

Draft v2 28-11-18

IMPROVEMENT AND MODERNISATION PROGRAMME SUMMARY

	TITLE	DESCRIPTION	TIMING		BENEFITS	CASH £'000	STATU S	Resource			
								PM	PO	Co rp	sv c
1.	STREAM 1: ASSET MANAGEMENT										
1.1	Property Asset Management Stage 1 (including area office review)	Align property assets and their long term management to council priorities to ensure affordable and sustainable asset base	No v 18	Mar 2021	Fewer buildings reduced operating costs new income	200	Started	√	√	√	√
2.	STREAM 2: TRANSFORMING CUSTOMER SERVICE										
2.1	ICT and Digital	Add value and efficiency to service delivery by increasing adoption of online, no contact services	20 18	Ongoi ng		250	Ongoin g	-	-	HR 0.1	0.5
2.2	Customer Services Re-design	deliver a culture change in customer service delivery towards an enabling approach for most customers with supported service delivery for those who need it	No v 20 18	Nov 2019	Single service for first point of contact Efficiencies and savings through economies of scale, simplified and consistent processes and harnessing available technology	250	To comme nce	0.5	1.5	HR 0.2	0.5
3.	STREAM 3: ALTERNATIVE SERVICE DELIVERY MODELS										
3.1	Museums Trust	Explore all avenues to	Se		Sustainable service	?	Ongoin	-	-	√	-

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	TITLE	DESCRIPTION	TIMING		BENEFITS	CASH £'000	STATU S	Resource			
								PM	PO	Co rp	sv c
		create a sustainable future for the Museums service	pt 20 18		Reduced ongoing cost to council		g				
3.2	Leisure Services Review	explore all avenues to create a sustainable future for the Leisure Estate and identify the strategic priorities for the services within Leisure		Feb 2021	More efficient and effective Leisure Estate which meets the strategic need for the area Reduction in the subsidy provided	Tbc	Stop & Refresh (<i>subject to political views</i>)	√	√	√	-
4.	STREAM 4: INTERNAL TRANSFORMATION										
4.1	Review and Expansion of Flexible Working	reduce reliance on physical buildings and enable the property estate to be reduced in size and to reduce running costs by extending and expanding flexible working			Enabling project for other change Reduction in buildings or reduced use that reduces running costs		To commence	-	0.1	HR 0.1	0.1
4.2	Organisational Design and Management Structure	Ensure that the organisation is designed and structured to meet the challenges of the future as efficiently and effectively as possible and that it is flexible enough to adjust to meet future requirements					In progress	√	√	HR 0.1	-
4.3	Organisational Design and Governance Review	Review Moray Council Committee Structures, Scheme of Delegation and			Reduce bureaucracy Streamline decision			√	0.1	-	0.1

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	TITLE	DESCRIPTION	TIMING		BENEFITS	CASH £'000	STATU S	Resource			
								PM	PO	Co rp	sv c
		reports to committee with a view to faster, more focused and efficient decision making and Investigation of any cost savings			making processes Effective governance structures						
5.	STREAM 5: INCOME/COMMERCIAL										
5.1	Income maximisation projects	1. Charge for staff car parking 2. Sale fuel @ harbours to boats 3. Sale ice @ harbours 4. Charges for waste collection			Increased income as set against each project	51		-	-	-	-
5.2	Sponsorship – public realm, website; docs issued	Generate income from advertising, sponsorship and other commercial opportunities			Additional income Improved maintenance of facilities			-	1.0	-	-
6.	STREAM 6: SERVICE EFFICIENCY AND TRANSFORMATION										
6.1	Service reviews – direct services	Cleaning Waste Collection Street Sweeping			Reduced cost per each project	438		-	-	-	-
6.2	Service efficiency – HR/Pay	Utilising Payroll-HR system for employee and manager self-service & workflow			Reduced administration costs Improved service	55		-	-	-	-
7	STREAM 7: TRANSFORMING EDUCATION										

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	TITLE	DESCRIPTION	TIMING		BENEFITS	CASH £'000	STATU S	Resource				
								PM	PO	Co rp	sv c	
7.1	"Schools for the Future"	Provide the essential infrastructure for the delivery of education in Moray										
7.2	School Business Support	Rationalise business support across council and schools Digital implementation and service (payments, absence reporting, reporting generally)										
7.3	Transport Review in education and children's services											
8	STREAM 8: TRANSFORMATION OF CHILDREN'S SERVICES							0.5	1.0	HR 0.3	1.0	
	Overall Stream Benefits		More effective and efficient service delivery of a quality service that effects real change and measurable outcomes Better outcomes for young people and families Reduced costs across all areas Improved partnership working						0.5	1.0	HR 0.3	1.0
8.1	Service Review	Establish new approach, culture and ways of working in social work services			More efficient use of resources in delivering outcomes More children in kinship care Reduced							

