Delivering Excellence

Change and Transformation Strategy

V5 08/06/18

Contents

1. Introduction

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

So far, we have made savings by reshaping the council and changing the way we work. Savings since 2010 total £43 million with £12 million of this delivered in 2018/19. This has been achieved through a series of service reviews, reducing the number of managers and staff we employ, reducing our offices and other property needs, changing the way we purchase services, charging for services and reducing or stopping some services. However, continuing with changes like these will not be enough on their own to address the financial challenge.

As reported to Council on 13 February 2018 the reduction in government funding for financial year 2018/19 contributed to a budget shortfall for the Council of £10.430 million. Based on current estimates, the budget shortfall is now expected to reach £38.868 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.

The change programme presented to Council in February provides an overview of the proposed direction and changes in services that require to be made to address the budget challenge for 2018/19 and the projected budget shortfalls for future years as part of the Council's strategy to maintain financial sustainability. These projections are updated on a regular basis. The proposals included in the change programme were informed by the 'Shaping our future' budget public engagement exercise and developed across all Council services. Work is ongoing across service areas to ensure that a clear strategic narrative informs the future shape of services and so further inform the next iteration for a programme of change for 2019/20 and beyond, which will include the outcomes from the bottom-up/cross-cutting approach to reviewing a range of services across Council led by elected members.

This strategy document has been developed to capture the strategic intent of the wider change and transformation programme, which has been informed by the Delivering Excellence Framework shown in appendix 1, with the programme as at 13 February 2018 detailed in appendix 2.

2. Strategic Overview

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

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) and the Single Midlothian Plan. The change programme, as far as possible, is aligned to focus available resources on these priorities.

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

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

The 'Future Service Delivery Models' exercise previously carried out identified three key approaches for how the council works with its communities – preventive intervention, co-production and capacity building and localising / modernising access to services. Opportunities to reflect and adopt these approaches were a key consideration for Heads of Service in development of their proposals and in addition further clarity of direction on the following will also inform future 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 strategy and the ongoing development and scrutiny is the need to clearly articulate the wider change and transformation programme, in the context of the Council's future strategic direction and resource priorities. This will provide a robust and cohesive approach to leadership which drives transformational and sustainable change to better respond to both current and future challenges and ensures delivery of Midlothian's vision of 'a great place to grow' and the 'One Council' approach developed by the Strategic Leadership Group as shown in the following figure:
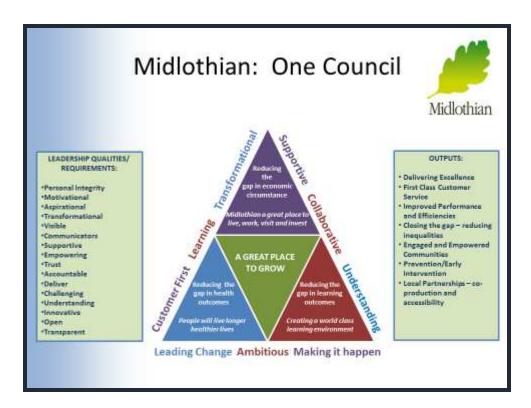
2. Strategic Overview

Figure 1: One Council

For later years further work is required to identify a series of bottom-up reviews as noted at Council (13/02/18) and to bring forward proposals in respect of the following areas

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

The wider change programme will be subject to continuous review 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.

The governance framework detailed in appendix 3 and 4 will also incorporate the bottom-up/cross-cutting reviews led by elected members and the additional items noted above as they are developed and delivered. Governance for the Delivering Excellence Change and Transformation Programme will be carried out within the existing Business Transformation Board and Steering Group arrangements (see appendix 4 and 5 for details).

3. Transformational Approach

Midlothian Council, along with all local authorities, has experienced and will continue to experience significant financial challenges. By adopting a transformational 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 Council Transformation Programme has been subject to regular review and change and following feedback from our external auditors in December 2014 the programme was streamlined to focus support and resources resulting in the following five strands making up the programme prior to the transition to the Delivering Excellence Change and Transformation Programme from 2018/19:

- **Integrated Service Support**– The objectives for this strand include: Consolidation of key support services; Review and challenge of management arrangements to ensure appropriate spans of control (layers and specialisms); Review and challenge of service delivery arrangements and priorities; Delivery of service improvements and achievement of cost efficiencies by eliminating duplication and silo working to reduce failure demand and to improve our business processes and; To support the delivery of service 'enablers' and support services across the council to assess how best to release efficiencies the enablers create.

