work may continue using Pupil Equity Funding (PEF) from schools depending on their priorities.</p> <p>Senior Youth work in the west of the authority will be stopped. Priority will be given to young people who are engaging in risk taking behaviour within the targeted areas of Midlothian which is deemed to be in the Newbattle and Dalkeith areas. Currently 765 young people per week engage from the west side of Midlothian, who would no longer receive a service, due to re-prioritising.</p> <p>Only specific targeted youth work for 12 to 16 year old young people will continue, and this will be 1 senior youth club in the Dalkeith and Newbattle Area.</p>

The new Danderhall and Shawfair area youth clubs will not be pursued.

No young mum employability learning within the authority. Currently offering 12 spaces per year. Attendance at this groups can count towards a positive destination, and this could result in 12 young people possibly not being deemed to be in a positive destination.

There will be a reduction of early intervention work of around 26 young people per year throughout the authority. This may result in a reduction of young people in a positive destination of around 8 per school for Lasswade, Beeslack and Penicuik Schools.

Midlothian will not meet the target set of 5% increase of youth awards and accreditation annually. The target will need to be adjusted in next year's service plan.

The commitment by Positive Destinations Team will no longer be able to meet the requirements set out by the Type Two Diabetic Strategy (T2DS) agreement of November 2018, as there will not be the staff to do this work.

There is always a concern that the service will not be considered by HMIE to meet the statutory requirements to deliver "an adequate and effective level of service" as set out in the Education Act 2013 and 3 year Learning and Development Plan for Midlothian 2018-2021.

There will be a greater impact on children and young people from this saving if the PAVE reductions are also taken.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Reduce subsidy for School Lets	
<b>Strategic Theme</b>	Fees and Charges	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.015	0.034	0.010	0.000	0.059
Cumulative savings	0.015	0.049	0.059	0.059	0.059
FTE staff impact	none				

<b>Description of Savings Measure</b>
<p>Currently charitable, voluntary and non-profit making out of school care providers benefit from a 95% discount on let fees, so pay only 5% of the full let charge for the use of council buildings.</p> <p>It was previously proposed to reduce the discount to 50%, which was rejected by Council.</p> <p>Each out of school care service currently paying only 5% of the full charge, pays no additional overheads which means that they are receiving lighting, heating, etc. for free.</p> <p>This measure would increase the let charge to 8.7% of the full let charge in 2019/20 with further increase to 15% in 2020/21, i.e. a discount rate of 91.3% and 85% respectively. The increase in the first year is less than the second year so that the proportionate year on year increase for the out of school care providers is approximately the same at around 73%, thereby levelling out the increase in fees to the providers and hence to families. Were the increase to be applied at 5% each year the let fees to out of school care providers would double in the first year then increase by half in the second year. Note that the let fees change with effect from August rather than from the start of the financial year in April.</p> <p>Note also that the discount would apply to the let fee charges in force in the appropriate year, i.e. including any annual uplift. For example if the let fee was £10 in 2019/20 OSC would be charged 8.7% of this, if a 5% annual uplift were applied in 2020/21 the let fee would be £10.50 and OSC would be charged 15% of this.</p> <p>This measure would require alteration to the council's Corporate Charging Strategy, moving charitable/voluntary/non-profit making out of school care providers (out of school care, after school clubs and holiday clubs) out of category 2 into a new category, and setting the phased-in discount rate. Thereafter the new rates would be applied to the annual bills issued centrally by the council.</p> <p>Achievement of the forecast savings/income is assessed as <b>amber</b>. The calculation of the increase in fees to families show a small increase per child per week however the Midlothian After School Club Network reports significant challenges to long-term sustainability of providers if the rate becomes higher than 10% of the let fees. The risks to achieving the saving are explored in more detail later in this measure.</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**

December Council approved a new Out of School Care Policy, developed in partnership with Midlothian After School Club Network (MASCN).

The provision of quality, affordable out of school care supports the delivery of two of the GIRFEMC outcomes for 2017/18 to 2019/20:

- Children and young people are supported to be healthy, happy and reach their potential
- Inequalities in learning outcomes have reduced

While also contributing to Sustainable Growth outcomes such as:

- Midlothian is an attractive place to live, work and invest in

**Impact**

Note that the figures below include the 5% uplift in fees and charges for 2018/19 but have not included any annual uplift for future years.

The OSC providers benefiting from the category 2 concession on let charges are by definition charitable, voluntary or non-profit making organisations and unless efficiencies can be achieved any increase in let fees will be passed on to families.

This measure would increase the income to the council from let fees from £29.6k per annum in 2018/19 to £88.7k per annum from 2020/21 (academic years). With around 1,500 children registered with OSC in Midlothian this represents an average increase of less than £40 per child per year. The actual increase for each child will vary considerably depending on the numbers of hours per week term time and the number of days of holiday club they attend. Recent research commissioned by MASCN found that 28% of responding families had two children attending OSC and less than 2% more than two children. Most OSC providers offer a sibling discount.

Each 5% of the let fee levied on OSC is £29.6k per annum. Divided by 39 weeks (term time) this is £759 per week across all OSC. Therefore if only half of the registered children attend each week then each 5% of the let fee equates to £1 extra per child per week. This is also a high estimate as the £30k let fee includes all holiday lets for holiday clubs. Extrapolating this high estimate to the full additional 10% to be levied from 2020/21 gives an increase of £2.00 per child per week term time. Almost all families should receive some form of financial support for their childcare costs, for example Tax Free Childcare pays 20% (£0.40 of £2.00), or Universal Credit pays 85% (£1.70).

MASCN advise that providers could absorb an increase to 10% of the full let fees (90% discount) through efficiencies and partnership working, however they report that any greater increase could lead to significant challenges for long-term sustainability, with as many as four out of the eight providers at seriously high risk of closing if the let fees increase to 15% (85% discount). The full letter from MASCN is attached to this savings measure.

It remains to be seen whether the existing charitable and voluntary OSC providers in Midlothian amalgamate in order to benefit from economies of scale, or if private providers will meet any shortfall in capacity, potentially by letting rooms in council premises where they would pay the full let fee. MASCN advise that there are not significant savings to be made by amalgamation or mergers between clubs.

**There are a number of risks to the calculated increase in income to the council:**

- OSC services may reduce the number or size of rooms or hours of lets (this may reduce the number of places available)
- Families may reduce the number of OSC hours they use, or stop using OSC, which may reduce the sustainability of the services
- There may be a wider impact upon Midlothian's economy if families' ability to train, gain qualifications or hours of work are reduced through an increase in childcare fees or reduction in capacity
- The let fees total includes lets of pavilions, which may be subject to Community Asset Transfer
- Providers will have increases in other running costs, such as sustaining the living wage and inflation

**Potential mitigating factors are:**

- The survey of families using OSC found that only half of respondents received financial assistance with childcare costs, when in fact almost all should be receiving at least 20%. As a result of the enhanced guidance and signposting by OSC services that will commence shortly a greater proportion of families will claim the financial support to which they are entitled, which will, to an extent, offset any increase in childcare fees
- The engagement of Midlothian Voluntary Action by MASCN to provide business planning support will strengthen providers' sustainability
- The Childcare and Workforce Development Officer currently supports OSC providers, and supported them through the phased introduction of the equalisation of fees and charges that commenced in 2014/15. If this measure is taken forward, it is recommended that this support be continued.
- The Family and Childcare Trust's Childcare Survey 2017 reports the average after school club cost in Scotland as £55.77, higher than the average in Midlothian at that time of £51.14. Similarly the average cost for a week's holiday club across Scotland is £124.43, higher than in Midlothian at £97.19.
- Should OSC services in receipt of a discount withdraw from a council building, private providers may take up lets in schools, paying full let fees
- Previous research found that the charges by private providers were not substantially different to the category 2 providers who use Midlothian Council premises

**EqIA**

The EqIA found that, while an increase in fees will be offset to an extent, for some families, by an increase in tax free childcare, childcare vouchers, tax credits, Council Tax Reduction or Universal Credit, the reduction in discount has a potentially greater impact on children from lone parent families, most often female, where the parent/carer is training, studying or in low-paid employment.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Reduce the budget on School Transport	
<b>Strategic Theme</b>	Policy cost reduction	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.047	0.029	0.000	0.000	0.076
Cumulative savings	0.047	0.076	0.076	0.076	0.076
FTE staff impact	none				none

#### **Description of Savings Measure**

The council's policy on home to school transport sets out that a pupil may receive free transport if they attend their catchment school and their home address is more than two miles from the school based on the shortest safe walking distance. A pupil may also receive free transport if the council has placed them in a non-catchment school due to a catchment school being full.

A pupil will not receive free transport if they attend a non-catchment school as a result of a placing request being granted.

Where a school bus is not full, the unused capacity is made available to other, "non-entitled" pupils.

Total expenditure on home to school transport in 2017/18 was £2.265m: primary £0.283, secondary £1.089m and ASN £0.893m. The total budget for 2018/19 is £2.466m.

Jointly with the Transport Team we propose to no longer provide buses to transport pupils residing in Eskbank and Easthouses from home to school, as there is now a safe walking route to school available. Based on current costs this would save £53,650 per school year.

Other savings can be made by looking at the sizes and numbers of buses required to service essential routes. This will include further reduction in the number of buses providing transport from Mayfield and Easthouses. This would affect some pupils attending St David's High School who currently take up places, where available, on buses to the Dalkeith School Campus. An estimated additional saving of £22,600 for the 2019/20 school year has been included here.

The Transport Team, who will be responsible for the delivery of this saving, will shortly confirm the contracts to be terminated. They have confirmed that the bus operators require 4 weeks' notice, no compensation will arise as this is written into contract terms and conditions. Any reductions in transport may increase traffic at schools as more parents/carers will drop pupils off.