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	TITLE	DESCRIPTION	TIMING		BENEFITS	CASH £'000	STATU S	Resource			
								PM	PO	Co rp	sv c
					~ complaints from families ~ number of formal proceedings ~ unallocated child care cases number on child protection register						
8.2	Commissioning	Review commissioning of services to align with the new ethos and provide different options for older young people and shift in resources to community based care as the core			Vibrant blended economy of service provision More accessible services that can respond to need and provide sustainable services						
8.3	ASN	Build a more collaborative approach with education to determining needs and considering options for support for ASN services			Direct solutions away from more intensive use of resources More flexible use of resources						
8.4	Out of Area (OOA)	Review out of area placements to provide different options that fit with the new approach, provide			More children cared for locally Reduced average cost of care package						

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	TITLE	DESCRIPTION	TIMING		BENEFITS	CASH £'000	STATU S	Resource			
								PM	PO	Co rp	sv c
		better results for the YP and reduce overall cost			(OOA)						

Modernisation and Improvement Programme

Transformation to Achieve

To deliver savings, a programme of work is being prepared to support our priority of having a financially stable council that provides valued services to our Communities. To this end, possible areas of work aimed at improving the financial sustainability of council services have been identified using the Reform Matrix in the table below. Some projects have started to progress and business mandates will continue to be developed and progressed through the Council's gateway process using our project management procedures in order to assess and prioritise them into a programme of modernisation and improvement work.

Reform Matrix

Transformation (different service)	Centralise/ amalgamate in-house; Share services; Outsource/ Commission; ALEOs/Trusts
Redesign of services (i.e. efficiency – same service leaner/new approach)	Digital Services; Redesign Jobs; Streamline processes (e.g. contact centre, SharePoint, energy management); Rationalise asset base (including Schools, CATs); Simplify Governance
Redefine Services	Stop; Reduce; Community contribution / provision of services
Income generation and commercialisation	Charges; Sponsorship; Council Tax; Investment Portfolio; New services to compete with private sector; Sale of assets

We will continue to apply the Reform Matrix to identify and develop further opportunities.

Detail will continue to be added to the programme of work as projects develop, including values for financial planning purposes. The projects will report through programme boards that form the project governance arrangements.

A lead officer has been assigned to each project (or set of projects) and will report through the 3 programme boards that form the project governance arrangements.

DESIGN PRINCIPLES

The Design Principles and Guidelines establish direction and boundaries for the formation of this programme of transformation work.

What we want to achieve (the council of the future):

1. Sustainability: Realistic and sustainable revenue budget position
Flexibility to meet future change and demand
2. Customer Focus: Increased community capacity and engagement
Improved outcomes in areas of priority need
3. Priority Resourcing: Deliver evidence based outcomes
Resources re/directed to priorities

How we will work to achieve this:

- Transformation :
 - Be open to alternative delivery models that bring advantage
 - Accept measured risks to support, opportunity and innovation
 - Adopt a more entrepreneurial approach to generating income
- Partnership :
 - Work in partnership and collaborate to secure benefits that may not be possible on our own
 - Develop shared understanding with our communities, workforce and partners
- Efficiency:
 - Streamline our processes and governance
 - Embrace and exploit technology to our advantage
 - Rationalise out asset base aligned to priorities

As a result we expect:

- Balanced budget
- Re-investment in priority areas - money shifting between services
- Less services and different delivery methods
- Reduced service standards in some areas and improved standards in others
- Greater community self-reliance

PRINCIPLES (FOR DETERMINATION) ARISING FROM PROJECTS

Points that will influence how projects are developed, the scope of the projects and the benefits it will be possible to deliver. Some are linked to the DPs above and so positions have been proposed based on these. These issues will be brought forward for determination as the relevant projects proceed.

