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## **PROPOSED SERVICE REDESIGN OPPORTUNITIES FOR ENGAGEMENT**

**Report by Executive Director Corporate Improvement & Economy,  
Service Director HR & Communications and Service Director Customer  
& Communities**

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### **SCOTTISH BORDERS COUNCIL**

**17 June 2021**

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#### **1 PURPOSE AND SUMMARY**

**1.1 This report sets out:**

- a) The challenges and opportunities facing both SBC's Customer Advice and Support Service (CASS) and Live Borders in aligning services with rapidly changing customer needs and expectations.**
- b) Proposed service redesign options for community engagement as part of the wider developing Place Making arrangements**

1.2 This report has been drafted jointly with Live Borders as the Council's Strategic Partner in the delivery of Culture and Sport services. The report recognises that both organisations face many of the same challenges in terms of how services are developed and sustained at a time of unprecedented change and also recognises the interconnectedness of both current service delivery arrangements and future redesign opportunities.

1.3 The report is rooted in both the Fit for 2024 Programme as agreed by Council in February 2019 and the Live Borders Strategy (2019-23). It also follows on from – and builds on – previous reports to Council in both December 2020 and February 2021 and sets out the case for redesigning service delivery arrangements across 7 interconnected areas of services delivered by both Live Borders and SBC:

- a) Customer Access Arrangements
- b) Registrars
- c) Museums & Galleries
- d) Sport
- e) Library Services
- f) Public Halls
- g) Community Centres

1.4 The case for service redesign is built around 8 shared redesign principles:

- a) Community Engagement and Participation
- b) Meeting customer needs and expectations
- c) Improving and simplifying services and service access
- d) Sustainability

- e) Equality of access
  - f) Alignment with local and national strategy
  - g) Making the most of investment – including external Place-Based funding opportunities
  - h) Sustainable recovery following the Covid-19 pandemic
- 1.5 The report recognises that both Live Borders and the Council are on a continuing journey of modernising services and opportunities for service redesign are intended to build upon and evolve a multi-channel approach to service delivery, i.e.:
- a) Face-to-face – continue to provide sustainable service arrangements through focussing investment and footfall into fewer flexible and multi-purpose facilities.
  - b) Digital – continue to increase and improve the range of services and information available online
  - c) Telephone – continue to develop, improve and simplify telephone services
- 1.6 A series of indicative service redesign opportunities across the 7 in-scope services are set out in the report at section 6. These are not exhaustive and the report does not seek to make any recommendations on the opportunities. Instead, the opportunities are brought forward as a starting point for engagement with communities and recognising that there is unlikely to be a “one-size-fits-all” model in terms of face-to-face services. In line with both the decisions of Council in December 2020 and February 2021, engagements with communities would begin through the Place Making approach in Autumn this year and subject to the Place Making Gateway review report to August Council. Engagement will include service users and other key stakeholders relating to the 7 in-scope services.
- 1.7 The report recognises the opportunities that new Place-Based funding represent to communities in shaping and developing local facilities and services and – where appropriate – to take on the management and ownership of local assets. The flexible approach which the report proposes is intended to enable communities to move at a pace that enables them to align proposals with funding rounds wherever possible and appropriate.
- 1.8 Given both the unique circumstances of each community and the developing timescales of the Place Making approach it is proposed that:
- a) The engagement moves at a pace which is agreed with each community
  - b) Recommendations for changes to service design are brought from communities to Council as and when individual communities are ready to seek agreement around their proposals for service redesign and to enable any associated applications for place-based funding to be developed.

## **2 RECOMMENDATIONS**

### **2.1 I recommend that the Committee:-**

- (a) Agree the redesign principles and case for change set out in Section 4 of the report.**

- (b) Agree that the indicative service redesign themes and opportunities as set out in Sections 5 and 6 of the report can be used as a catalyst for engagement with communities**
- (c) Agree that engagement with communities on service redesign begins as part of the Place Making approach at the earliest opportunity and that:**
  - i. Engagement moves at a pace agreed with each community**
  - ii. Proposals from communities are brought back to Council for agreement as and when communities are ready to do so.**