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

**community planning outcomes. Include EQUiA**

Appropriate consultation will be undertaken with parents/carers and schools of affected pupils. We will review our current transportation policy to make sure it reflects these changes. Families will be encouraged to walk to school as part of encouraging and improving health benefits.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Reduction in Educational Psychologist Service	
<b>Strategic Theme</b>	Policy cost reduction	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.020	0.050	0.000	0.000	0.070
Cumulative savings	0.020	0.070	0.070	0.070	0.070
FTE staff impact	0				

<b>Description of Savings Measure</b>
<p>Carry out a service review of Educational Psychologists alongside consideration of a shared service with another local authority to be explored.</p> <p>This service currently consists of 6.8fte including the Principal Educational Psychologist. Total cost of staffing is £494,529.</p> <p>Any service review would need to take place after December 2019 as 2 staff members are currently on maternity leave.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Any reduction may mean an increase in referrals to Additional Support for Learning (ASL) Tribunals and out of authority placements, due to reduced number of assessments being made by Educational Psychologist for places or support in schools. This would lead to increased costs. As the fastest growing Local Authority we also have an increase in those with additional needs, as reported to Cabinet in 2018, 26.53% of pupils have additional support needs against the Scottish average of 24.89%.</p> <p>A consultancy service general means a limited service that offers advice to staff only and not visits.</p> <p>Support for behaviours in schools will be reduced. This may increase the number of exclusions and out of authority placements as advice and training around behaviour supports, mental health and Adverse Childhood Experiences are the biggest challenges for schools currently as indicated in the completed staff survey of November 2018.</p> <p>Less focus on mental wellbeing and absences, which the Principal Educational Psychologist currently leads on. This could mean absence figures increase across schools.</p> <p>Caseloads for Educational Psychologists are already high and work will have to be prioritised.</p>

This would require a full service review including staff and union consultation. The timescale for any service review and hence realising the saving would be challenging as 2FTE are currently on maternity leave.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Employ fewer Learning assistants for ASL pupils across schools.	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Partially</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.121	0.073	0.000	0.000	0.194
Cumulative savings	0.121	0.194	0.194	0.194	0.194
FTE staff impact	8.5				

<b>Description of Savings Measure</b>
<p>This saving would begin in August 2019.</p> <p>The saving proposed amounts to around 306 hours per week which would mean a reduction of approximately 8.5fte. This will require some fixed term contracts to be stopped and in some cases a redeployment or reduction in hours for staff.</p> <p>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 the work with the most vulnerable is prioritised. The training is challenging when many of these staff are on fixed term contracts.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>As the fastest growing Local Authority we also have an increase in the number of pupils with additional needs. Within Midlothian 26.53% of all pupils have an additional support for learning need, this is above the national average of 24.89% .</p> <p>Any reduction in learning assistant hours could mean a rise in the number of recorded violent incidents. This could increase both teacher and other staff absence due to challenges of supporting pupils with additional needs in class.</p> <p>It is likely that pupil absences will increase in schools due to pupils feeling unsupported or parents refusing to send pupils to school as a result of the lack of support.</p> <p>More referrals could be made for placements in provisions and out of authority placements may be sought, including requests for home schooling due to parental perception of lack of support.</p> <p>As learning assistants support a range of learners then Curriculum for Excellence (CfE) levels for numeracy and literacy, which have been on the rise in Midlothian, may reduce as teachers will spend more time on behaviour management issues. This may have an impact on exclusions and out of authority placements.</p>

The biggest challenges for schools currently is behaviour issues as indicated in the completed staff survey of November 2018.

This will not require a service review, but will involve clear communication to affected staff, unions and school leaders.

<b>Directorate</b>	Education, Communities and Economy	
<b>Service Area</b>	Education	
<b>Measure</b>	Reduce Lifelong Learning and Employability (LLE) to only statutory provision	
<b>Strategic Theme</b>	Policy cost reduction	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.531	0.319	0.000	0.000	0.850
Cumulative savings	0.531	0.850	0.850	0.850	0.850
FTE staff impact	30 FTE				

<b>Description of Savings Measure</b>
<p>The proposed saving would remove most of the Lifelong Learning and Employability (LLE) service, less savings already proposed in other budget measures.</p> <p>The amount of full year budget savings would amount to circa £850k. The above savings are based on savings from August 2019. This would affect 30 fte of staff, mainly permanent staff.</p> <p>The remaining model would leave a budget of £850k to deliver a low end adequate and efficient service in terms of the Community Learning and Development regulations for youth work, adult learning including literacy, numeracy and ESOL.</p> <p>A full service review would be required and priority given to meeting the Community Learning and Development regulations of an 'adequate and efficient' service and achieving the outcomes in the Midlothian Single Plan.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The LLE Service comes under the Community Learning and Development Regulations, so it is imperative that we deliver an adequate and efficient service.</p> <p>LLE service directly contributes to addressing key inequalities prioritised by the Community Planning Partnerships ;</p> <ul style="list-style-type: none"> <li>• Inequalities for Learning and Attainment</li> <li>• Economic inequalities</li> <li>• Health inequalities</li> <li>• GIRFEC, Community Safety and Sustainable Growth</li> </ul> <p>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;</p>

- 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 is supporting people of all ages to take part in their community and reduce social isolation

**Impact include:**

- LLE may not meet their statutory duty for youth work, adult learning due to a reduced service, even with the best efforts to make the service efficient and adequate.
- There may be an increased number of young people not achieving a positive destination.
- There is likely to be no awards for Duke of Edinburgh or wider achievement awards
- There could be fewer adult job seekers securing employment due to lack of support from LLE. Fewer adults may secure qualifications to help them secure a job due to loss of expertise and staff capacity to run opportunities.
- Income targets will not be met or set going forward for this service area.
- The funding from schools to PAVE impacts on the schools budget and may mean that more pupil's needs are not met. This is a direct cost for schools and requires them to fund from existing resources.
- LLE staff and managers support schools to prepare for inspection and this would cease, this could result in some inspection grades being reduced.
- LLE supports Early Years family learning and this would likely cease.
- All vocational opportunities and programmes for school aged pupils would be stopped as this is not a statutory function.
- There is likely to be little or no external funding applied for. All income targets would be removed from this service area.
- This saving would reduce the number of young people and adults securing employment and gaining qualifications through services delivered by Lifelong Learning and Employability Services.
- We may fail to meet some of the 39 Developing Scotland's Young Workforce recommendations within the seven year programme.
- The commitment by Positive Destinations Team will no longer be able to meet the requirements set out by the Type Two Diabetic Strategy (T2DS) agreement of November 2018.
- All income targets will be removed.
- We may need to pay back monies given to us from European Social Fund (ESF) if we do not deliver on outcomes.
- Less support for Midlothian Council staff which we currently provide free of charge in venues such as Stobhill and for care workers and childcare workers who need additional literacy and numeracy support to sustain their employment.

These reductions will also impact on the social isolation, health and wellbeing of a variety of groups including older people, who make up a percentage of participants. This could lead to an increase in referrals to adult services, health service etc. and local people will become less engaged within their local communities.

There is a concern that the service will not be considered by HMle to meet the statutory

requirements to deliver “an adequate and effective level of service” as set out in the Education Act and 3 year Learning and Development Plan for Midlothian 2018-2021.

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.

A full service review would be required to ensure we meet the statutory function of ‘efficient and adequate’ service. Priority given to meeting the Midlothian Single Plan outcomes.

<b>Directorate</b>	Health and Social Care	
<b>Service Area</b>	Customer and Housing Services	
<b>Measure</b>	Closure of Non-Hub Libraries Services	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Incremental savings	0.073	0.100	0.000	0.000	0.173
Cumulative savings	0.073	0.173	0.173	0.173	0.173
FTE staff impact	7.16	7.16	7.16	7.16	7.16

<b>Description of Savings Measure</b>
<p>The savings offered are in relation to the closure of all non-hub libraries as follows:</p> <ul style="list-style-type: none"> <li>- <b>Dalkeith Library £73,260.70 (3.18FTE)</b></li> <li>- <b>Gorebridge Library £50,612.51 (1.99FTE)</b></li> <li>- <b>Newtongrange Library £49,255.21 (1.99FTE)</b></li> </ul> <p>A figure for redundancy payments for 7.16 FTE staff impacted by the closures would be required therefore would reduce the total saving.</p> <p>It should be noted that £100k savings remain to be delivered by library services across 2020/21 to 2021/22 so closure of the remaining non-hub library at Roslin may be required as part of that saving, alongside other digital transformation works.</p> <p>It should be noted that Danderhall would remain as a non-hub library as a temporary provision until it moves into the new hub in August 2020.</p> <p>It should be noted that Midlothian Council have requested that work be undertaken to investigate the potential of introducing a post office into Newtongrange Library. A report will be presented to Council later in 2019 – this may mean that Newtongrange Library would remain open if the introduction of a post office was feasible. This would mean a reduction in the savings achievable.</p> <p>Libraries are currently supporting citizens to pay for the new Garden Waste Service – in the first week, Dalkeith Library alone has supported citizens to get online and to make 117 transactions and dealt with a further 125 enquiries with regard to the new service.</p> <p>If these libraries were closed, other support would need to be put in place, or citizens would need to travel to other libraries which remain open.</p> <p>Library Services are a statutory service for the local authority to ensure adequate provision only, although that is not defined in the legislation. That does not mean that they are not important to customer and other service users.</p> <p>It should be noted that the savings associated with this measure are related to full closure. If</p>

additional mobile library stops were required in these localities then additional funds may be required to purchase an additional mobile library at £100k capital and this would require 1FTE mobile library driver.