- The extent of council physical presence in each locality
- Requirement to have council specific presence in localities or whether a shared space and service is acceptable
- What service options should be available as a generic standard for all and the extent to which digital services can be promoted as the default for those who are able to use them
- Moving towards being an enabling organisation for the majority of customer contact (away from paternalistic doing for), with some deployment resources released towards those who are less able and need more support
- Default position of First point of customer contact for all services being the contact centre, unless there is a valid exception

TRANSFORMATION PROGRAMME

STREAM 1: ASSET MANAGEMENT

1.1 Property Asset Management Stage 1 (including area office review)

Purpose:	Align property assets and their long term management to council priorities to ensure affordable and sustainable asset base.
Aims:	<p>Review the Council's property assets and where possible reduce the asset base, identify properties that could be shared between services and other partners and to implement an affordable maintenance programme for the remaining asset base.</p> <p>Identify long term requirements for local service presence in locations across Moray</p> <p>Consider the scope for collaborative working and delivery of services in shared accommodation</p>
Objectives:	<p>Reduce operating costs, particularly associated with building maintenance while continuing to provide acceptable customer access to services, including online and telephone</p> <p>Identify the financial benefits or areas where preventative spend can be achieved across the Council's Corporate Buildings</p> <p>Establish affordable ongoing maintenance</p> <p>Share property assets between services and partners</p>
Expected Results:	<p>Fewer buildings, reduced operating costs and new income generated from the sale of surplus properties and/or the lease of and industrial units freed up from this review.</p> <p>The Council will spend less on property maintenance and on utilities</p> <p>Reduced asset base (reduce number of public sector buildings across Moray)</p>

	2019/20	2020/21	future
Financial Benefits	100k	100k	tbc

Risks and Inter-dependencies:	<p>Risks: Cost of moving between buildings Resistance to change and/or staff not having access to the right technology that will allow the staffing base to operate more flexibly</p> <p>Links with: Flexible Working; Digital; Technology within Transforming ICS</p>
Timescale:	Nov 2018- Mar 2021
Resource Requirements:	Yes (see mandate)

1.2 Property Asset Management Stage 2 - Shared community hubs for public/3rd sector

Purpose:	To provide shared community hubs and services with Community Planning Partners with a view to securing reduced costs through economies of scale
Aims:	<p>Establish geographical locations where services could be co-located and identify long term public sector property requirements</p> <p>Catalogue the nature and volume of service demand in locations and available alternatives</p> <p>Establish a clear vision for the Community Planning Partnership of how services are expected to change over the next 15 years, related to demographics and service needs</p>
Objectives:	<p>Identify a shared place based asset management plan - e.g. libraries, area offices, schools as community resources with co-location of services</p> <p>Provide options for improved efficiency in the delivery of public sector services in Moray, including a single public agency model as a potential long term possible approach for Moray</p> <p>Fewer but strategically located shared hubs/buildings where funding has been maximised through the strategic planning process and developer obligations (£41 million) and support through Scottish government and SFT.</p>

Spare capacity in buildings is utilised by partners or services to ensure we maximise the use of assets and minimise costs

Expected Results:	Greater efficiency in the use of resources to deliver public services in Moray
Financial Benefits	Not determined at this stage
Risks and Inter-dependencies:	<p>Risks: Significant risks around commitment and resource across partners and state of readiness in long term planning and service need analysis</p> <p>Links with: There are internal and external dependencies and strong links to the council asset management plan/project</p>
Timescale:	<p>Mar 2021 – tbc</p> <p>This is a longer term project that would follow on from the Stage 1 property project.</p> <p>Meantime a mapping exercise has been undertaken and forward plan work with SFT and other partners will continue as a holding approach that will ensure readiness at the appropriate time.</p>
Resource Requirements:	Yes (see mandate)

STREAM 2: TRANSFORMING CUSTOMER SERVICE

2.1 ICT and Digital

Purpose:	<p>Add value and efficiency to service delivery:</p> <ul style="list-style-type: none"> – by increasing adoption of online, no contact services and implementing an end to end online service delivery model; – through data sharing internally with other services and externally with other partners and agencies
Aims:	<p>automate the services in scope to tackle the major transactional processes areas offered to the public:</p> <ul style="list-style-type: none"> ~ Maximise uptake of self service for existing and new online services ~ Identify further services to provide online through the development of business cases for other service

- areas
- ~ Reduce costs through the shift to online service provision
- ~ Review decision support solutions to provide an understanding of the benefits of digital solutions
- ~ Identify opportunities for sharing information internally and externally

Investigate options for our staff and customers to be more digitally aware

Enhance the use of data and enable services to be as joined up as possible

Implement full end to end processing removing the manual processes of data entry, scanning, mailing etc as far as possible

Improve intra working between council services and inter working across partners organisations

Objectives: A series of business cases that clearly establish the benefits and can be used to prioritise the development phase of digital services to enable the forward plan for digital delivery in services areas to be set out on a rolling basis.

Ongoing generation of savings arising from reduced paper processing, improved automation of processes, improved data handling and accuracy, more efficient systems for appointments

Improved council services as a result of staff having the knowledge and understanding of how digital technologies will improve council services so that they can promote to their customer base.