### 3 BACKGROUND

- 3.1 This report has been drafted jointly with Live Borders as the Council's Strategic Partner in the delivery of Culture and Sport services. The report recognises that both organisations face many of the same challenges in terms of how services are developed and sustained at a time of unprecedented change and also recognises the interconnectedness of both current service delivery arrangements and future redesign opportunities.
- 3.2 The report is rooted in both the Fit for 2024 Programme as agreed by Council in February 2019 and the Live Borders Strategy (2019-23). It also follows on from – and builds on – previous reports to Council in both December 2020 and February 2021 and sets out the case for redesigning service delivery arrangements across 7 interconnected areas of services delivered by both Live Borders and SBC:
- a) Customer Access Arrangements
  - b) Registrars
  - c) Museums & Galleries
  - d) Sport
  - e) Library Services
  - f) Public Halls
  - g) Community Centres
- 3.3 In December 2020, Council considered a report on *Outline Proposals for Community Engagement over Future Service Delivery* which outlined the need to reshape the model of public service delivery in the Borders to improve customer service, enhance the quality of life for citizens, stimulate economic growth and minimise environmental impact. The report set out the significant investment that the Council was making through its *Fit for 2024* Programme in both digital services and the estate and illustrated that – combined with rapidly shifting customer behaviours, needs and expectations – there was a compelling case for modernising public service delivery.
- 3.4 The report went on to outline the need for engagement with Communities over how investments in both digital services and the estate could be sustained through alternative models of service delivery and it was agreed to:
- a) Review and prioritise investment to ensure that future service models continued to meet the needs of local people in the most effective and sustainable way.
  - b) Review new service delivery models – as set out in the Council's *Fit for 2024* Programme and which reduce the Council's carbon footprint, make better use of technology and delivery efficiency gains
  - c) Involve Community Planning Partners, Area Partnerships, Community Councils and communities in the future design of public services
- 3.4 As a first step, a report setting out more detailed proposals for Place Making engagement was presented to Council in February. The proposals were rooted in the Council's *Fit for 2024* Programme and the theme of *Enhanced Community Engagement and Participation* and while forming a wider, permanent and systematic approach to engagement, provide a framework to engage with communities over the future redesign of services.

## 4. REDESIGN PRINCIPLES AND THE CASE FOR CHANGE

4.1 The case for change was initially outlined in the report establishing *the Fit for 2024* Programme at the February 2019 Council and in the December 2020 Council Report outlining *Proposals for Community Engagement over Future Service Delivery* and can be expressed under 8 broad shared principles:

- a) Community engagement and participation
- b) Meeting customer needs and expectations
- c) Improving and simplifying services and service access
- d) Sustainability
- e) Equality of access
- f) Alignment with local and national strategy
- g) Making the most of investment – including external, Place-Based, funding opportunities
- h) Building on experience of collaborative working over the Covid-19 pandemic

It is proposed that these 8 principles are adopted as the guiding principles for the approach to service redesign. The case for change is set out below against each principle.

4.2 **Community Engagement and Empowerment** – this forms one of the key themes in the Council’s fit for 2024 and is central to the proposed approach to service redesign. The intention is to co-produce service redesign arrangements with communities; recognising that, particularly in the case of face-to-face services, there is no one-size-fits-all and that solutions need to be tailored to fit identified local needs. Redesign proposals, therefore, need to be developed on a community-by-community basis in partnership with communities through: the Place Making approach; the associated development of place plans; and seeking the widest possible engagement.

### 4.3 Meeting Customer Needs and Expectations

- i. **Society-wide changes** - an accelerating shift in the way that people access services and information with people choosing digital and telephone transaction formats at times that suit them rather than the traditional office hours of service providers. Similar changes have taken place in terms of how goods and services are consumed including low cost provision of books, e-books and audio books by/via supermarkets, Kindle and Amazon.
- ii. **Continuing decline in footfall** - a corresponding decline in the number of people who choose to transact on a face to face basis. In the 3 years before lockdown (2017/18 – 2019/20) there was an 16% decline in the number of people accessing our contact centres for face-to-face-based service transactions and a corresponding 13% drop in people visiting libraries
- iii. **Significant increase in digital transactions** - in the same 3-year period, there was a 16% increase in people choosing to access council

services digitally. Similarly the library service saw an uptake of 173% in digital services. As would be expected, these patterns dramatically accelerated over the lockdown period including a 691% increase in SBC digital transactions.