- **Education** – The objectives for this strand include: To review and streamline processes, structures and the roles engaged in administrative activities across schools to ensure the most appropriate utilisation of Education staff; To re-evaluate in light of recent legislation the most cost effective delivery of pre-school children's access to a wider curriculum and educational experience; To review and rationalise the schools estate and catchment areas; To review secondary provision for the senior phase; To identify and pursue transformational savings to offset the impact of the agreement with Scottish Government to maintain teacher numbers and; To carry out mini service reviews within the Education Service to deliver further savings.

- **Customer Service**– The Customer Services transformation has had a positive impact on performance and customer experience and led to efficiencies and cost savings. The initial focus of the project has delivered on:

  - Developing customer insight to understand who our customers are, how they contact the Council and how they access our services, which has enabled us to make informed decisions on resources, service access and delivery channels.
  - the Customer Service Strategy for 2014-17 outlining how the vision of Customer Service is delivered by implementing the Customer Service Strategy Action plan for 2015-18
  - Piloting Customer Services in a priority area by responding to customer demand in a hotspot locality and enhancing our one stop capability provision.

- **Services with Communities**– The primary objectives for this strand is to work with our customers and partners to review and re-shape service delivery so that it is aligned to the priorities and outcomes of the Single Midlothian Plan and ensures that

Midlothian Council resources are effectively utilised to provide essential services to communities with a partnership focus on those in greatest need.   The aim is to set a clear direction and make demonstrable progress in transforming Midlothian Council from being solely a service provider to a tailored, more balanced and partnership approach to the delivery of services with communities.

- **Children's Services** - The overarching aim of the strand is to ensure that children and young people of Midlothian get the help they need when they need it, so that each child and young person has the opportunity to reach their full potential. The approach taken follows a 'whole system' approach and involves working with partnership agencies. Undertaking this project will enable the Council to re-direct resources at an earlier stage, therefore preventing further issues escalating and improving outcomes for the children and young people involved.

The **Integration of Health and Social Care Transformation,** previously reported for information purposes via the Council's Business Transformation Board and Steering Group, will also transition to the Delivering Excellence Change and Transformation Programme as show in appendix 3.

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.

In addition to the £15.101 million delivered/in hand the Financial Strategy for 2018/19 to 2021/22 includes further savings across the existing strands of the transformation programme. These savings targets are predicated on the outcomes of the review activity and subsequent decisions taken by Council and so remain indicative.

Council Existing Transformation Programme Savings – 13 February 2018

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Children's Services *	0.000	0.000	0.000	0.000
Education	0.127	0.127	0.127	0.127
Health and Social Care	1.040	1.040	1.040	1.040
Totals	**1.167**	**1.167**	**1.167**	**1.167**

* Given the outturn position for 2017/18 it was not considered prudent to incorporate a further saving for this service in the Financial Strategy at this time.

Whilst recognising that the majority of the savings associated with the previous transformation strands are in 2018/19 there are savings due in later years which have been transitioned to the new programme and will be monitored via the relevant Head of Service Change and Transformation Dashboard for the Delivering Excellence Change and Transformation Programme as shown in appendix 4).

An important element of the budget development work has been to develop the next iteration of transformation as a key element of the Financial Strategy to ensure that available resources are as far as possible targeted on the delivery of improved outcomes, particularly against the key priorities.

This involves incorporating the activities from the proposals set out in the Delivering Excellence Change and Transformation Programme and progressing with the following key components for the next phase of transformation:

1. **Enterprising with Communities** – there is a clear need to change the relationship we have with communities from a paternalistic one focused on service provision to one based on partnership and co-production and working together. This element of transformation builds upon and refocuses the existing Services with Communities strand within the previous Transformation Programme.

2. **Entrepreneurial Council** – covering property development, income generation, asset utilisation and energy. It focusses on the commercial opportunities associate with these.

3. **Digitally-led transformation/Customer Service** – we want to be at the forefront of digitally enabled change which will connect with the next phase and acceleration of customer services transformation. This element of transformation builds upon and refocuses the existing customer services strand within the previous transformation programme.

4. **Shared Services –** as a result of the current climate of reduced public spend and growing pressures on public services for the foreseeable future, service sharing and collaborative working will be a key consideration for options available to sustain services.