Contribute to a financially stable council through the adoption of cheaper more cost effective service delivery channels

Expected Results: Reduce cost of service delivery by maximising the uptake of online services and deliver maximum efficiencies for the council.

	2019/20	2020/21	Future years
Financial Benefits:	125k	125k	tbc

Risks and Inter-dependencies: **Risks:** Engagement of service staff in change; delivering change that maximises use of technology following its deployment; lack of public uptake of services; resistance to withdrawal of non-digital solutions from those who can

choose to use them

Links with: This proposal has strong links with a number of the other proposals identified within the Modernisation and Improvement Programme including: Area Office Review, Review and Expansion of Flexible Working, Customer Services Re-design, Internal Organisation of Services

Timescale: Current project, ongoing rolling programme

Resource Requirements: Yes - service staff will be required for input to design solutions and to implement change using technology (see mandate)

2.2 Customer Services Re-design

Purpose: To deliver a culture change in customer service delivery towards an enabling approach for most customers with supported service delivery for those who need it.

Encourage customers to choose alternative lower cost, more efficient digital means of accessing services wherever possible.

Aims: Put in place measures to co-ordinate the capture of the level and type of activity across the service and how it is currently delivered to enable a plan of action to be developed moving forward.

Implement a single point of contact for telephone contact and ensure that administrative work is being performed by staff at appropriate grades in a consistent manner
Review interactions with customers to influence responses

Maximise use of resources by aligning to customer utilisation patterns

Review workflows in customer services to ensure appropriate standards and end to end processes;

Revise opening hours and reception service, including alternatives for customers who can self-serve;

Identify scope for demand management to change interactions with customers e.g. via directed communications;

Expand contact centre with default being customer contact centre for all first contact service, unless exception

Objectives: Extend the strategic service delivery model previously agreed and implemented in many services through the DBS programme to all Council services.

Initial customer contact will be always be via Customer

Services

Whenever possible, technology will be used to capture data

Customers will be actively encouraged to shift from expensive channels (face to face and written) to cheaper ones (self-service and telephone)

In implementing new processes, Lagan will be used for customer contact, SharePoint for document management and OptiTime for workforce scheduling unless better functionality exists within departmental core systems

All incoming and outgoing paper mail will be routed via the central mailroom

Wherever possible, staff performance data will be captured automatically

Expected Results:

Single point for initial telephone contact
 Central mail room function for these services
 Hub for some IJB services face to face contact?
 Measures in place with regard to contact – i.e. what it is about, volumes etc not available at present
 Efficiencies and savings through economies of scale, simplified and consistent processes and harnessing available technology

Financial Benefits	2019/20	2020/21	future
Profile of financial benefits to be reviewed and ensure no overlap with digital	125	125	tbc

Risks and Inter-dependencies:

Risks: Making change happen; IJB services have greatest scope as were not part of DBS and large service area so would not give direct savings to the council

Links with: Digital, Property, Education Business Support

Timescale:

Est 12 months from commencement
 Project plan and business case to scope and plan out work

Resource Requirements:

Yes (see mandate)

STREAM 3: ALTERNATIVE SERVICE DELIVERY MODELS

Trusts as Alternative Service Delivery Model: Explore trusts as alternative service delivery models and the benefits that would accrue

3.1 Leisure Services Review

Purpose:	To explore all avenues to create a sustainable future for the Leisure Estate and identify the strategic priorities for the services within Leisure
Aims:	<p>Undertake a service review to ensure that the Leisure Estate meets the council's strategic needs and operates as efficiently as possible within budget constraints</p> <p>Identify the future strategic priorities for the service and service delivery requirements</p> <p>Consider range of options, including in-house, shared service, ALEO and other contracted provision and assess these against service and council priorities</p> <p>Review and establish future delivery model and management arrangements for indoor and outdoor facilities and services operated by the Council for recreational, sporting, cultural and social activities</p>
Objectives:	<p>Ensure adequate provision of facilities for recreational, sporting, cultural and social activities</p> <p>Meet the Council's statutory obligations to support activities related to the development of recreation, sport, culture and heritage.</p> <p>Recommended service delivery requirements and future delivery model that meets statutory requirements in long term sustainable way in terms of finance, leisure estate and future adaptability in supporting positive outcomes</p> <ul style="list-style-type: none"> - Determination of the scope of the Leisure Estate (core services required) - Identified the most effective means of governance for the Leisure Estate - More efficient leisure service operating at reduced costs to the Local Authority <p>Management and control of the business risks in the long term operation of leisure services</p>
Expected Results:	<p>More efficient and effective Leisure Estate which meets the strategic need for the area. The governance of the Leisure Estate is likely to change and there is likely to be a reduction in the size of the service</p> <ul style="list-style-type: none"> ~ Improved efficiency and meeting strategic need ~ Reduction in the subsidy provided ~ Sustainable leisure estate