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

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

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

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

<b>Directorate</b>	Health and Social Care	
<b>Service Area</b>	Community Justice	
<b>Measure</b>	Community Safety Team	
<b>Strategic Theme</b>	Policy Cost Reduction	
<b>Measure (requires Council Approval)</b>	Yes 6 month lead in time relative to Service Level Agreement	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.090	0.090	0.000	0.000	0.180
Cumulative savings	0.090	0.180	0.180	0.180	0.180
FTE staff impact	3.5				

<b>Description of Savings Measure</b>
<p>In developing a <i>Safer Midlothian</i> the responsibility for responding to community safety concerns will be on redefining the role of the community in helping itself resolve small scale problems, while council tenancy problems are integrated within the roles of Council Housing staff. The emphasis will be on a preventative approach with particular attention on substance misuse and domestic abuse.</p> <p>This will see the full dissolution of the community safety team. Including the removal of the Police seconded posts (i.e. analyst)</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The current measure is full withdrawal of a non- statutory service. Any staffing review would be conducted through the Organisational Change Policy and procedure to consult with employees scoped into the service</p> <p>Retention of the East Lothian Resolution Service is proposed as a Service Level Agreement has been negotiated which results in income from ELC for the resources to be funded. This may need to be reviewed</p> <p>The <i>Shaping our Future</i> public consultation exercise detailed the sustained reduction in crime and anti social behaviour in Midlothian and the service review measure received a positive response, however we will continue to monitor impact on vulnerable groups impacted as victims of crime or fear of crime or anti - social behaviour.</p>

<b>Directorate</b>	Health and Social Care	
<b>Service Area</b>	Community Justice	
<b>Measure</b>	Midlothian Community Policing Team	
<b>Strategic Theme</b>	Policy Cost Reduction	
<b>Measure (requires Council Approval)</b>	Yes 6 month lead in time relative to Service Level Agreement	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.281	0.281	0.000	0.000	0.562
Cumulative savings	0.281	0.562	0.562	0.562	0.562
FTE staff impact	0	0	0	0	0

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

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Tactical Police response to crime and ASB in Midlothian- Non statutory. Concentrating the efforts of all services on delivering integrated services to deliver results.</p> <p>Funding the posts out of local government and in the single Police service subsidises Police Scotland commitment to 1,000 extra police officers.</p> <p>These teams act as a tactical police response to crime and anti-social behaviour in Midlothian. With a reduced crime rate, the safeguarding of communities is effectively delivered by a range of partners also contributing to the Community Safety Partnership.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations - Road Services	
<b>Measure</b>	<p>School Crossing Guides This is a non-statutory service and three options are put forward for consideration.</p> <p>Option 1 – cease the service altogether (52 posts)</p> <p>Option 2 – cease the service at controlled crossings (24 posts)</p> <p>Option 3 – cease the service at controlled crossings when the existing guide leaves (affects 24 posts)</p>	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	Y

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings – option 1	0.219	0.000	0.000	0.000	0.219
Cumulative savings – option 1	0.219	0.219	0.219	0.219	0.219
Incremental savings – option 2	0.070	0.035	0.000	0.000	0.105
Cumulative savings – option 2	0.070	0.105	0.105	0.105	0.105
Incremental savings – option 3	unknown	unknown	unknown	unknown	unknown
Cumulative savings – option 3	unknown	unknown	unknown	unknown	unknown
FTE staff impact	4				

<b>Description of Savings Measure</b>
<p>The Council currently provides school crossing guides to assist children primarily to cross the roads on their journey to and from school. This is a non-statutory service. The options put forward include removing all school crossing guides, or removing those guides who operate at existing controlled crossings either at the same time or when the guide leaves the Council.</p> <p>Across Scotland there is a mixed picture with Councils generally leaving the service untouched with some (in the more rural locations (5 no)) reducing service provision. Four years ago the Council took the decision to remove crossing guides at lunchtimes (with two exceptions) and this was based on the fact that children were staying in school during this time.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
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This would almost certainly lead to substantial concerns raised by parents/guardians of the pupils affected, and others e.g. the elderly or disabled. The EQUiA has not identified any further mitigation or issues. However, there is the option to replace guides with controlled crossings (where none exist) although this would have capital and ongoing revenue implications.

Communication would be through the schools directly to the parents/guardians affected. In addition there would be a need for wider information release.

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

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations - Road Services	
<b>Measure</b>	Reduce road maintenance spending on gully cleaning	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/20</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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	Nil				

<b>Description of Savings Measure</b>
<p>This measure seeks to reduce the time when routine gully cleaning is carried out, further restricting this activity to reactive maintenance.</p> <p>The budget for routine road maintenance activities is set at £870k and includes grass cutting, weed killing, gully cleaning, minor jetpatcher repairs and other road related repairs. Historically this budget comes under pressure to adequately maintain the network.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>By reducing the regular routine cleaning of gullies there is a likelihood of localised flooding occurring. A focus will remain on known areas susceptible to flooding to minimise the potential for flooding which may affect property or impact on the road network</p> <p>This would be communicated as part of the wider communication intimating service changes affected as part of the budget situation.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations - Road Services	
<b>Measure</b>	Reduce road maintenance spending	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/20</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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	Nil				

<b>Description of Savings Measure</b>
<p>This measure seeks to reduce the time resources available to carry out routine road maintenance. This will primary impact when routing gully cleaning is carried out, further restricting this activity to reactive maintenance, and the ability to carry our minor and pothole repairs.</p> <p>The budget for routine road maintenance activities is set at £870k and includes grass cutting, weed killing, gully cleaning, minor jetpatcher repairs and other road related repairs. Historically this budget comes under pressure to adequately maintain the network.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>By reducing the regular routine cleaning of gullies there is a likelihood of localised flooding occurring. A focus will remain on known areas susceptible to flooding to minimise the potential for flooding which may affect property or impact on the road network with a focus on health and safety.</p> <p>If harsh weather is experienced the ability to maintain the network in a serviceable condition will be reduced.</p> <p>This would be communicated as part of the wider communication intimating service changes affected as part of the budget situation.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations - Road Services	
<b>Measure</b>	Introduce and/or increase car park charges	
<b>Strategic Theme</b>	Fees & Charges	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/20</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental saving – no free hour	0.000	0.016	0.000	0.000	0.016
Incremental saving – other car parks	0.000	0.040	0.000	0.000	0.040
Incremental saving – Council car parks	0.000	0.010	0.000	0.000	0.010
Cumulative savings	0.000	0.066	0.066	0.066	0.066
FTE staff impact	Nil				

<b>Description of Savings Measure</b>
<p>This measure seeks to increase charges where they current apply and introduce charges where none currently exist.</p> <p>The Council has a cross party working group considering car parking and the associated charges. At this time the group have not advocated either introducing new charges or increasing existing charges to allow for a period of monitoring after the introduction of decriminalised parking enforcement.</p> <p>Part of the delay is to allow for consultation on the potential introduction of a residents parking scheme. As a consequence potential increased income is not envisaged until 2020/21.</p> <p>Income above is based on a prudent estimate of a 50% uptake.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>There is a balance to make currently between the needs of the Council (financial), the need for resident parking and the need to ensure that introducing further charges does not see vehicles being parked in other residential areas causing further issues including those of a road safety nature.</p> <p>Consultation would be carried out with affected local communities.</p> <p>Any changes to the charging regimes would be communicated more widely.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations - Road Services	
<b>Measure</b>	Removal of support for bus travel	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.113	0.012	0.000	0.000	0.125
Cumulative savings	0.113	0.125	0.125	0.125	0.125
FTE staff impact	Nil				

<b>Description of Savings Measure</b>
<p>This measure would see the removal of grants that currently support bus service 101/102 (£9k), 51/52 (£18), 111 (£28k), and 339 (£70k).</p> <p>As a consequence the bus providers may remove the services in part or in entirety.</p> <p>The draft business plan from Lothian Buses seeks to protect and indeed enhance its “social dividend” which is around continuing to provide services where they are not commercially viable but are important to communities they operate in.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The service loss would be particularly felt by those on low incomes, the elderly and the disabled and may be the only way for these groups to lead a full life.</p> <p>If the Lothian Buses dividend came to fruition it would be considered prudent to use this to maintain the current service level and still achieve a saving overall. However, this will be challenging given Lothian Buses commitments to CEC in terms of its extra ordinary dividend to support the tram network.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations - Road Services	
<b>Measure</b>	Removal/Reduction of Community Transport funding	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.210	0.103	0.000	0.000	0.313
Cumulative savings	0.210	0.313	0.313	0.313	0.313
FTE staff impact	Nil				

<b>Description of Savings Measure</b>
<p>The Council provides grants to HcL (£104k) for Dial-a-Ride to provide individual transport for users unable to access main stream bus services due to the nature of their disability. HcL also operate Dial-a-bus (£61.5k) which offer scheduled services for trips to shopping locations to the same client group.</p> <p>LCTS provide group transport for various voluntary and disabled user groups across Midlothian and provide direct services to Midlothian Council (£106k). They also provide community bus scheduled services in areas not served by mainstream operators (£37k). In addition the Council provide and maintain two vehicles to LCTS and one vehicle to HcL.</p> <p>LCTS provide a Midas driver training service at a discounted rate to the Council.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Discussions are ongoing with the operators to ascertain if more efficient use can be made of both their own and the Council fleet.</p> <p>Removal of HcL service could mean that some users would not have access to public transport.</p> <p>Loss of LCTS would have a similar impact on transport for the voluntary sector and would impact on social work clients supported by Midlothian Council.</p> <p>Both the organisations involved would be communicated with in terms of any reductions. This in turn would be relayed to the users of these services.</p> <p>Discussions would also be held with colleagues in other services to agree any mitigation measures.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations - Land & Countryside	
<b>Measure</b>	Stop all support to Galas and events	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.044	0.000	0.000	0.000	0.044
Cumulative savings	0.044	0.044	0.044	0.044	0.044
FTE staff impact	Nil				

<b>Description of Savings Measure</b>
<p>Land &amp; Countryside Services were reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>Staff currently assist at a variety of events across Midlothian which predominantly occur outside the normal working day. This includes galas and events in local towns and villages for example in Gorebridge, Newtongrange and Loanhead. 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.</p> <p>Events are supported currently approximately 26 weekends a year. This support costs up to £34,000 per annum and a further £10,000 in grants.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>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.</p> <p>Communication with groups could be undertaken at the annual meeting involving councillors and Gala committee staff.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations – Land & Countryside	
<b>Measure</b>	Close Buccleuch Bowling Green, Dalkeith	
<b>Strategic Theme</b>	Bottom-up Review	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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				1