- iv. **Out of office hours transactions** – a significant portion of digital service transactions (between 24%<sup>1</sup> and 45%) are taking place out-with our office opening hours reflecting the society-wide trend to transact in ways and at times that suit customers.
- v. **Widespread digital access** – Evidence suggests that there is now widespread access to digital services (e.g. of the 14,442 pupils enrolling in school only the parents of 63 pupils (or 4%) did not *provide* an email address for digital enrolment. The Inspire project has also provided 13,500 iPads to pupils providing digital access to homes across the Borders and the Connecting Scotland programme has provided a further 834 devices to households in the Borders with support for those who need it. This is an ongoing programme that will enhance connectivity across the Borders. It is recognised, however, that there will be some who still do not have digital access or prefer alternatives and this will be considered in the redesign of service provision.

4.4 **Improving and Simplifying Services** – A key principle behind the redesign of services must be to improve the outcomes and experience of the service to the customer and to make it easier for people to access the services and information they need in ways and at times that suit them. In line with the Customer Strategy (2018 – 2023), the Council is on a continuing journey of doing this; simplifying access arrangements, redesigning and automating processes and ensuring a consistent experience.

4.5 **Alignment with Local and National Strategy** –Service redesign needs to be consistent with local and national strategies. At both Scottish and UK Government levels, the participation of communities in the design and delivery of services is a key theme in policy and associated funding opportunities. At the core of these policies lies the concept of a community-led plan that articulates local needs and priorities and a viable plan for addressing them. At a local level service redesign needs to be aligned with key plans which include:

- a) Existing and emerging Community-Led Action Plans
- b) The Community Plan
- c) Live Borders Strategic Plan & SBC's Corporate Plans
- d) SBC Customer Strategy (2018 – 2023)
- e) The Climate Change Action Plan
- f) SBC's Digital Strategy and the First Smart Rural Region ambition
- g) Regional Economic Regeneration Strategy

4.6 **Sustainability** – Service delivery arrangements need to be both financially and environmentally sustainable. The size, age, condition and associated

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<sup>1</sup> 24% of Housing Benefit Claims and Bulky uplift bookings were made, online, out of normal office hours and 45% of school enrolments. 36% of Business Support Grants were completed in this way.

costs of the current joint estate mitigate against this<sup>2</sup>. There are considerable opportunities – and imperatives – for exploring more sustainable solutions including multi-purpose Community Hub facilities and identifying and addressing any over-provision in, and competition between, local facilities. Both Live Borders and SBC also face challenging Climate Change targets of net zero greenhouse gas emissions by 2045 and the joint use, modernisation and future investment in a more sustainable estate is key to achieving those targets.

**4.7 Equality of Access** – Traditional buildings-based services are located in most, but not all, of our main towns. As a result, they are less accessible to around half of the borders population who live out-with the main population centres and in rural communities and to those who want transact out of office hours. By their nature, buildings-based services have physical accessibility limitations both in terms of location and also layout – particularly in older buildings.

**4.8 Making the Most from Investment – Including External Place-Based Funding Opportunities** – There are 2 main areas of ongoing SBC investment that provide significant opportunities for service redesign:

a) **Digital Services** - Over the last 4 years the Council has invested over £14.3m in the development of digital services and a further £34m has been agreed over the next 4 years. The investment both anticipates and reflects the progressive and accelerating shift in demand toward online digital and telephone-based services and the corresponding decline in the demand for traditional face-to-face service delivery. It also recognises the opportunities that digital technologies provide in improving access to information and services.

b) **Learning Estate** - Since 2015/16, the Council has invested just under £60m in the Learning Estate including replacing end of life buildings with new, state-of-the-art flexible and fit-for-purpose buildings. Over the next 25 years, the Council will contribute £12.7m towards a joint £31.1m investment in the Jedburgh Grammar Campus. Over the next 9 years, the Council plans to invest a further £171m in the Learning Estate including the replacement of Earlston Primary School, Gala Academy, Peebles High School and Hawick High School. A consultation with regard to the future provision of primary education in Eyemouth is currently underway. Increasingly these investments are about more than simply replacing old with new. Instead, these buildings are intended to be flexible, multipurpose community facilities which provide unique opportunities to rethink how services are provided in each town and locality.

In addition to SBC investment there is a range of Scottish and UK Government Place-Based funding that provides significant opportunities for communities to access funding to support both the development of local facilities and services and, where appropriate, to take on the ownership and management of local assets.