Financial Benefits	2019/20 tbc	2020/21 tbc	future tbc
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Risks and Inter-dependencies: **Risks:** Political decision making; reluctance to consider all options leading to poor option appraisal; meeting deadlines; quality of specification as a result of inadequate resourcing.
Links with:

Timescale: Aug 2019 for Full Council approval on scope and governance option

18 month timeline from Aug 2019- Feb 2021 to undertake internal and external work for governance option to be implemented

Resource Requirement **Yes** (see mandate)

3.2 Museums Trust

Purpose: Explore all avenues to create a sustainable future for the Museums service

Aims: Develop options for operation, which ensures a sustainable future for the service

Catalogue (using digitisation as far as possible) and review the collection and identify items which would be suitable for auction

Explore income generation for the heritage / cultural sector with any monies raised supporting future options for the service to ensure sustainability

Objectives: Digitising as much as possible the data base will allow further valuation of the collection, making it accessible & for Council to consider any potential sales.

Developing a full business plan, this would conclude any of the options above with a possible Community Asset Transfer of the service

Expected Results: Reduced cost to the council in ensuring delivery of sustainable service for the future

	2019/20	2020/21	future
Financial Benefits		82k	

Risks and Inter-dependencies: **Risks**
Links with:

Timescale: April 2019 onwards

Resource Requirement No additional requirement (possible ICT resource to assist with digitisation)

STREAM 4: INTERNAL TRANSFORMATION

4.1 Review and Expansion of Flexible Working

Purpose:	reduce reliance on physical buildings and enable the property estate to be reduced in size and to reduce running costs by extending and expanding flexible working
Aims:	<p>Review flexible working options to increase service flexibility and efficiency through the adoption of all flexible workstyles</p> <p>Identify areas where technical solutions can be used “in the field” to drive efficiencies</p> <p>Review the tools provided to staff to enable them to work more flexibly</p> <p>Investigate the options for desktop video conferencing and how this links with a more corporate approach for unified communications.</p> <p>Review potential work styles</p> <p>Expand the use of scheduling solutions to other services.</p> <p>Review the flexible working policy to ensure it continues to be fit for purpose.</p>
Objectives:	<p>Increased occupancy of offices resulting in Lower operating costs</p> <p>Reduction in office moves</p> <p>Improved service delivery from scheduling staff to jobs</p> <p>Improved performance arising from scheduling solution</p>
Expected Results:	Reduction in buildings or reduced use that reduces running costs by making better use of existing property and the opening up the potential to reduce the property portfolio
Financial Benefits:	Enabling project – no direct financial benefits
Risks and Inter-dependencies:	Risks: Main potential for saving is in MIJB where DBS was not fully implemented and the council does not accrue direct savings from this budget
Timescale:	<p>Links with: Area Office Review; Digital Services; Employee self service; Community hubs; Customer Services Re-design</p> <p>ICS Dec2018/Mar 2019</p> <p>Other timescales to be determined</p>

Resource Requirements: Yes – funding for technology and staff for project (see mandate)

4.2 Organisational Design and Management Structure (also linked to governance project below)

Purpose: Ensure that the organisation is designed and structured to meet the challenges of the future as efficiently and effectively as possible and that it is flexible enough to adjust to meet future requirements.

Focus On: review of our operating model, including organisational governance requirements and consider organisational structure options that would deliver effectively and efficiently.

Issues for consideration

- Affordability in the current financial environment
- Alignment of the structure to the delivery of the council's priorities
- Capacity to drive improvement and transformation agendas
- Flexibility to be responsive and adaptable to future change and demands
- Well-designed attractive jobs that are challenging but manageable
- Links to appropriate governance arrangements (see project on Governance)

4.3 Organisational Design and Governance Review

- Purpose: Review Moray Council Committee Structures ,Scheme of Delegation and reports to committee with a view to Faster, more focused and efficient decision making and Investigation of any cost savings :

Focus On:

- Reduce bureaucracy
- Streamline decision making processes
- Reduce material going to committee
- Look at alternative governance structures , eg executive committee

STREAM 5: INCOME/COMMERCIAL

Purpose: identify options to increase council income at acceptable level of risk

Focus On: the potential for a dedicated post to generate income through cross-cutting / innovative initiatives.