<b>Description of Savings Measure</b>
<p>Land &amp; Countryside Services were reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>This measure is to close Buccleuch bowling green, Dalkeith’s outdoor bowling green to future use. This would mean that no further maintenance on the green would be carried out other than occasional grass cutting for amenity purposes. The club has approximately 100 members and generally performs well in the local competitions.</p> <p>The building is used extensively by social work clients and it is proposed that this would remain open.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The bowling green has been used for many years by Dalkeith bowling club and currently has approximately 100 members. One option may be an asset transfer although there is no evidence that this would be taken up.</p> <p>Members could migrate to other local clubs but the local identity would be lost.</p> <p>Communication with the affected Dalkeith bowling club and any other users would be undertaken and include option for asset transfer.</p> <p>The staffing impact will be conducted through the Council’s Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Resources
<b>Service Area</b>	Commercial Operations – Land & Countryside
<b>Measure</b>	Reduce grass cutting standards
<b>Strategic Theme</b>	Bottom-up Review
<b>Measure (requires Council Approval)</b>	Yes
	<b>Has the measure been presented to Council previously?</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.075	0.075	0.000	0.000	0.150
Cumulative savings	0.075	0.150	0.150	0.150	0.150
FTE staff impact	4.50				4.50

<b>Description of Savings Measure</b>
<p>Land &amp; Countryside Services were reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>This measure concerns all rural and urban grass cutting which has a total cost of circa £440,000 per annum.</p> <p>Currently rural verges are cut twice per year at a cost of circa £80,000. This is restricted to one metre from the road edge and is largely to ensure visibility is maintained and the road width is not reduced. It is not proposed that this is reduced.</p> <p>Urban areas are generally in towns and villages adjacent to housing. Currently cuts are twelve times per year. To reduce this to make significant savings would require a significant change to three cuts per year in a number of areas (not all). This would lead to a significant deterioration in the built environment (long grass, excess litter, dog fouling and fly tipping).</p> <p>There would be a requirement to change grass cutting machinery further at a capital cost of circa £171,000.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>There would be a significant impact on the built environment with a similar rise in complaints. Whilst efforts would continue to have communities take on grounds maintenance responsibilities this is proving to be a very slow process currently with minimal uptake.</p> <p>Communication would be carried out with local communities more widely to advise of the change in grounds maintenance standards together with an offer to work with local communities to mitigate the effects.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations – Land & Countryside	
<b>Measure</b>	Reduce shrub bed maintenance	
<b>Strategic Theme</b>	Bottom-up Review	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.025	0.020	0.000	0.000	0.045
Cumulative savings	0.025	0.045	0.045	0.045	0.045
FTE staff impact	1.50				1.50

<b>Description of Savings Measure</b>
<p>Land &amp; Countryside Services were reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>There are a significant number of shrub beds generally in urban areas. These have been put in place for a variety of reasons including general landscape value, to protect a particular area from parking or to discourage anti-social use. The cost of maintenance is circa £180,000. Through a combination of reduced maintenance and removal a reduction of 20% of the overall cost is achievable</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>There will be a general deterioration in the built environment where standards are reduced. Where shrub beds are removed they will be replaced with grass which will have an ongoing maintenance need. Any further changes would result in significantly increased impact on the built environment and potential safety concerns e.g. at sightlines. It is inevitable that there would be an increase in complaints received.</p> <p>Communication would be carried out with local communities more widely to advise of the change in grounds maintenance standards together with an offer to work with local communities to mitigate the effects.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations – Land & Countryside	
<b>Measure</b>	Maximise Vogrie Estate Income	
<b>Strategic Theme</b>	Bottom-up Review	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.070	0.000	0.000	0.000	0.070
Cumulative savings	0.070	0.070	0.070	0.070	0.070
FTE staff impact	4				

<b>Description of Savings Measure</b>
<p>Land &amp; Countryside Services were reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>As part of another measure the closure of the golf course has been put forward. The total cost of maintaining Vogrie is circa £200,000. The annual income received from a variety of sources is approximately £100,000 per annum. Closing the golf course gives a £30,000 saving which leaves the £70,000 shown above.</p> <p>The initial focus of this measure should be on maximising the income generated to cover costs.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Vogrie is a fields in trust and as such the closure of this site would require the Council to nominate a similar park for approval. In addition there are the girl guides/brownies who have facilities in the site. There may be substantial costs in providing an alternate field in trust.</p> <p>Closure of the site would also impact on the ability to consider the wider use of the site e.g. octi lodges, hotel, which is currently being investigated. Notice would also have to be given to the café operators.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Resources
<b>Service Area</b>	Commercial Operations
<b>Measure</b>	Close Penicuik Recycling Centre
<b>Strategic Theme</b>	Policy
<b>Measure (requires Council Approval)</b>	Yes
	<b>Has the measure been presented to Council previously?</b>
	Y

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.078	0.000	0.022	0.000	0.100
Cumulative savings	0.078	0.078	0.100	0.100	0.100
FTE staff impact	2.75	0	0	0	2.75

<b>Description of Savings Measure</b>
<p>Waste Services are reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>Within the draft waste strategy there are a range of options listed for consideration; Closure of the facility, retention of the facility, upgrading of the facility, moving to a new purpose built site</p> <p>If the facility was to be closed the Council would save £78,000 of staff costs initially with staff transferring to Stobhill where there are current vacancies. Current users of the site would be directed to Stobhill.</p> <p>Due to the need to retain a depot facility at Penicuik for Land &amp; Countryside staff, closure of the site will be delayed till the proposed Hopefield depot facility is available (late 2020, early 2021). These additional savings amount to £22,000.</p> <p>Alternatively the site could close but this would lead to additional costs of approx. £33,000 (staffing, vehicles costs, repairs) subject to welfare facilities in the Penicuik area being identified.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Current users of the site would be required to bring their waste to Stobhill which would result in additional journeys on the road network and inconvenience to users. There is a potential for contamination in the bins and a potential increase in fly tipping. The closure of the site would be communicated widely to existing users.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations	
<b>Measure</b>	Taxi Card Cessation	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.045	0.000	0.000	0.000	0.045
Cumulative savings	0.045	0.045	0.045	0.045	0.045
FTE staff impact	0	0	0	0	0

#### **Description of Savings Measure**

Removal of all support for the taxi card system.

Taxi card was closed to new applicants with effect from April 2015. It had been envisaged that this would lead to a gradual reduction in spend. However this has not occurred to date. This is a non-statutory 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**

Loss of the taxi card system would have a financial impact on users of the service. For journeys up to £5 users get a £2 discount. For a journey over £5 a £3 discount is applied. Users are entitled to up to 104 journeys per year. Maximum potential exposure is in excess of £300,000.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations	
<b>Measure</b>	Close Vogrie Golf Course	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>Y</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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	2	0	0	0	2

<b>Description of Savings Measure</b>
<p>Land &amp; Countryside Services were reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>Despite best endeavours Vogrie Golf course continues to operate at a deficit. During 2018 the Council has trialed foot golf running in parallel but this has not taken off despite the very good summer weather experienced.</p> <p>There are other suitable venues in Midlothian to cater for golfing needs.</p> <p>Closure of the golf course would allow for alternate uses to be explored for this area.</p> <p>The savings are a combination of staffing, vehicle/plant and materials.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Work is ongoing to determine what future role the Vogrie Estate may have including the siting of octi lodges. The closure of the golf course at this stage would not heavily impact on the potential to re-open it in future if that was offered as part of a wider series of attractions in the site.</p> <p>There are alternate facilities for golfers in Midlothian. The closure of the golf course would be communicated to users as required with a relatively short notice period.</p> <p>Potential for staff to be re-located and work with the income generating teams. The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Commercial Operations – Waste Services	
<b>Measure</b>	Extend collections frequency of residual waste	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.000	0.000	0.000	0.000
Cumulative savings	0.000	0.000	0.000	0.000	0.000
FTE staff impact	0	0	0	0	0

<b>Description of Savings Measure</b>
<p>Waste Services are reviewed in the programme of Cross Cutting Service Reviews ensuring the approach of the Delivering Excellence Framework to consider service priorities, service improvement in transformation and efficiency savings that can be quantified.</p> <p>Work is currently being carried out to determine the resources (vehicle and staff) required to carry out residual waste collections with the following variations; Direct delivery to Millerhill, bulk at Stobhill and transfer to Millerhill, collections over four and five working days, twice weekly, three weekly, four weekly.</p> <p>In addition the collection arrangements for other waste streams is being considered. No savings are attributed to this measure as the best case scenario would be that no additional resources are required (i.e. no increased cost) due to the exceptional house growth in Midlothian and the need to accommodate this.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The intention is to map the resources required to carry out the various waste collection services given each scenario. Service users will still be able to enjoy the benefits of a full collection service however extending collection frequencies will require users to fully embrace each of the collections offered to divert waste from the residual waste bin.</p> <p>Mitigating measures will require to be considered to address high needs e.g. large families.</p> <p>Discussions with staff and trade unions would be undertaken before any changes were introduced albeit staff are involved in the route design process.</p> <p>Any changes would be widely communicated to users together with revised collection calendars and advice being made available in terms of recycling etc.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Finance and Integrated Service Support	
<b>Operational Measure</b>	Service Improvement Plans/Business Processes/Service reduction	
<b>Strategic Theme</b>	ISS	
<b>Measure (requires Council Approval)</b>	No	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.200	0.050	0.000	0.000	0.250
Cumulative savings	0.200	0.250	0.250	0.250	0.250
FTE staff impact	9	0	0	0	9