As noted previously the Integrated Health and Social Care transformation programme will continue to be included within the wider change and transformation monitoring via Business Transformation Board and Business Transformation Steering Group as shown in appendix 3. The mechanisms for reporting are shown in appendices 4 and 5 with the Head of Service Change and Transformation Dashboard template and the Team Lead Update Report template respectively.

A number of proposals within the change and transformation programme are linked to the various strategic/transformational themes supporting a number of early deliverables attached to the longer term strategic and transformational journey. The following table captures a summary of the planned savings noted within the change and transformation programme proposals linked to the transformational elements.

Transformation Elements by Strategic Theme (Cumulative)

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Entrepreneurial Council	0.410	1.968	3.178	4.988
Enterprising with Communities	0.000	0.200	0.300	1.300
Shared Services	0.025	0.085	1.085	2.085
Digital Led Transformation	0.050	0.150	0.200	0.700
Additions to Transformation	**0.485**	**2.403**	**4.763**	**9.073**

A strategic narrative for each of the key transformational components follows:

1. Enterprising with Communities

As noted previously the financial challenge ahead requires 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 they can 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 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 communities moving forward. Proposals within the change and transformation programme note additional savings against the Enterprising with Communities strand by 2021/22 and this is only 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 wider customer base.
- Concentrate and focus on core commercial activities and undertake a review of non commercial functions.
- Establish a team of key staff to assess identify and exploit opportunities using a range of skills and services.
- Enable the "sales force team" to explore and develop new ideas and opportunity for business.
- Explore opportunities that incentivise staff to excel and exceed expectations.

All entrepreneurial and commercial endeavours will 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 Customer Service

With current population growth in Midlothian, the Council cannot continue to support services in the same model as it does now and shall transform services to digital where it makes sense to do so. Midlothian Council customers expect excellence and modernity; the ability to request services online in a digital age is now a basic requirement.

We already have a well-managed public facing website and SOCITM, in an independent benchmarking exercise, has awarded our site four stars. Midlothian is one of only four councils in Scotland to achieve this accolade.

Customer self-service already provides some key services without customers dealing directly with a member of staff and a degree of automation and workflow will improve services and reduce manual processing of service requests to continue to transform the way the Council delivers services.

Midlothian Council will procure components for an Online Payments and Services (OPAS) solution and the immediate objective is to offer an Official Journal of the European Union (OJEU) procurement competition for suppliers to create good solutions architecture, which in turn will lead to rationalisation of systems and processes, introduction of workflows, joined up systems and efficient processes.

4. Shared Services

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

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

- 'transactional' or 'rules-based' – involving standard, repetitive activities (such as processing invoices or accounting journals) that can be grouped together for processing efficiency; or
- 'competency-based'. In the latter case the work in question is likely to be brought together as part of a centre of expertise, which may allow for a range 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
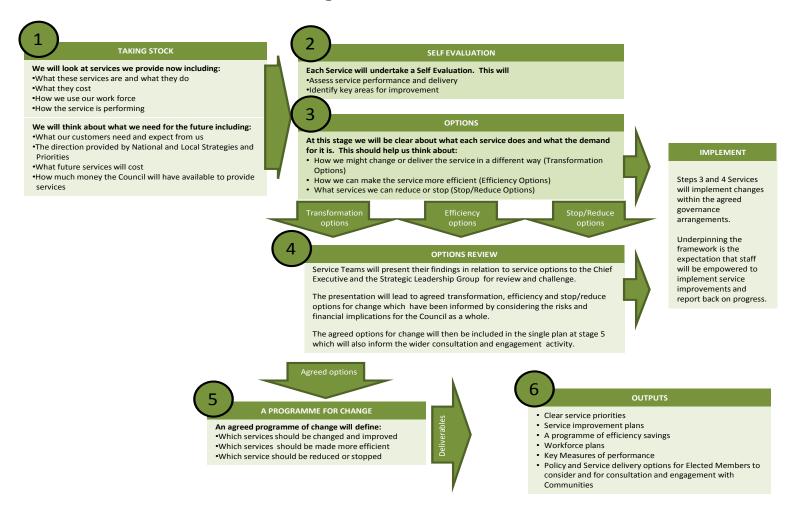
Delivering Transformation

A lead officer will be identified for each of the four key transformational elements which will also be supported by a cross-directorate team of officers identified for their ability to champion and deliver change. Each element will also be sponsored by a member of the Executive Team.