<u>Issues for consideration</u>		<u>Current Progress</u>	<u>Value</u>		
			19/20	20/21	future
1. Charge for staff car parking	NM	Proposal developed for consideration as part of budget	51k		

		options. This project is progressing and progress will be monitored at departmental level.			
2. Sale fuel @ harbours to boats	SC	Project agreed and in development. Mandate prepared and this project is progressing. Progress will be monitored at departmental level.			
3. Sale ice @ harbours	SC	Project agreed and in development. Mandate prepared and this project is progressing. Progress will be monitored at departmental level.			
4. Charges for waste collection	SC	Proposal developed for consideration. Mandate prepared and this project is progressing as part of the financial planning proposals for 2019/20. Progress will be monitored at departmental level.			
5. Sponsorship – public realm, website; docs issued	LP	Contract in place Discussions taken place with Highland Project mandate prepared			

STREAM 6: SERVICE EFFICIENCY AND TRANSFORMATION

SERVICE PROJECTS

Purpose: Service improvement and efficiency, or areas where council delivery of services or parts of them could cease or reduce

<u>Service Review Area</u>		<u>Current Progress</u>	Value (^T = target)		
			19/20	20/21	future
1. reviews in cleaning and facilities – review of cleaning in schools	SC	This project is progressing as part of the financial planning proposals for 2019/20. Progress will be monitored at departmental level.	250k ^T		
2. Waste (Refuse Collection) – service review	SC	To be commenced	20k ^T	50K ^T	

3. Waste (Street Sweeping) – service review	SC	To be commenced	118k ¹ (Over 2 years)		
4. Stop Employee Assistance Prg	FG	Proposal developed for consideration as part of budget proposal.			
5. Employee Self-Service: efficiencies from the Payroll-HR system utilising employee and manager self-service & workflow	FG	Project underway Progress will be monitored at departmental level	55		

STREAM 7: TRANSFORMING EDUCATION

8.1 Schools for the Future: Provide the essential infrastructure for the delivery of education in Moray

Purpose: Develop high performing schools that are fit for the future and financially sustainable

Focus on:

- Curriculum offer
- Staff recruitment, development (including leadership development) and support
- Short, medium and long term affordability
- Environment for learning (school estate)
- Development of 5, 10 and 15 year plus plans for the school estate to recognise the changing demographic and changing needs of Moray

Issues for consideration

- Timing, method and resources
- Scale required - need to close at scale
- Larger primaries for new builds (>450) – future capacity
- Invest in ICT infrastructure

<u>Project</u>	<u>Current Progress</u>	<u>Value</u>		
		19/20	20/21	future
Schools for the Future	Working group in place and work planned to develop	0	0	£1.35m

	<p>strategy with view to reporting plan around February 2019 Interim mothballing has been removed as an issue for consideration as it is unlikely.</p> <p>Financial Value – imperative is to reduce spend on school estate and move to sustainable maintenance programme. Savings will only be possible if the school estate can be reduced. Illustration based on large scale school closure provided to indicate potential scale only. This replaces the previous financial indication.</p> <p><u>Next Steps</u></p> <p>Sept – report to C&YP re underlying principles for new strategy, including size and standard Dec – report on strategy for forward planning school estate Report on LDP</p>			
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<p>6. School Business Support i) Rationalise business support across council and schools</p>	<p>LS</p>	<p>To be commenced</p>			
<p>7. Transport Review in education and children’s services</p>	<p>tbc</p>	<p>To be commenced</p>			

STREAM 8: TRANSFORMATION OF CHILDREN'S SERVICES

Summary Brief

To undertake a diagnostic exercise that takes account of the direction of travel set out in the programme of work below.

The main purpose of the programme of work is to set a new direction and way of working for children's services. In future services should focus on planned, early work with families to support better outcomes for children in their local communities through efficient and flexible deployment of a range of accessible, responsive local services. This is a shift from the reactive heavily statutory led services that are currently in place.

To achieve this definition of options, methods, benefits and structured plans is required to enable effective programme management and delivery of results across a suite of projects (currently identified as the 4 below). It is recognised that the diagnostic work may require these to be reviewed or for new projects to be introduced to the scope of the work.