<b>Description of Savings Measure</b>
<p>Continuation of the redesign of services and removal of activities which do not add value or support the delivery of the Councils priorities alongside implementation of automation opportunities. This will result in a reduction in the employee costs base. The aim is to secure a longer term reduction in administration / support roles:</p> <p>Service currently operates with 200 full time admin and support posts with existing savings targets across 2018/19 and 2019/20 of £1m reducing by circa 37 fte. This further reduction equates to a reduction of 9 fte posts</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Still to be more fully assessed but would be progressed to minimise impact on service delivery as we automate work and seek Digital solutions to support service provision and so focus resources on Strategic Priorities.</p> <p>Savings are part of a process of continual review of service provision as we seek to secure operational efficiencies and redesign services in response to the financial challenge. A large proportion of these savings will be as a consequence of adoption of digital solutions which reduce the level of human intervention required to process transactions and deliver services both internally and externally</p> <p>Initial EQiA in place.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Democratic Services	
<b>Measure</b>	Webcasting in Chamber Contract not renewed	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>No</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.000	0.011	0.000	0.011
Cumulative savings	0.000	0.000	0.011	0.011	0.011
FTE staff impact	0	0	0	0	0

<b>Description of Savings Measure</b>
<p>The Council has a current contract with Public-I Group for the webcasting facilities within the chamber that currently supports webcasting of both the Council and Planning meetings for a maximum of 30 hours per year. The final period covered for the 5 year term of the contract is for the period 08/2/20 to 07/02/21 resulting in any potential saving arising from not renewing the contract being realised in 2021/22.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Removal of the webcasting facility would result in the only means of video recording the meetings in the Chamber thus meaning a withdrawal of the method some members of the public including Community Councils and the media now use to keep up-to-date with Council decisions/engage with the Council. There is a separate system for voice or audio recording which is very old and is not supported by IT or an external supplier.</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Close Public Toilets	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	Y

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.051	0.016	0.000	0.000	0.067
Cumulative savings	0.051	0.067	0.067	0.067	0.067
FTE staff impact	1.07	0	0	0	1.07

<b>Description of Savings Measure</b>
<p>Closure of the 5 Public Toilets across Midlothian. The residents and visitors of Midlothian would still be able access toilet facilities within our Public buildings such as Penicuik Centre, Lasswade Centre, Newbattle Centre, Loanhead Centre and Dalkieth Art Centre.</p> <p>In the first year there would be a one off capital cost for the demolition of the buildings.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>By closing these facilities this may lead to criticism of the Council.</p> <p>Due to the ability to transfer staff between locations, it is hoped that employees will be able to be accommodated elsewhere through normally occurring vacancies. The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place</p>

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

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.167	0.168	0.000	0.000	0.335
Cumulative savings	0.167	0.335	0.335	0.335	0.335
FTE staff impact	13.02	0	0	0	13.02

<b>Description of Savings Measure</b>
<p>To reduce the Cleaning Service in non PPP Schools by 20%.</p> <p>Cleaning could still be carried out 5 days per week, however the cleaning specification could be reduced. There would be a full clean of the schools carried out on a Monday, Wednesday and Friday. On a Tuesday and Thursday all that would be carried out is emptying buckets, clean the toilets and clean the floors.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>By reducing this service the cleanliness in the schools would drop and with having reduced staff Facility Services would not be able to respond as quickly to deal with these situations.</p> <p>The Council would come under criticism from parents and the amount of complaints to the Council would increase.</p> <p>Due to the amount of staff effected by this measure the ability to transfer staff to other locations through normally occurring vacancies would not be an option. The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Reduce the Cleaning Service in non-Education Buildings by 40%	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.033	0.032	0.000	0.000	0.065
Cumulative savings	0.033	0.065	0.065	0.065	0.065
FTE staff impact	2.79	0	0	0	2.79

<b>Description of Savings Measure</b>
<p>To reduce the Cleaning Service in non-Education Establishments by 40%. These buildings would include Belmains Depot, Penicuik Town Hall, Cherry Road, Fleet Services, Vogrie House, Newbattle Community Centre, Croft Street, Fushiebridge Depot and Stobhill Depot.</p> <p>Cleaning would still be carried out 5 days per week, however the cleaning specification would be reduced similar to Dalkeith Office Campus.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>By reducing this service the standard of cleanliness in these units would drop severely. Due to the nature of Services running from some of these building this may cause a Health &amp; Safety risk. This would also lead to complaints from the staff and building users.</p> <p>Due to the amount of staff effected by this measure the ability to transfer staff to other locations through normally occurring vacancies would not be an option. The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	PPP Measures	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.018	0.004	0.000	0.000	0.022
Cumulative savings	0.018	0.022	0.022	0.022	0.022
FTE staff impact	0				0

<b>Description of Savings Measure</b>
<p>Dalkeith Schools Community Campus (DSCC) – Currently the schools have sole use of leisure facilities throughout the school day. Better utilisation of the swimming pools and gym could be made by timetabling public access during the school day. Public could be allocated say 30% of the school week and primary school swimming lessons could be allocated 10% of the school week. Public could be allocated say 40% access to the gym through the school week. Swimming Pools and Gym are well utilised in the evenings. Taking into account additional BAM leisure staff costs to cover this public access, this would result in an estimated £7,000 in third party income share.</p> <p>DSCC – MCFM cleaning costs are not competitive with BAM FMs and hence have not won cleaning tenders, however, if MCFM were to provide the cleaning service it would result in a higher unitary charge but the cleaning costs would come back into the council (similar to PPP2 Schools).</p> <p>PPP2 Primary Schools – Remove non-sessional staff from schools, allowing closure over school holiday periods. This would result in a reduced utilities costs of £30,000.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>DSCC Public use of the leisure facilities during the school day would have a negative impact on staff car parking, which is already insufficient. Leisure staff costs throughout the school day would be incurred – i.e. swimming pool life guards.</p> <p>Impact on schools current flexible use of the swimming pool facilities.</p> <p>Increased security and child protection risk with members of the public utilising facilities throughout the school day.</p>

Risk of penalty deductions from BAM FM if MCFM cleaning does not meet service specification.

PPP2

Closing facilities out with school term times would result in facilities not being available for third party child care clubs. Increased Early years provision may result in facilities having to be open during non-term times.

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Stop all non-essential repairs to Non-Housing	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.300	0.000	0.000	0.000	0.300
Cumulative savings	0.300	0.300	0.300	0.300	0.300
FTE staff impact	12	0	0	0	12

<b>Description of Savings Measure</b>
<p>Stop all non-essential repairs to all non-housing properties. Move to a wind/watertight and serviceable service. Works would have to include all statutory and H&amp;S elements as still being covered.</p>

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The figure assessed may be difficult to maintain due to an ageing property portfolio in some areas and as the condition of some buildings will deteriorate leaving a larger repair bill in the longer term.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Close Non-Hub Leisure Centre Danderhall Leisure Centre	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.122	-0.046	-0.076	0.000	0.000
Cumulative savings	0.122	0.076	0.000	0.000	0.000
FTE staff impact	4.3	0	0	0	4.3

<b>Description of Savings Measure</b>				
Midlothian Councils measure to consider the removal of non-statutory services could involve the closure of the Danderhall Leisure Centre.				
Closure of non-Hub style leisure centres still leaves Midlothian's citizens with modern fit for purpose facilities spread throughout the county in Penicuik, Lasswade, Loanhead, Dalkeith and Newbattle. Each of these centres has a full range of classes and facilities including swimming pools.				
Figures used below are from 2017 2018 Actual budgets				
Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage
Danderhall	£ 82,886	£308,508	£254,103	45,281
This site is not part of a combined use Hub building, has limited / outdated facilities in comparison and as a result is not as well used. Sport and Leisure staff have worked on keeping these facilities popular by introducing clubs and activities.				
In the first year there would be a one off capital cost for the demolition of the buildings and decanting the re-usable equipment amounting to approximately £50,000.				
The closure of this facility would mean an overall staff reduction of 4.3 FTE.				

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
The majority of the 45,000 visits per year would be able to be accommodated within the Sport Hub buildings remaining.
Due to the ability to transfer staff between centres, it is hoped that the 4.3 FTE employees will be able to be accommodated elsewhere through normally occurring vacancies. The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with

employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Close Non-Hub Leisure Centres Gorebridge Leisure Centre	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.090	0.018	0.000	0.000	0.108
Cumulative savings	0.090	0.108	0.108	0.108	0.108
FTE staff impact	5.0	0	0	0	5.0

<b>Description of Savings Measure</b>														
<p>Midlothian Councils measure to consider the removal of non-statutory services could involve the closure of the Gorebridge Leisure Centre.</p> <p>Closure of non-Hub style leisure centres still leaves Midlothian's citizens with modern fit for purpose facilities spread throughout the county in Penicuik, Lasswade, Loanhead, Dalkeith and Newbattle. Each of these centres has a full range of classes and facilities including swimming pools.</p> <p style="text-align: center;">Figures used below are from 2017 2018 Actuals</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Centre</th> <th style="text-align: right;">Income</th> <th style="text-align: right;">Total costs including Capital and Capital Financing</th> <th style="text-align: right;">Total costs excluding Capital and Capital Financing</th> <th style="text-align: right;">Usage</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Gorebridge</td> <td style="text-align: right;">£ 109,291</td> <td style="text-align: right;">£442,425</td> <td style="text-align: right;">£319,516</td> <td style="text-align: right;">31,945</td> </tr> </tbody> </table> <p>This site is not part of a combined use Hub building, has limited / outdated facilities in comparison and as a result is not as well used. Sport and Leisure staff have worked on keeping these facilities popular by introducing clubs and activities.</p> <p>In the first year there would be a one off capital cost for the demolition of the buildings and decanting the re-usable equipment amounting to approximately £50,000.</p>					Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage	Gorebridge	£ 109,291	£442,425	£319,516	31,945
Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage										
Gorebridge	£ 109,291	£442,425	£319,516	31,945										