Following an initial exercise to clarify the team remit and agreement of targeted transformational outcomes, the identified programme plan will be subject to ongoing reporting of progress and deliverables via the existing Business Transformation Board and Business Transformation Steering Group arrangements as shown in appendix 3.

Appendix 1 – Delivering Excellence Framework

Delivering Excellence Framework

1

TAKING STOCK

We will look at services we provide now including:
- What these services are and what they do
- What they cost
- How we use our work force
- How the service is performing

We will think about what we need for the future including:
- What our customers need and expect from us
- The direction provided by National and Local Strategies and Priorities
- What future services will cost
- How much money the Council will have available to provide services

2

SELF EVALUATION

Each Service will undertake a Self Evaluation. This will
- Assess service performance and delivery
- Identify key areas for improvement

3

OPTIONS

At this stage we will be clear about what each service does and what the demand for it is. This should help us think about:
- How we might change or deliver the service in a different way (Transformation Options)
- How we can make the service more efficient (Efficiency Options)
- What services we can reduce or stop (Stop/Reduce Options)

Transformation options

Efficiency options

Stop/Reduce options

IMPLEMENT

Steps 3 and 4 Services will implement changes within the agreed governance arrangements.

Underpinning the framework is the expectation that staff will be empowered to implement service improvements and report back on progress.

4

OPTIONS REVIEW

Service Teams will present their findings in relation to service options to the Chief Executive and the Strategic Leadership Group for review and challenge.

The presentation will lead to agreed transformation, efficiency and stop/reduce options for change which have been informed by considering the risks and financial implications for the Council as a whole.

The agreed options for change will then be included in the single plan at stage 5 which will also inform the wider consultation and engagement activity.

Agreed options

5

A PROGRAMME FOR CHANGE

An agreed programme of change will define:
- Which services should be changed and improved
- Which services should be made more efficient
- Which service should be reduced or stopped

Deliverables

6

OUTPUTS

- Clear service priorities
- Service improvement plans
- A programme of efficiency savings
- Workforce plans
- Key Measures of performance
- Policy and Service delivery options for Elected Members to consider and for consultation and engagement with Communities

Appendix 2 – Delivering Excellence Change and Improvement Programme (13/2/18)

The following details the Delivering Excellence Change and Improvement Programme approved by Council on 13 February 2018.

KEY	SERV	No.	DESCRIPTION	RAG SI	RAG D	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22
SwCF	**CW**	1	Co-Production Community Engagement						1.000
SSF	**CW**	2	Shared Services					1.000	
ECF	**CW**	3	Entrepreneurial Council					0.500	0.500
OC	**CW**	4	Valuation Board Savings target 1%			0.005	0.005	0.005	0.005
IIOW	**CW**	5	Investing in Our Workforce				0.100	0.150	0.050
FD	**CW**	6	Financial Discipline			0.100	0.050	0.050	0.050
WF	**EXE**	1	Senior Management Team Review			0.050	0.200		
SR	**CE**	2	Overall reduction in the Planning Service	A	A	0.106			
POL	**CE**	5	Reduce contribution to Strategic Planning Authority	G	G	0.020			
SR	**CE**	6	Review of the pest control service within Environmental Health	A	G	0.007			
SR	**CE**	7	Deletion of Environmental Health support post (noise control/enforcement)	A	A	0.028			
SR	**CE**	8	Overall further reduction in the Environmental Health Service	A	A	0.108			
OWF	**CE**	9	Communities Team: staff saving	A	A	0.027			
OWF	**CE**	10	Reduction in the Economic Development Service			0.015	0.015		
OWF	**CE**	11	Deletion of Building Standards Trainee Post	G	G	0.028			
	EDUC	1	Schools and Early Years Change Programme						
WF	**EDUC**	1.1	• Reduce Learning Assistants by 10%	G	G	0.198	0.132		
EC	**EDUC**	1.2	• Review Surestart Contracts	G	G	0.050			
EC	**EDUC**	1.3	• Review Early Years Contracts	G	G	0.010	0.053		
POL	**EDUC**	1.4	• Review DSM	G	G	0.750	-0.250		
SR	**EDUC**	1.5	• Integration of Pathways, Pave and Pave 2	G	G		0.200		
POL	**EDUC**	1.6	• Charging for Instrumental Tuition	G	G	0.099	0.066		
POL	**EDUC**	1.7	• Charging for Instrumental Tuition for SQA courses	G	G	0.290			
SR	**EDUC**	1.10	• Reduce central education budgets, including Homelink	G	A	0.106			