- Whole Service Review, including ways of working, organisational structure and operating methods (technology)
- Review of Commissioning, including partnership options
- Review of approach to Additional Support Needs service
- Review of Out of Area Placements, based on the community emphasis emerging from the new culture

Purpose:	To undertake a full review of Integrated children's services ensuring services are fit for purpose and sustainable, providing quality services that have a demonstrable and positive impact on children and families in Moray	Objectives: (Outputs)	Outcomes (for each project)
Aims 1. Service Review	➤ Establish new approach, culture and ways of working in social work services with a view to changing the	➤ A proactive operating model that focuses on early intervention to work with and support families in the community through	More efficient use of resources in delivering outcomes

Appendix A

	<p>interactions with families to an earlier stage with greater emphasis on the benefits of community and family</p> <ul style="list-style-type: none"> ➤ Create a new organisational structure and revised staff roles to deliver the new approach, potentially geographical area based integrated service rather than activity based ➤ Develop and implement the use of technology to enable and support different ways of working (flexible, reduced paper – link to Flexible working project) 	<p>an appropriate range of local service options</p> <p>(which changes the current reactive, resource intensive operating model that is heavily weighted to more formal statutory responses that can polarise families and communities and lead to unintended poorer outcomes)</p> <ul style="list-style-type: none"> ➤ Improved governance model to manage and monitor throughput of work, approaches and outcomes ➤ Establish mobile and flexible working to provide for more efficient use of time 	<p>More children in kinship care</p> <p>Reduced</p> <ul style="list-style-type: none"> ~ complaints from families ~ number of formal proceedings ~ unallocated child care cases ~ number on child protection register
2. Commissioning	<ul style="list-style-type: none"> ➤ Review commissioning of services to align with the new ethos and provide different options for older young people and shift in resources to community based care as the core ➤ Investigate options for shared commissioning with other councils 	<ul style="list-style-type: none"> ➤ Robust commissioning strategy with range of viable local provision 	<p>Vibrant blended economy of service provision</p> <p>More accessible services that can respond to need and provide sustainable services</p>
3. ASN	<ul style="list-style-type: none"> ➤ Build a more collaborative approach with education to determining needs and considering options for support for ASN services ➤ Review approach to funding of ASN support 	<ul style="list-style-type: none"> ➤ New approach to zoning of school provision and admission policy for ASN Improved approach to complex ASN needs ➤ New system for assessment of ASN support for individuals 	<p>Direct solutions away from more intensive use of resources</p> <p>More flexible use of resources</p>

4. Out of Area	➤ Review out of area placements to provide different options that fit with the new approach, provide better results for the YP and reduce overall cost			➤ range of more affordable local options to support community based, local care?	More children cared for locally Reduced average cost of care package?? (OOA)
Expected Results: (Outcomes) Across all projects	More effective and efficient service delivery of a quality service that effects real change and measurable outcomes Better outcomes for young people and families Reduced costs across all areas Improved partnership working				
Financial Benefits:	2019/20	2020/21	future	Financial benefits and a timeline will be prepared at the business case/project planning stage.	
	0	tbc	tbc		
Risks and Inter-dependencies:	Risks: perception of families that they have been refused a service Objections to changes in support provision Staff resistance to change Short term increase in complaints and negative press reports Managing increasing service demand Complexity and timescales for change Links with: PACE; Re-aligning Children's Services; Flexible Working				
Timescale:	November 2018 to June 2019 (to identify what is achievable by this date as part of project planning – programme of work likely to extend beyond this)				
Resource Requirements:	Yes (requires further definition as project plans development but see mandate for current assessment)				

Projects In Progress

Transform Board	Project	SRO
Council	SharePoint EDRMS	Eric Bell
	Digital Services	Phil McDonald
	HR / Payroll (on hold)	Frances Garrow
Economy	Moray Growth Deal	Rhona Gunn
	Energy from Waste	Rhona Gunn
	Moycroft	Stephen Cooper
	Elgin Transport Strategy	Stephen Cooper
	Buckie Harbour (on hold)	Stephen Cooper
Learning	Early Learning and Childcare,	Graham Jarvis
	Elgin High School, ,	Graham Jarvis
	Lossiemouth High School	Graham Jarvis
	Linkwood Primary School	Graham Jarvis
	Leisure Review	Graham Jarvis
	DSM Admin Review(On hold)	Graham Jarvis
	ICT for Schools	Phil McDonald

PROJECTS NOT CURRENTLY IDENTIFIED FOR PROGRESS

1. Review Terms and Conditions of Employment

Status: *to be determined. Further information required to assess merits of project*

Purpose: Reduce costs of routine service delivery and ensure that the reward package reflects exceptions demands aligned to council priorities

Focus:

- Modernising pay and conditions
- Review working patterns and arrangements based on demands and priorities
- Ensure efficient working practices

Issues for consideration

- End weekend rates and convert to shifts – consider areas where would be significant financial gains and quantify.
- Review disturbance allowances for people who are moved.
- Equalities

2. Internal Organisation of Services (Back Office Services)

Purpose: To improve efficiency in service delivery (including by applying “DBS” type process and design efficiency across all service areas

Focus On:

- Application of “DBS” solutions and principles (simplify, standardise and share) to areas that were not covered
- Redesign to add efficiency to back office services

- i) Centralise back office functions – admin; system support; research & policy; HR admin – consider business case

Some of the services and work will be included as part of the end to end process review included in the digital and customer projects and so there is a risk of duplication.