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

employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Close Non-Hub Leisure Centres Newtongrange Leisure Centre	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.050	0.069	0.000	0.000	0.119
Cumulative savings	0.050	0.119	0.119	0.119	0.119
FTE staff impact	3.67	0	0	0	3.67

<b>Description of Savings Measure</b>														
<p>Midlothian Councils measure to consider the removal of non-statutory services could involve the closure of the Newtongrange Leisure Centre.</p> <p>Closure of non-Hub style leisure centres still leaves Midlothian's citizens with modern fit for purpose facilities spread throughout the county in Penicuik, Lasswade, Loanhead, Dalkeith and Newbattle. Each of these centres has a full range of classes and facilities including swimming pools.</p> <p>Figures used below are from 2017 2018 Actuals</p> <table border="1"> <thead> <tr> <th>Centre</th> <th>Income</th> <th>Total costs including Capital and Capital Financing</th> <th>Total costs excluding Capital and Capital Financing</th> <th>Usage</th> </tr> </thead> <tbody> <tr> <td>Newtongrange</td> <td>£ 165,912</td> <td>£ 404,413</td> <td>£ 168,375</td> <td>23,677</td> </tr> </tbody> </table> <p>This site is not part of a combined use Hub building, has limited / outdated facilities in comparison and as a result is not as well used. Sport and Leisure staff have worked on keeping these facilities popular by introducing a boxing style gym and activities.</p> <p>In the first year there would be a one off capital cost for the demolition of the buildings and decanting the re-usable equipment amounting to approximately £50,000.</p>					Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage	Newtongrange	£ 165,912	£ 404,413	£ 168,375	23,677
Centre	Income	Total costs including Capital and Capital Financing	Total costs excluding Capital and Capital Financing	Usage										
Newtongrange	£ 165,912	£ 404,413	£ 168,375	23,677										

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

consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Remove Healthy Lifestyle Development Team	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.127	0.124	0.000	0.000	0.251
Cumulative savings	0.127	0.251	0.251	0.251	0.251
FTE staff impact	6.66	0	0	0	6.66

<b>Description of Savings Measure</b>				
Midlothian Councils measure to consider with the removal of non-statutory services could involve the removal of the underfunded parts of the Healthy Living Team and the services they provide to the communities of Midlothian.				
Football Development Rugby Development Ski Development Community Recreation Sport Development				
Figures used below are from 2017 2018 Actual budgets				
<b>Service</b>	<b>Income (incl. Ex Funding)</b>	<b>External Funding</b>	<b>Total costs</b>	<b>Cost to Council</b>
Football Development	£37,554	£5,000	£43,508	
Rugby Development	£22,431	£10,000	£58,960	
Community Recreation	£0.00	£0.00	£184,688	
Sport Art Play Development	£8,329	£0.00	£40,060	<b>VSER £27,050</b>
<b>Totals</b>	<b>£68,314</b>	<b>£15,000</b>	<b>£327,216</b>	<b>£243,902</b>

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

**Healthy Lifestyle Development Team**

**Community Sports Hubs and Sports Shed – (Costs covered)**  
The Sports Shed provides an environment for socially isolated men to get active, to learn new

sports and develop friendships through sport and physical activity with other people who are in a similar situation.

Summer Sport Food and Fun programme - 150 children and 84 families from areas of deprivation attended 2 week summer programme designed to provide healthy meals and activity during the holidays.

100+ sports clubs across 4 Community Sports Hubs meeting 16 times per year in total.

Promotion of 100+ Sports Clubs via 10,000 Local Guide's to Sport distributed to local community including incoming new residents.

Support for grants to Sports Clubs & other organisations.

#### **Partners**

Include sportscotland funding partnership £35,274 for Community Sports Hub project plus additional Go Live Get Active funding sportscotland spirit of the games funding £3,100.

#### **Ageing Well – (Costs covered)**

This Programme provides physical activity opportunities for the 50+ age group.

55 volunteers deliver 30 weekly classes/activities receiving 15,000+ participant visits per year.

Volunteers receive training in first aid, activity specific skills e.g. Walk Leader training, fitness testing, behaviour change approaches and equalities. 6,600 participant walking visits per year across Midlothian county area increasing exposure to accessible routes and promoting sustainable travel.

Over 40 sessions per week delivered.

18 different activities per week delivered.

Takes place within 20 different venues across the county giving 20,000 participant visits per year. Additional activities including:

Annual Senior Olympic Games for Care Home and Sheltered Housing residents.

Annual "Walk the Line" walking event from Penicuik to Dalkeith circa 300 people.

High School intergenerational events and activities, Functional Fitness Tests, Talks to Community Groups. Team of over 50 volunteers from the communities of Midlothian assist with the Ageing Well project.

#### **Partners**

Service Level Agreement with NHS Lothian Health Promotion Service (£23,048 pa) and Integrated Care Fund investment (£18,000) to deliver Ageing Well project.

#### **Midlothian Active Choices - (Costs covered)**

##### **Reach and Impact**

With over 1,000 referrals per year from Midlothian residents with long term conditions who are supported to become more physically active to reduce their health inequalities.

28 supported activities provided each week across the county.

Reduced rate access to leisure facilities provided as part of programme.

69 young people with mental health issues supported into physical activity to improve their health and wellbeing.

#### **Partners**

NHS Integrated Care Fund investment (£40,000 p.a.) to provide MAC Programme.

Referrals from Health Professionals, Social Work, Criminal Justice Team, MELDAP, VOCAL, Job Centre, Women's Aid, British Red Cross, CAMHS, Health in Mind, Children 1st, LEAP, Thistle Foundation, Ageing Well.

#### **Get Moving with Counterweight - (Costs covered)**

Get moving with counterweight adult weight management programme supports people to make small changes to their diet and lifestyle to help you them manage their weight and assist them to become more active.

There are over 100 participants per year provided with weight management programme, including specific programmes for VOCAL carers and Midlothian Council staff.

#### **Partners**

Service Level Agreement with NHS Lothian Weight Management Services (£5,606 pa) to

deliver a minimum of eight programmes per year. Referrals from Consultants, GPs and Practice Nurses.

### **Football Development:**

#### **Reach Impact**

**Over** 200 players (12-16yrs) participating in facilitated five-a-side football games in their community in the evening.

#### **Partners**

Service Level Agreement with Scottish Football Association (£5,000 p.a.) for Sports Development Officer (football).

Early Years Programme (18mths - 2yrs) - 72 players across 6 sessions each week.

Mini-Kickers Programme (3-5yrs) - 160 players across 14 sessions each week.

P6/7 Festivals - 20 festivals per year giving 2000 player opportunities.

Soccer Centre (5-12yrs) - 300 players across 24 sessions each week.

Claire Emslie girl's only sessions - 100 players across 8 sessions each week.

Holiday Programmes - 300 player spaces across 10 weeks of holiday camps.

Football Disability 150 players participating in 3 events per year.

Football performance pathway 80 boys (10-12yrs) and 50 girls (9-14yrs) receive 30 performance coaching sessions per year and 2 tournaments against neighbouring county teams.

4 student work placement places per High School available each year - 24 spaces p.a.

16 Coaching education Courses per year with 455 coach places available.

4 Player Pathway Workshops delivered per year with 200 places available.

#### **Partners**

Service Level Agreement with Scottish Football Association (£5,000 p.a.) for Sports Development Officer (football).

Local football clubs, local businesses, Community Police Officers, High Schools.

### **Rugby Development:**

#### **Reach Impact**

2,141 primary school pupils received 6 weeks of curricular rugby coaching in a year.

980 primary school pupils attended cluster wide rugby festivals playing games against other schools.

695 primary school pupils received rugby coaching as part of their School's "Health Week".

630 secondary school pupils received at least 4 weeks of rugby coaching across the year.

P7 Transition Support - 515 pupils received up to 6 sessions as part of transition process to High School.

Youth Coaching Course - 51 Senior pupils received 6 session course of fundamental coaching skills and practices.

Scottish Rugby Tier 4 development series - 6 events per year to expose developing players and teams to competitive fixtures.

Rugby Development Officer Club Visits - 24 per year to support coaches and players.

Rugby Club CPD - 13 sessions per year with 117 Coach places available.

4 student work placement places per High School available each year - 24 spaces p.a.

#### **Partners**

Service Level Agreement with Scottish Rugby (£10,000 pa) for Rugby Development Programme.

### **Athletics Development: Curricular Participation**

#### **Reach Impact**

4 week programme delivered to 1,200 P2/3 Pupils across Midlothian Schools.

### **Skiing Development: Curricular Participation**

#### **Reach Impact**

6 week Learn to Ski programme delivered to 953 P5/6 pupils from 30 primary schools.

### **Swimming Development: Learn to Swim Programmes**

#### **Reach Impact**

Curricular Swimming Lessons - 13 week programme provided for every P4 pupil, all primary schools currently participate.

Leisure Centre Learn to Swim Programme - 180 sessions available per week, 1,000+ children and adults currently enrolled.

Inclusive Swimming - 5 sessions available 39 weeks per year with 47 people with a disability currently attending.

National Pool Lifeguard Qualification - 6 courses delivered per year giving 56 available spaces per year.

Swim Teacher Training - Continuous teacher development and in-house delivery of training.

### **Get Going - Child Healthy Weight Programme - (Costs covered)**

#### **Reach Impact**

Over 24 children and their families provided with health and wellbeing programme to tackle healthy weight.

#### **Partners**

Service Level Agreement with NHS Lothian Public Health (£21,000 pa) to deliver a minimum of 4 programmes per year.

Referrals from Consultants, GPs, Practice Nurses, Schools, Social Work & Parents.

#### **Pathway / Strategy**

It is highly unlikely that the staff would be accommodated within the remaining Hub sites.