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<sup>2</sup> On average the Council spends £12m/year (4% of its annual revenue budget) on maintaining and servicing its estate. The sheer size of the estate means that this investment is spread too thinly and, consequently, the maintenance backlog is growing and currently standing at over £22m.

- 4.9 **Building on collaborative working experience over the Covid-19 pandemic** – as well as the many challenges that the pandemic has presented us with, our shared experience during the pandemic has highlighted opportunities for new ways of working collaboratively across organisations and with communities to provide better services that meet local needs and priorities.

## 5. SERVICE REDESIGN THEMES

- 5.1 The opportunities set out in Section 6 below build on the continuing evolution and modernising of service arrangements around 3 broad themes:

- a) **Face-to-face** – Focus both investment and footfall into sustainable, multi-purpose facilities which continue to deliver face-to-face services alongside other public and community services and facilities. These multi-purpose buildings would effectively take the shape of a Community Hub model (see below) in any suitable building which could be part of the learning estate or any other shared or community-owned building or combination. The objective is to ensure a sustainable model by concentrating footfall and making best use of investment and resources.
- b) **Digital** – Build on the popularity and demand for digitally enabled services through expanding and improving the range of services available in this way. In line with the Council's Customer Strategy, services will be digital by design – automating and simplifying processes – and the customer's experience should be consistent whether they are self-serving or being supported on a face-to-face basis.
- c) **Telephone** – Continue to develop over the telephone services including – from the Council's perspective – the single 0300 100 1800 number and Live Borders Connect and Collect and support for digital users.

- 5.2 The above themes would also seek to build on:
- i. The Popularity of mobile services
  - ii. The What-Matters Hubs (digital and physical) - expanding the range of services beyond the current Health and Social Care services
  - iii. The Community Assistance Hubs model operated over lockdown which saw better integration of services and local community groups to better target services and assistance to local people

### Equality of Access

- 5.3 Future models will seek to ensure that services focus on the needs of vulnerable users and improved equality of access for all customers across all border communities – rural and urban.

### Community Hubs

- 5.4 The Community Hub model is a common theme across many of the options. This is not a new concept and there are many examples nationally and internationally of this type of model. Again, there isn't a one-size-fits-all model but broadly Community Hubs:



- Commonly operate out of multi-purpose buildings from which community-led and community-focussed services are delivered
- Often host co-located partners and public services providing an effective and efficient use of resources
- Make good use of local assets, and the model can help to underpin an enterprising and resilient community organisation
- Can provide a means for alternative approaches to service delivery based on the principles of community involvement and partnership and where community groups can come together to address the issues that matter most to them.

5.5 In many instances Community Hubs are co-located in schools buildings. Across Scotland a large number of primary and secondary schools have community services running from school buildings. This is one option that communities may wish to consider. This multi-purpose, community use of the schools estate forms a key element of the national Learning Estate Strategy. Locally, the recent and continuing investments in the modernisation of the Learning Estate – as well as wider community use of the current schools estate – provides one avenue of potential opportunity for the development of community hubs and service redesign.

5.6 Some communities may wish to take on the running and/or ownership of such Community Hubs and pursue external place-based funding opportunities to support this.

## 6. OUTLINE SERVICE REDESIGN OPPORTUNITIES FOR ENGAGEMENT

6.1 This section sets out potential service redesign opportunities around the 7 in-scope areas of service for engagement with communities as part of the Place Making arrangements over the coming months. Appendices 1- 7 provide more details in terms of current service delivery arrangements, performance data and trends as well as associated property profiles. The opportunities set out below are not intended to be either definitive or exhaustive, but rather a starting point for engagement with communities with a view to developing local proposals through the Place Making approach agreed at February Council. One size will not fit all and different communities will take different approaches. The opportunities below are a starting point and it is essential that this is done with communities.