Status: *On hold. To be re-visited as potential second stage of digital/customer services*

- i) Shared fleet and assets

Status: *Low Priority project – advance if/when resources permit*

Potential is to offer vehicle maintenance service to other public sector partners. There are a number of risks that impact on capacity to offer this service which would have to be managed before proceeding (e.g. mechanic recruitment and retention; workshop capacity). The interest from partners will depend on their appetite for a shared service and the scope to reduce their costs based on their current contract commitments.

Information will be requested from partners to on their current costs and commitments in order that the potential for this project can be better defined. The position will be reviewed should a high value benefit seem likely.

3. Service Reviews

i) Review out of hours Social Work service

Status: *Low Priority project – advance if/when resources permit*

While this project was suggested, the terms of reference were undefined. The total cost of this service is approximately £200k and therefore the scope for savings is fairly limited. Due to its potential value, this project has been deemed of lower priority than the other projects identified within this service area and so is on hold currently

ii) Review music instruction service and provision of instruments

Status: *On hold.*

The Scottish Government is undertaking a review of music instruction and this project has been put on hold in order that the outcome of the SG review can be taken into account in determining how to proceed.

iii) Reduce committee minutes to essential – webcast as record

Status: *Concluded – no benefit identified*

More extensive project identified to review governance and included within the internal transformation section

iv) Reduce Minute Taking at Non- Committee Meetings - Stop minute takers by moving role to meeting attendee taking action note.

Already actioned where possible, will continue to encourage change of approach where efficient to do so

Status: *Concluded – no further benefit identified*

v) Financial (Money Advice/Welfare Benefits/CAB) Advice Services

Status: *Concluded – no additional benefit identified*

Main benefits identified are from the avoidance of failure demand – potential of £65k. This will be pursued as part of normal service delivery. No added value has been identified from a potential bringing together of these services as the functions are different. There may be scope to review CAB funding following the changes that are proposed in relation to government funding of CABs

vi) Review in catering - Pilot of cook/freeze

Status: On hold

This project did not gain political support in the financial planning progress. It has been placed on hold and will be removed if there is no council agreement to proceed in the next stage of financial planning.

vii) Single regulatory service at council**Status: Concluded – no further benefit identified**

Project identified potential management savings. A number of posts have been removed as part of the budget process from regulatory services and legal services which will provide management savings. In addition other savings have been made from within these areas where there are small numbers of staff, the budget being mainly staffing. Work will continue to review efficiencies in licensing processes but limited further benefits are identified.

Alternative Service Delivery Models**i) Outsource and Shared services****Status: On hold - Advance if/when resources permit**

A previous paper summarised the work already underway and previously considered in relation to shared services. While a range of work was underway no significant opportunities were apparent. There would be considerable work in investigating options and seeking partners for shared service projects. This means such initiatives would be resource intensive and long term in relation to the accrual of any benefits. Given the pressing need for transformation and savings this project has been allocated lower priority and will be put on hold pending the release of resources from higher priority projects that will provide more definitive returns in a shorter timescale

ii) 3.2 Re-organisation of Services with Partners**Status: On hold - Advance if/when resources permit**

This project aimed to identify opportunities for expanded collaboration and areas where more than one partner has expertise in common. Work will continue to explore the principle of shared public sector hubs for services and sharing across community planning partners. However, as noted in 3(i) (and in project 1.2 in the Programme) this project would require significant investment for undefined, very long term pay back and so has been given lower priority in the current climate

4. Income Generation**Status: Removed – not possible to progress**

Corporate Investment Portfolio e.g. joint venture Hotel/industrial units with factoring service

Alternative financial arrangements for borrowing - the potential for raising a retail bond related to the Growth Deal

Recent guidance from Cipfa suggests that council borrowing for these purposes is no longer likely to be possible, therefore, this project is not proposed for progress.

Alternative borrowing arrangements (e.g. a bond) have also been raised for consideration and the H/Financial Services will prepare a briefing paper to enable political guidance to be given on the options available before this project is progressed.