#### **Pathway / Strategy**

Midlothian Physical Activity Sport and Health Strategy 2018 TO 2023, Sport and Leisure Business Plan 2018 / 2019, sportscotland National Plan, Health and Social Care Strategic Plan, Joint Older People's Strategy. NHS Lothian Weight Management Pathway, Lothian Cardiac Rehabilitation Pathway, Lothian Stroke Rehabilitation Pathway, Pulmonary Rehabilitation Pathway, Physiotherapy Rehabilitation Pathway.

National Weight Management and Diabetes Prevention Strategy, Scottish Mental Health Strategy, Health and Social Care Strategic Plan. Joint Older People's Strategy. Scottish Football Association, One National Plan - Football for All, Scottish Rugby National Strategy.

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

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Remove Active Schools Team	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.000	0.131	0.000	0.000	0.131
Cumulative savings	0.000	0.131	0.131	0.131	0.131
FTE staff impact	7.30	0	0	0	7.30

<b>Description of Savings Measure</b>
<p>Midlothian Councils measure to consider the removal of non-statutory services could involve the removal of the Active Schools Team.</p> <p>Active Schools is a national programme that is currently delivered across all 32 local authorities within Scotland. The programme is primarily funded by sportscotland (75%) who work in partnership with Midlothian Council who fund the remainder (25%).</p> <p>The Active Schools programme in Midlothian aims to help school aged children and young people get active, stay active and experience the physical, mental and emotional benefits on their health and wellbeing.</p> <p><b>Participation</b></p> <p>Participant Sessions have had a steady increase, year on year, with a <b>total rise of 21% in seven years</b> (2011 = 72,341, 2018 = 100,528)</p> <p><b>33% of Midlothian school pupils are engaged in regular sport/physical activity</b> sessions through Active Schools (2018 = 4,202 distinct participation from total school roll of 12,640 pupils).</p> <p><b>Activities</b></p> <p>In 2017-18 Active Schools coordinated <b>5,985 extra-curricular club sessions across 33 different sports/activities</b>, for Midlothian P1-S6 pupils.</p> <p>The range of sports and activities available through Active schools is continually being evaluated. This ensures the service provision is vast; meets the needs of our pupils; and, in particular, engages those <b>'hard to reach'</b> groups.</p> <p>In 2017/18 new activities like Parkour, Yoga and Mindfulness were available, to also improve mental health and wellbeing.</p> <p><b>Events</b></p> <p>Active Schools deliver 27 primary, secondary and ASN events over the academic year, with approximately 3,400 pupils attending.</p> <p>Successful partnerships with Scottish Governing Bodies and local clubs supports this delivery through training opportunities for staff/coaches/senior pupils, training resources, support with officiating events, offering sport taster sessions prior to the event, and providing a pathway for pupils wishing to continue participation from school event to club.</p> <p><b>Pathways</b></p> <p>Creating effective pathways from school to club is fundamental in the development of Active Schools opportunities. Active Schools work with local clubs, coaches and volunteers to offer extra-curricular active opportunities at school. Pupils attending will then be signposted to be</p>

able to take this opportunity further within a local community club setting. In addition, Active Schools also support this pathway with the promotion of community club opportunities through club promotion, incentive programmes, taster sessions, Health and Wellbeing Campaigns, holiday programmes and events. There has been a **147% increase in links from school sport to local community clubs** (2011 = 201, 2018 = 496).

Service	Income	Total costs	2018 Actual budgets Cost to council	Usage 2018
Active Schools Team	£ 254,105	£363,797	£109,692	100,528 Participant sessions

**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**

33% of Midlothian school pupils were engaged in regular sport/physical activity sessions through Active Schools in 2018. In 2018, there was an uptake of 4,202 distinct participation from a total school roll of 12,640 pupils. In 2017 / 2018 there were 5,985 extra-curricular club sessions across 33 different sports/activities, for Midlothian P1-S6 pupils. Active Schools deliver 27 primary, secondary and ASN events over the academic year, with approximately 3,400 pupils attending. These sessions and activities would not be accommodated by the schools service therefore there would be a major void left in this provision if the Active Schools Team were removed.

It is highly unlikely that the staff would be accommodated within the remaining Hub sites.

In addition the Active Schools delivery plan continues to provide wider outcomes by supporting local and national priorities.

- Active Scotland Framework
- Raising the Bar (Sportscotland Corporate Plan 2015-2019)
- Single Midlothian Plan
- GIREMC
- Midlothian Physical Activity Sport and Health Strategy 2018-2023
- Midlothian Sport and Leisure Service Plan

For example, the Active Schools service supports the 6 Midlothian Physical Activity Sport and Health Strategy goals as follows:

**Goal 1-Increase the number of people of all ages participating in active travel, active recreation and sport**

**1.1 Provide opportunities for people of all ages to be physically active.**

- Active Schools programme for Early years to S6
- Volunteers include young people, parents/carers, grandparents, community coaches/clubs

**1.2 Increase participation amongst under-represented groups including young women, people with a disability, adults in later life and the socio-economic disadvantaged.**

- Active Schools monitor and track participation (by year group/gender/target groups/free school meals/ASN)
- Targeted and focused programme tailored for each individual school in response to their needs
- School to club links to ensure pathways into community sport to further increase participation

**1.3** Working in partnership with NHS Lothian continue to develop programmes targeting older adults, people with long term conditions (LTC) and adults and children with weight management problems.

- Link NHS programmes including Get Going
- Focus on Health and Wellbeing in schools through Active Schools programme

**1.4** Reduce inequality by removing barriers to participation for the target groups identified in this strategy.

- Ongoing monitoring and evaluation to ensure any barriers are identified and reduced/removed
- Link with PEF/Home School Practitioners
- Activities are free or at minimum cost. Costs removed altogether if identified as a barrier to participation

**1.5** Encourage sustainable active travel.

- Support Active Travel agenda
- Support and promote Bikeability, Walk to School Weeks and other initiatives

**1.6** Support and promote health and well-being in the workplace.

- Active Schools closely integrates with and enhances schools' Health and Wellbeing policy (e.g. Health Fairs, Health Weeks, Sports Councils, Parent Councils, Family Forums, Young Ambassadors, pupil leadership programmes, partnerships with external agencies etc)

## **Goal 2- Work with schools and community groups to develop and support lifelong opportunities for lifelong participation in physical activity and sport for all**

**2.1** Provide Opportunities for the early years (3-8 years old) to be physically active.

- Active Schools provide extra-curricular activities, before, during and after school in every primary school in Midlothian.
- Clubs provided at a subsidised cost to make sport accessible to all pupils.
- Provide competitive events opportunities through our annual Active Schools Events calendar.

**2.2** Ensure that all primary and secondary schools are providing opportunities for all pupils to be active.

- A coordinator for every primary school and secondary school in Midlothian.
- Ensure physical activity and extra-curricular opportunities are offered termly and imbedded in the schools' health and wellbeing priorities.
- Provide training for staff and senior pupils- enable them to offer high quality sporting opportunities to all ages and abilities.
- Monitor and evaluate levels of participation termly via ASMO and **sportscotland** School Sport Award - developmental tool that provides schools with the framework for assessment and continual development in sport and physical activity.

**2.3** Develop an integrated approach across PE, school sport and sport in the wider community.

- Work with the PE department to offer:
  - Sporting competition
  - Training opportunities for pupils and staff
  - Club taster sessions
  - Young Ambassadors
  - Competition Organiser Training
  - YDance
  - Club Golf
  - Bikeability
- PEPASS - brings together primary and secondary PE deliverers alongside Active Schools to create joint up approach to sport.

**2.4** Develop strong partnerships between schools and community clubs to encourage lifelong participation in physical activity and sport

We link closely with the local community clubs to offer a range of high quality extra-curricular clubs and taster sessions within schools. We have both formal and informal links with Midlothian clubs, recorded termly in our Club Links data.

- Clear/ measurable pathway from school to sport in a community setting.
- Club coaches are directly involved in the delivery of Active Schools sessions and have an excellent working relationship with coordinators.
- Pupils have continuity of deliverer from school to club

**2.5** Ensure physical activity and sports clubs are supported in their planning, education and development

- Active schools provide an opportunity for clubs to come into contact with a large demographic of pupils.
- Work with the Community Sport Hubs to share good practice/support clubs.

**Goal 3- Develop facilities and the built and natural environment to encourage increased participation in physical activities.**

**3.2** Regularly review customer satisfaction with quality of facilities and services, pricing and programming.

- Surveys take place on an ongoing basis to obtain the views of both parents, pupils and staff to enable us to shape our service to have the most impact.

**3.5** Increase opportunities for walking, cycling and horse-riding

- We facilitate the delivery of Cycling Scotland's Bikeability initiative where all pupils are given the opportunity to develop their bike skills and cycle safely on the road.
- External funding is sourced to fund a bikeability coordinator who works closely to oversee the programme in conjunction with the Active Schools Team.
- We also support the annual school cycling festival and training for school staff and parents to deliver the bikeability project.

**Goal 4- Grow and develop the physical activity and sport workforce**

**4.1** Support coach development and education

- Organise a training calendar which provides training opportunities for coaches e.g in March we ran a UK Disability Inclusion Training course which was attended by many of our coaches.

- Bikeability training course run twice per year and this includes opportunities for parent volunteers, teachers or other local coaches to attend free of charge to gain a nationally recognised qualification.
- YA programme within the high schools support young adults to gain experience and qualifications within their role as a young leader. The active schools coordinators guide, mentor and offer support to the young people through their early coaching experiences.
- The active Midlothian website acts as a hub to help promote and advertise up and coming training opportunities for coaches.

#### 4.2 Contribute to the employability of senior pupils.

- Included in our training calendar are opportunities for senior pupils, we offer sport specific training which introduces pupils to coaching and general training.
- We work closely with schools and National Governing Bodies to offer curriculum time training, e.g sports leaders/sport and recreation students provided with sport specific training and training such as first aid and Competition Organisers Training.
- In addition to training courses, we provide many leadership opportunities such as Young Ambassadors, Sports Councils, senior pupils volunteering/supporting Active Schools events and festivals.