6.2 **SBC Customer Access Arrangements** – continue with a multi-channel approach in line with the themes set in Section 5 above i.e.:

- a) Expand and improve the range of services that are available on a digital self-service basis 24/7 and 365 days/year.
- b) Continue to develop and improve telephone services via the single 0300 telephone number
- c) Refocus face-to-face services around a combination of the following options:
  - i. On an appointment basis at any suitable building where there is appropriate access and connectivity – including at a Community Hub
  - ii. Expand *What Matters* Hubs to incorporate Customer Contact with face-to-face surgeries on an appointment basis

- iii. Walk-in counter services at core offices where there is a reception
- iv. Video-calls

**6.3 Registrars Services** – continue to evolve service arrangements to:

- a) Expand digital registration, when national regulations permit, to births as well as deaths.
- b) Make available video call options where customers feel more comfortable with this and where it is more convenient
- c) Seek to move to a locality approach to providing face-to-face registration services (one fixed office in each of the 5 localities) ideally as part of a co-location within a Community Hub and including:
  - i. Suitable accommodation for conducting office-based weddings and civil partnerships
  - ii. Availability of suitable venues for non-office-based ceremonies agreed with customers and in accordance with NRS principles.

**6.4 Museums & Galleries** – develop service arrangement that:

- a) Focus resources and investment in visitor attractions with the biggest contribution – actual and potential – to the visitor economy. This would focus on those attractions with the greatest reach in terms of community heritage assets and visitor experience that can contribute to the local economy and tourism and become, individually or collectively, destinations.
- b) Enable digital solutions that improve access to collections locally, nationally and internationally
- c) Seek more sustainable solutions for smaller/niche venues – those with a footfall consistently below 5,000/year including, but not limited to:
  - i. Development/investment potential
  - ii. Co-location as part of a Community Hub
  - iii. Asset Transfer
  - iv. Income generation
  - v. Combinations of the above

**6.5 Sport** – Continue the provision of current services but seek to:

- a) Maximise the opportunities from investment in the Learning Estate to replace and renew ageing facilities, increase usage and participation and put services on a more sustainable footing – both environmentally and financially.
- b) Develop and expand health and wellbeing provision in partnership with other community planning partners and local communities out with the current sporting estate e.g. in Community Hubs and Outdoors.
- c) Better align opening hours with demand for services.

**6.6 Library Services** – in line with the themes set out in Section 5 above, opportunities for future service delivery include:

- a) The continued expansion of popular digital services
- b) Continuity of the existing mobile library service
- c) Co-location of physical library service with other public and community services and facilities – possibly within a Community Hub (which, where

suitable, could be based in a library building or within the Learning Estate or any other suitable building)

- 6.7 **Public Halls** – in line with the theme of focusing investment, activity and footfall in sustainable, multi-purpose facilities and – recognising that there is no one-size-fits-all – future services opportunities include:
- a) Seeking to provide a sustainable venue solution in each community where there is currently a public hall and where there is sufficient demand or where the venue is part of a sustainable multi-purpose facility such as:
    - i. The Learning Estate – including both the existing estate and future investment in the learning estate
    - ii. Community Hub – co-location with other public and community services and facilities
  - b) Support asset transfers where there is a viable case with sufficient demand.
- 6.8 **Community Centres** – in line with the theme of focussing investment, activity and footfall in sustainable and flexible facilities, future redesign opportunities include:
- a) Co-location of services as part of a Community Hub (which could include developing use of – and the fabric of – the Community Centre to incorporate other services and functions)
  - b) Maximising the use of and investment in the learning estate
  - c) Asset Transfer
  - d) Seek to develop a consistent approach to supporting the 10 current community centres recognising that there are in the region of 90 independent community centres and village halls across the Borders.

## **7 NEXT STEPS**

- 7.1 It is perhaps worth restating that the service redesign opportunities set out in section 6 above are neither exhaustive nor definitive but form a starting point for engagement. Given the unique circumstances of each community it is anticipated that further options will emerge for consideration during the process of engagement.
- 7.2 In line with both the decisions of Council in December 2020 and February 2021, engagements with communities would begin through the Place Making approach in Autumn this year and subject to the Place Making Gateway review report to August Council.
- 7.3 Given both the unique circumstances of each community and the developing timescales of the Place Making approach it is proposed that:
- a) The engagement moves at a pace which is agreed with each community
  - b) Recommendations for changes to service design are brought to Council as and when individual communities are ready to seek agreement around their proposals for service redesign and to enable any associated applications for place-based funding to be developed.
- 7.4 The above place-making arrangements will form part of a comprehensive communications and engagement plan that will also set out how and when stakeholder groups relating to the 7 in-scope services – and specifically including service users – will be engaged in the service redesign process.