POL	**EDUC**	1.11	• Reduction in Teacher Numbers	G	G	0.236	0.142		
POL	**EDUC**	1.12	• Reduction in Relative Teacher Numbers			0.350	0.210		
POL	**EDUC**	1.13	• Remove Outdoor Learning Resource	G	G	0.078	0.047		
	EDUC	2	Lifelong Learning and Employability						
POL	**EDUC**	2.1	• Lifelong Learning and Employability	A	G	0.184	0.025		
POL	**EDUC**	2.2	• LL&E Further service reductions	A	G	0.050	0.069		
IHSC	**HSC**	2	Telecare/Housing Support	G	G	0.044			
POL	**CHS**	1	Community Safety	A	G	0.300			
SR	**CHS**	2	Homelessness	G	G	0.260		0.300	
SR	**CHS**	3	Housing	G	G	0.100			
DL	**CHS**	4	Libraries Service	A	G	0.050	0.050	0.100	
SR	**CHS**	5	Revenues and Benefits	A	G	0.400	0.400	0.600	0.394
OWF	**CHS**	6	Service Management	G	G		0.071		
POL	**CO**	1	Charge for bins and boxes	A	G	0.050	0.060	0.060	0.060
POL	**CO**	4	Charge for garden waste collection	R	G		0.510		
POL	**CO**	5	Charge for commercial waste at Stobhill CRC site	G	A	0.035	0.015		
EC	**CO**	6	Advertising on Council refuse vehicles	G	G	0.015			
POL	**CO**	7	Increase the level of recycling	G	A	0.025	0.050		
POL	**CO**	10	Reduce the number of grass football and astro pitches across Midlothian and consider the introduction of hybrid pitches	A	G	0.050			
POL	**CO**	11	Reduce the provision of all floral displays and shrub beds	R	G	0.065	0.065		
EC	**CO**	13	Increase charges where appropriate	G	A	0.150	0.150	0.150	0.150
POL	**CO**	14	Increase lair provision at Dalkeith cemetery	G	A	0.025	0.025		
POL	**CO**	15	Close Polton Bowling Club	A	A	0.020			
POL	**CO**	17	Reduce the structures maintenance budgets	R	G	0.050			
POL	**CO**	18	Reduce street lighting maintenance budget	R	G	0.150			
SR	**CO**	19	Transform Lighting operations	A	A	0.050	0.050		

POL	CO	22	Stop all open space CCTV activity	R	G	0.030			
POL	CO	23	Introduce and Increase Parking Charges	R	A	0.050			
EC	CO	27	Increase training offer - increase income Risk Management	G	G	0.025	0.025		
EC	CO	28	Sales Force Spend to Generate	G	A	0.025	0.075	0.100	0.050
ECF	CO	32	Provide Taxi Testing Service at Hopefield	G	G			0.060	0.000
OWF	CO	36	Reduce staff - Land and Countryside	A	G	0.050	0.050		
OWF	CO	37	Reduce the fleet workshop budget	G	A	0.050	0.050		
OWF	CO	38	Management/Service Review	A	G	0.150	0.150		
OWF	CO	39	Staff Reduction Commercial Operations Management	A	G			0.080	0.030
ISS	FISS	1	Management Structure	G	G	0.080			
ISS	FISS	2	Digital Services Review	A	A	0.150			
DLF	FISS	3	Digital by Default across Council	A	A				0.500
ISS	FISS	4	Service Improvement Plans/Business Processes/Service Reduction	A	A	0.250	0.500		
WF	FISS	5	Remove Regular Car Allowance	A	A	0.050	0.100	0.100	0.065
WF	FISS	6	To remove Lease Car Scheme and the cessation of Employee Retention Allowances	A	A	0.025	0.050	0.050	0.025
SSF	FISS	7	Shared Service	A	R				1.000
WF	FISS	8	To Review Support to Elected Members	G	A	0.075			
OWF	FISS	9	Reduce Recruitment/Contract change volumes to reduce associated admin	A	A	0.050			
OWF	FISS	10	Charge for non-employment etc. references	G	G	0.010			
OC	FISS	11	Further Phase of Print Copy Post reductions Strategy	G	A	0.075	0.075		
OWF	FISS	12	Cease all off payroll payments/reject non-compliant documentation	A	A				0.100
OWF	FISS	13	Withdraw/Charge for physio support	G	G				0.030
ECF	PFM	1	Building Services Company	A	A			0.250	0.360
POL	PFM	2	Reduction in Housing Voids Standards	A	R	0.080			