#### 4.3 Support the growth of volunteers and coaches in partnership with Midlothian Volunteering.

- Training opportunities are open to coaches, volunteers, school staff and senior pupils.
- We meet and work closely with volunteers to support them as individuals, this may entail organising for them to support a coach until they are confident to deliver themselves, find a role which does not involve delivering or letting them know of any training opportunities they have expressed an interest in.

#### 4.4 Recognise, promote and reward the contributions of the coaches and volunteers within the physical activity and sport sector.

- Active Schools Newsletter
- Active School twitter accounts, supporting the Sports Scotland national promotion for sport through tweets and retweets.
- Promoting their community clubs, also provides a pathway in sport for pupils attending Active Schools classes
- Nominate our volunteers for Midlothian Sport Awards – winner in 2018 was an Active Schools nomination
- Active schools support, Sports Personality of the Year Award, within several of the high schools pupils are recognised for sporting achievements, coaching achievements and volunteering.
- Active schools website is updated regularly with good news stories and sporting event reports, recognition for all club or event volunteers.

### **Goal 5- Work with internal and external partners to increase participation in physical activity and sport.**

#### 5.1 Work with internal and external partners to link the benefits of physical activity and sport to the priority outcomes detailed in the Single Midlothian Plan

- Midlothian Active Schools Team work with all 32 Midlothian Primary Schools, all 6 Secondary Schools & Saltersgate ASN School very closely to provide more and higher quality opportunities to take part in sport and physical activity before school, during lunchtime and after school. Active Schools Midlothian work closely with the

Midlothian Sport & Leisure Team, SGB's and local sports clubs/coaches to develop effective pathways between schools and sports clubs in the local community.

- Active Schools Midlothian also provide a variety of curriculum time opportunities designed to support an increase in Midlothian School pupil physical activity levels; a vast annual sports festival calendar, ad-hoc sports taster sessions, young leadership qualifications, Bikeability (cycle training), transition events and more.
- Coordinators work closely with parents, schools staff, home school practitioners and pupils to provide opportunities that reflect young people's interests, addressing barriers to participation with a particular focus on age, disability, gender and socio economic disadvantage to ensure Active Schools are supporting the Single Midlothian Plan GIRFEMC Health & Well-being Outcomes, IOM Inequality & Health Outcome, IOM Positive Destination outcomes.
- Active Schools Midlothian are committed to supporting schools to raise attainment through sport

#### **5.2 Develop partnership working with neighbouring local authority providers to share best practice.**

- To ensure best practice and shared practice, Active Schools Midlothian attend an annual networking event, organised by SportsScotland. This event brings together coordinators from Midlothian, East Lothian, Edinburgh, The Scottish Borders & West Lothian. The SportsScotland Partnership Manager attends 6 weekly Team meetings to share best practice from neighbouring authorities and authorities further afield. Active Schools Midlothian also have access to SportsScotland centrastore which is a best practice toolkit.

#### **5.4 Implement information systems to monitor and evidence performance, inform decision making, and prioritise resources.**

- Report on extra-curricular participation opportunities & levels at the end of each school term and each school year. The data gathered takes the form of both quantitative statistical data and also qualitative data evidencing additional activities that are not captured statistically.
- We encourage all schools to apply for a SportsScotland School Sport Award. This National initiative is designed to inspire schools to continuously improve PE and school sport opportunities by:
  - Encouraging reflection
  - Putting young people at the forefront of the decision making and planning of PE and sport in their school
  - Helps schools to increase young people's opportunities and engagement in PE & school sport
  - Helps schools to put PE & school sport at the heart of their planning, practice and ethos
  - Recognise and celebrate successful PE & school sport models

Active Schools Midlothian have also developed, in partnership with Midlothian IT department, an extract of SEEMIS, specifically developed with a view to obtaining distinct participation figures and targeting 'hard to reach groups' to assist in addressing barriers to participation. Active Schools Midlothian also develop a variety of consultations with parents, pupils and staff to inform decision making and prioritise resources.

#### **Goal 6- Raise the profile and public awareness of the importance of physical activity and opportunities to participate.**

**6.3 Promote physical activity and sport as a fun and not necessarily competitive pastime**  
All Active School opportunities are fully inclusive regardless of ability and we continually promote these opportunities, using the following platforms:

- Active Schools Newsletter

- Active Schools Termly Programme
- Active Schools Twitter
- Active Schools Noticeboards
- Information into school newsletters / School websites
- Active Schools Website
- Active Schools Events / Club promotion / flyers
- Promotion via school assemblies
- Promotion via school parent evenings
- School Sports Council

Active Schools also run an extensive events programme where we actively promote fair play, fun & sportsmanship. The emphasis on all our events is participation and fun to ensure that pupils have a positive experience.

**6.4** Raise awareness of the wide range of physical activity and sporting opportunities available in Midlothian.

Active Schools works in partnership with 55 amount of clubs in the local community & Midlothian leisure facilities. We work with and promote these sporting opportunities throughout Midlothian again through the platforms

**Pathway / Strategy**

This links with sportscotland National Plan, Midlothian Physical Activity Sport and Health Strategy 2018 to 2023.Sport and Leisure Business Plan 2018 2019.

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

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Remove Free Swimming for Midlothian School children during school holiday periods	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental income/savings	0.017	0.000	0.000	0.000	0.017
Cumulative income/savings	0.017	0.017	0.017	0.017	0.017
FTE staff impact	0	0	0	0	0

<b>Description of Savings Measure</b>																				
<p>As part of Midlothian Councils measure to consider the removal of non-statutory services Sport and Leisure have identified a potential income generation suggestion. To remove the free swimming for all school children during school holiday periods that is in place at present. The table below highlights usage and loss of income associated with the free swimming scheme introduced by Council.</p> <table border="1"> <thead> <tr> <th><b>year</b></th> <th><b>usage</b></th> <th><b>cost of swim</b></th> <th><b>Income lost to council</b></th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>9964</td> <td>£2.10</td> <td>£20,924</td> </tr> <tr> <td>2016</td> <td>9426</td> <td>£2.10</td> <td>£19,794</td> </tr> <tr> <td>2017</td> <td>8954</td> <td>£2.30</td> <td>£20,594</td> </tr> <tr> <td>2018</td> <td>10,426</td> <td>£2.40</td> <td>£25,022</td> </tr> </tbody> </table> <p>Income that would be identified over the next four year period would be in excess of £100,000.</p>	<b>year</b>	<b>usage</b>	<b>cost of swim</b>	<b>Income lost to council</b>	2015	9964	£2.10	£20,924	2016	9426	£2.10	£19,794	2017	8954	£2.30	£20,594	2018	10,426	£2.40	£25,022
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<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>Children will have to pay for their swimming during school holidays however the cost for a child swim is £2.40 per session and Sport and Leisure services believe that this shows great value for money in today's Leisure market place..</p>

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Remove Management Function	
<b>Strategic Theme</b>	Policy	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Resource Saving	0.045	0.106	0.000	0.000	0.151
Cumulative Resource Saving	0.045	0.151	0.151	0.151	0.151
FTE staff impact	3.5	0	0	0	3.5

#### **Description of Savings Measure**

As part of Midlothian Councils measure to consider with the removal of non-statutory services sport and leisure have identified a potential staff resource saving.

The management support for the following areas would not be required if only the statutory service was provided e.g. the Four Sports Hubs at Penicuik, Loanhead, Lasswade and Newbattle Community Campus.

One Area Manager would be required to provide management support to the four sites and a link to a more senior officer within the Council for reporting and strategic purpose.

Figures used in this table are from the 2017 2018 Ledger

<b>Post</b>	<b>FTE</b>	<b>Salary</b>
Healthy Living Manager	1	£77,820
Area Operations Managers	2	£123,529
Recreation Officer	0.5	£20,768
<b>Total</b>	<b>3.5</b>	<b>£222,117</b>

Staff saving that would be identified over the next four year period would be in excess of £1,218,996.

#### **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 impact on service would mean a lack of strategic direction and operational control that may lead to a reduced service function and reduced income from centres. Operational support for remaining leisure sites would be lost. Business planning and strategic planning would be lost including marketing and promotion of the Tonezone product.

It's highly unlikely that these posts could be absorbed within the service. The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with

employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place

<b>Directorate</b>	Resources	
<b>Service Area</b>	Property and Facilities Management	
<b>Measure</b>	Sports & Leisure	
<b>Strategic Theme</b>	Bottom-up Review	
<b>Measure (requires Council Approval)</b>	Yes	
	<b>Has the measure been presented to Council previously?</b>	<b>N</b>

<b>Forecast Savings</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Incremental savings	0.250	0.000	0.000	0.000	0.000
Cumulative savings	0.250	0.250	0.250	0.250	0.250
FTE staff impact	TBC	TBC	TBC	TBC	TBC

<b>Description of Savings Measure</b>
Sport & Leisure Services are scheduled in the programme of Cross Cutting Service Reviews ensuring that the approach of the Delivering Excellence Framework will consider service priorities, service improvement in transformation and efficiency savings that can be quantified.

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes. Include EQUiA</b>
<p>The closure of facilities would have a direct impact on the majority of the 473,600 visits per year.</p> <p>Clubs and organisations would no longer be able to survive as alternative facilities are not available within Midlothian to match demand.</p> <p>Health and wellbeing of Midlothian's citizens would be affected and supported NHS initiatives would cease to operate due to lack of facilities.</p> <p>Staff may be redundant where there no alternative facilities to transfer to.</p> <p>An EQIA is provided for the specific saving measure although EQIA outcomes for Race, Sex, Sexual Orientation and Religion/Belief are monitored.</p> <p>The staffing impact will be conducted through the Council's Policy for Managing Change, to consult with employees scoped into the service and management reviews. Formal consultation with affected staff and representative unions would take place.</p> <p>VSER or redundancy costs have not been accounted for meantime.</p>