- 7.5 Engagement will build on the recent survey sent to all households along with Council Tax communications earlier this year as well as existing engagements that are underway relating to the Learning Estate.

## **8 IMPLICATIONS**

### **8.1 Financial**

There are no costs attached to any of the recommendations contained in this report at this stage. However, the report proposes a forward strategy for future service redesign. The consequences of this strategy will be far reaching and will need to be addressed as part of the revenue and capital financial planning process.

The 2021/22 Financial Plan identified property savings of just under £0.655m/year by 2024/25 plus £0.198m of savings which have been delivered on a temporary basis in 2020/21 and therefore require to be delivered permanently from 2021/22 giving a total savings requirement from 2021/22 of £0.853m. The plan includes a further £1.173m in service savings in the same period where there is a reduced dependency on traditional buildings-based models of service. Live Borders, as the Council's strategic partner, face similar challenges and the 21/22 Financial Plan also identified savings from a reduction in the Live Borders Management Fee of £0.903m. In large part, these savings were anticipated as a result of both investment in digital technologies (with the move to more efficient digital provision of services), the investment in the estate (through better, more flexible use of buildings) and associated changes to better more efficient service models. Deviation from this strategy will require alternative savings proposals to be identified.

### **8.2 Risk and Mitigations**

- a) By providing flexibility over the timescales, there is a risk that the realisation of savings identified in the financial plan will be delayed which will require alternative, temporary, savings to be identified.
- b) The Council makes significant investments in properties across all localities in the Borders, either through the creation of new assets such as the Learning Estate or through the Property Maintenance Fund which ensure that our assets are maintained in a safe and functioning condition. However, the sheer size of our estate means that this investment is spread too thinly and is not currently enough to sustain the estate and ensure that it remains fit for purpose. There is a risk that with the financial constraints and a growing maintenance backlog that, if we do not address this issue, we will be unable to continue to maintain our properties and that buildings will close by default or there will be an impact upon other services due to budget constraints.
- c) Without an approach that engages effectively with communities we may miss opportunities to think creatively and identify alternative opportunities for maximising utilisation or alternative uses/options for buildings.

d) Proposals and Place plans must recognise the value of properties in terms of the heritage and built environment in communities. Where, through engagement, a property is identified as surplus the Council and Live Borders, in partnership with communities, will look at the following options:

- i. Community Asset Transfer – with appropriate timescales and support to establish/prove/disprove a viable business case.
- ii. Strategic sales (with planning restrictions where appropriate) in partnership with SoSE as part of Economic Development/Town Centre Regeneration.
- iii. Quick sales for non-strategic assets and where no interest exists in terms of Community Asset Transfer
- iv.

### **8.3 Integrated Impact Assessment**

As per the Community Empowerment legislation, the proposed Place-Making engagement approach anticipated above aims to take a co-productive approach to developing and agreeing proposals and the participation by, and the views of, communities of place and interest will be a central component. The opportunity to rethink service arrangements includes associated opportunities for improving access to services. Integrated Impact Assessments will be completed as part of the process of developing new service delivery models.

### **8.4 Acting Sustainably**

The framework seeks to ensure that services and property provision, in future, is on a more sustainable footing.

### **8.5 Carbon Management**

The Council has recently made challenging commitments to reduce greenhouse gases to net zero by 2045 at the latest. This relates to national targets which apply to Live Borders as well as the Council. Our current joint estate, in terms of both its size and its condition mitigates against these targets and is one of the key areas where action can be taken to reduce our collective carbon footprint.

### **8.6 Rural Proofing**

The approach set out in this report seeks to ensure that services are maintained or improved across existing communities through investment in a reduced number of properties and that, through digital, telephone, mobile or outreach provision, services are accessible to all regardless of where people live.

### **8.7 Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained in this report.

## **9 CONSULTATION**

9.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications

have been consulted and any comments received have been incorporated into the final report.

- 9.2 Trades Unions have been consulted on the outline of these proposals and are supportive.

#### Approved by

**Name:** Rob Dickson **Signature** .....  
**Title:** Executive Director, Economy & Improvement

**Name:** Clair Hepburn **Signature** .....  
**Title:** Service Director, HR & Communications

**Name:** Jenni Craig **Signature** .....  
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**Background Papers:** [insert list of background papers used in compiling report]

**Previous Minute Reference:** [insert last Minute reference (if any)]

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