ECF	**PFM**	3	Construction and Design Service Consultancy	A	A		0.090	0.100	
ECF	**PFM**	4	Income from Professional Consultancy	A	A		0.050		
POL	**PFM**	5	Increasing the charging for school meals	A	G	0.040	0.040	0.040	0.040
SS	**PFM**	6	Sharing Catering management with neighbouring LAs	G	A	0.025	0.025		
POL	**PFM**	7	Trolley Service/Internal Catering to cover costs	G	G	0.013			
ECF	**PFM**	8	Expand Catering/Function Service	G	A		0.020	0.005	0.005
EC	**PFM**	9	Café Service Social Enterprise/Branding	G	A	0.010	0.020	0.020	
WF	**PFM**	10	Janitorial Service shared between 2 primary schools	A	G	0.225			
EC	**PFM**	11	Renegotiate Skanska subcontract	G	G	0.100			
ECF	**PFM**	12	Property Company	A	A				0.240
ECF	**PFM**	13	Renewable Sources of Energy	A	A				0.280
SSF	**PFM**	14	PPP Shared management with other LA	G	A		0.035		
POL	**PFM**	15	PPP maximised use of contracted hours	G	A	0.040	0.020		
ECF	**PFM**	16	Community run 'Pure Gym'	G	A				0.200
POL	**PFM**	18	Lifeguard Cover	A	G	0.100			
POL	**PFM**	19	Concessionary Charging Policy - Leisure	A	A	0.100			
EC	**PFM**	20	Wrap around care provision - holiday club	A	A	0.025	0.025	0.025	0.025
SwCF	**PFM**	21	Transfer all halls and pavilions to community groups	G	R			0.100	
ECF	**PFM**	22	Selling Services	A	A		0.050		
ECF	**PFM**	23	Destination Hillend	G	R		1.000		
POL	**PFM**	24	Increased Fees and Charges	G	G	0.100	0.100	0.100	0.100
OC	**PFM**	25	Temperature Reduction (Heating Policy)	R	G	0.140			
OC	**PFM**	26	Reduce Investment in Sports Equipment	G	G	0.050			
OC	**PFM**	27	Energy Savings from SALIX Investment	G	A	0.060	0.030		
OWF	**PFM**	28	New Depot Management Efficiencies	G	G		0.150		
OWF	**PFM**	29	Management Service Review	A	G	0.090	0.090		
OWF	**PFM**	30	Mobile cleaning service	A	G	0.050			

				RAG SI	RAG D				
OC	**PFM**	31	New Depot Additional Floor	R	R			0.080	
FD	**CORP**	1	Increased Fees and Charges	G	A	0.120			
OWF	**RES**	1	Windfall Voluntary Severance Packages	A	A	0.050			
FD	**RES**	2	Financial Discipline: Operation Jumbo	A	A	0.100			
FD	**RES**	3	Supplier Management	A	A	0.100			
FD	**RES**	4	Reduce External Vehicle/Plant Hires	A	G	0.050			
FD	**FISS**		Debt Rescheduling/Funding Arrangements (Loan Charges)	G	A	0.500			
			TOTAL			8.047	5.410	3.975	5.229

Operational Savings Proposals

KEY (Strategic Theme):
DL/DLF - Digital Led/DL Future Savings
EC/ECF - Entrepreneurial Council and EC Future Savings
FD - Financial Discipline
IHSC - Integrated Health and Social Care
IIOW - Investing in Our Workforce
ISS - Integrated Service Support
OC - Operational Costs
OWF - Operational Workforce
POL - Policy
SR - Service Review
SS/SSF - Shared Service/SS Future Savings
SwC/SwCF - Service with Communities/SWC Future Savings
WF - Workforce
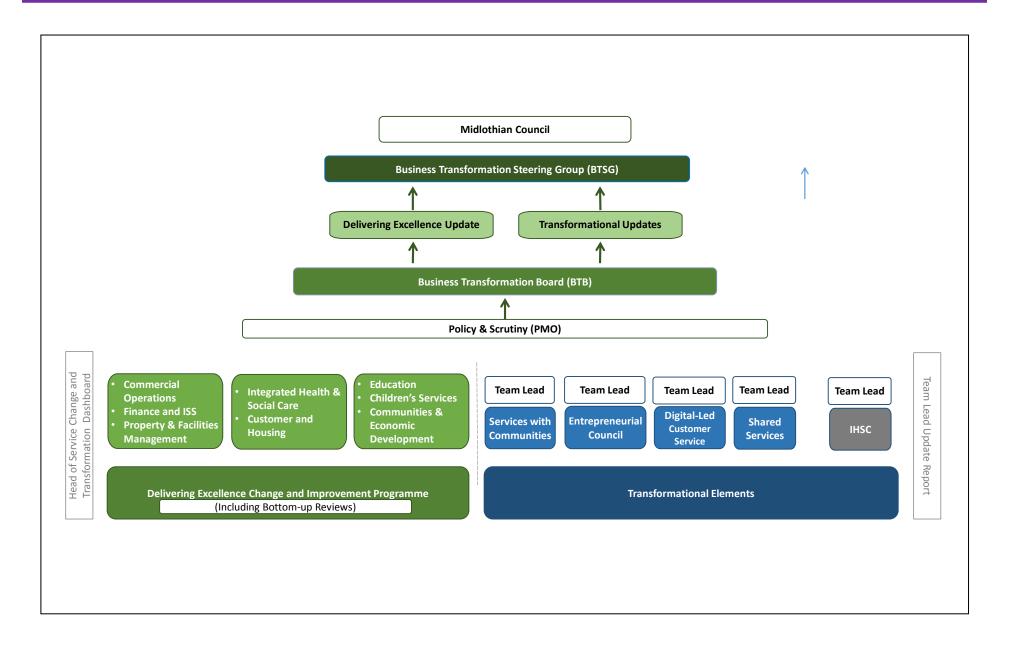
RAG Risk Rating:
RAG SI - Rating in relation to impact on Service
RAG D - Rating in relation to deliverability of proposal

Midlothian Council

Business Transformation Steering Group (BTSG)

Delivering Excellence Update

Transformational Updates

Business Transformation Board (BTB)

Policy & Scrutiny (PMO)

Head of Service Change and Transformation Dashboard

- Commercial Operations
- Finance and ISS
- Property & Facilities Management

- Integrated Health & Social Care
- Customer and Housing

- Education
- Children's Services
- Communities & Economic Development

Team Lead — Services with Communities

Team Lead — Entrepreneurial Council

Team Lead — Digital-Led Customer Service

Team Lead — Shared Services

Team Lead — IHSC

Team Lead Update Report

Delivering Excellence Change and Improvement Programme (Including Bottom-up Reviews)

Transformational Elements

Appendix 4 – Head of Service Change and Transformation Dashboard Template

Service				Head of Service			Date	

Key Area of Activity	Prog Status*	18/19 Savings		Future Years	Comment – BTB/BTSG to Note
		Target	Delivered		
		£m	£m	£m	
Delivering Excellence (Operational Savings)					
Delivering Excellence (Change & Transformation Programme)					
Transformational Elements included above					
Change Programme areas included above					
Savings targets C/F from Previous Years					
Additional 18/19 Budget Items Approved					
Fees and Charges					

* Status Key | On track | Behind Schedule | Significant Slippage | Complete | Monitored through quarterly Financial Overview report | N/A this Year |

Service Strands of Change Activity	Prog Status*	18/19 Savings		Future Years	Comment – BTB/BTSG to Note
		Target	Delivered		
		£m	£m	£m	

Summary (Areas of note)	Key Issues/Risks to Highlight	**Key Decisions to be made**

Proposed Items for Consultation	Proposed Items for Political Discussion

Key points to note/recommendations:

Project Name			Project Lead	
Report Period	From		To	

Purpose of Report	

Project Status: GREEN	Explanation of RAG rating:
Recommendations	

Transformational Objectives	

Highlights this period

Issues this period

Outlook for next period	**Immediate actions required by Project Team**

Appendix 5 – Transformation Lead Update Report Template

Milestones/Deliverables

Description	Date	RAG Status
		Complete
		On Target
		Some concerns
		Off Target

Risks

Description	Mitigation	Risk Level
		Impact: X Likelihood: X Score: X
		Impact: X Likelihood: X Score: X
		Impact: X Likelihood: X Score: X