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EFFICIENCY TECHNICAL NOTES

SEPTEMBER 2005

CONTENTS

		Page
1.	INTRODUCTION	7
	<i>Template for the cash releasing technical note</i>	<i>11</i>
	<i>Template for the time releasing technical note</i>	<i>13 New</i>
2.	ADMINISTRATION	15
	<i>A/C1 - CAP Reform</i>	<i>15</i>
	<i>A/C2 - Better Procurement</i>	<i>19</i>
	<i>A/C3 - HR Reform Programme</i>	<i>22</i>
	<i>A/C4 - eRDM</i>	<i>26</i>
	<i>A/C5 - Savings from non-staff costs/better staff deployment</i>	<i>29</i>
3.	COMMUNITIES	33
	<i>C/C1 - Reducing unit costs in Communities Scotland Development Programme</i>	<i>33 Revised</i>
	<i>C/T3 - Improving the Targeting, effectiveness & efficiency of housing investment</i>	<i>37 New</i>
	<i>C/T4 - Reduce regulatory burden. Particularly on RSLs</i>	<i>38 New</i>
	<i>C/T7 - Modernising Building Standards</i>	<i>39 New</i>
4.	CROWN OFFICE AND PROCURATOR FISCAL SERVICE	41
	<i>COPFS/C1 - Alternatives to Prosecution</i>	<i>41</i>
	<i>COPFS/C2 - Case Related Costs & Estates Rationalisation</i>	<i>44</i>
	<i>COPFS/C3 - Increase Sheriff's solemn sentencing power to 5 years</i>	<i>47</i>
	<i>COPFS/C4 - Staff Savings from introduction of new IT system</i>	<i>48</i>
	<i>COPFS/T1 - Closer working with police & Scottish Court Service</i>	<i>51 New</i>
	<i>COPFS/T2 - Improvement in Case Handling</i>	<i>52 New</i>
5.	EDUCATION AND YOUNG PEOPLE	53
	<i>EYP/C1 - Efficiency savings in the Scottish Qualifications Authority</i>	<i>53</i>
	<i>EYP/C3 - Savings from EYP central government expenditure</i>	<i>55</i>
	<i>EYP/T1 - School Building Programme</i>	<i>59 New</i>
	<i>EYP/T2 - Use of classroom assistants</i>	<i>61 New</i>
	<i>EYP/T3 - Improved access to downloaded teaching and learning resources.</i>	<i>63 New</i>
	<i>EYP/T4 - Children's Hearings</i>	<i>65 New</i>
6.	ENTERPRISE AND LIFELONG LEARNING	67
	<i>ELL/C1 - Scottish Enterprise Savings</i>	<i>67</i>
	<i>ELL/C2 - Scottish Science Centres Programme</i>	<i>71</i>
	<i>ELL/C3 - Scottish Further Education Colleges and Higher Education Institutions</i>	<i>72 New</i>
	<i>ELL/T1 - Scottish Further Education Colleges and Higher Education Institutions</i>	<i>72 New</i>
	<i>ELL/T3 - Scottish Enterprise (BT Programme)</i>	<i>77 New</i>
7.	ENVIRONMENT AND RURAL DEVELOPMENT	81
	<i>ERD/C1 - Efficiency savings in Forestry Commission Scotland</i>	<i>81</i>
	<i>ERD/C2 - Savings in SEPA</i>	<i>84</i>
	<i>ERD/C3 - Savings in SNH</i>	<i>87</i>
	<i>ERD/T1 - ERAD Science Programme</i>	<i>90 New</i>
	<i>ERD/T2 - SEPA</i>	<i>92 New</i>

8.	FINANCE AND PUBLIC SERVICE REFORM	95
	<i>FPSR-C/C1 - Standards Commission</i>	95
	<i>FPSR-C/C2 - Inspectorate of Prosecution</i>	96 <i>Revised</i>
	<i>FPSR-C/C3 - Internal efficiency savings in the Scottish Public Pensions Agency</i>	97
	<i>FPSR LG/C1 - Assumed Local Government efficiency savings</i>	101 <i>Revised</i>
	<i>FPSR-LG/C2 - Fire Service Reform</i>	104
	<i>FPRS-LG/C3 - Efficiency savings in the Scottish Police Service</i>	107
	<i>FPSR-LG/C4 - Efficiencies in Supporting People programme</i>	111 <i>Revised</i>
	<i>FPSR-LG/C5 - Modernising Government and Efficient Government Fund</i>	114 <i>Revised</i>
9.	HEALTH	119
	<i>H/C1 - NHS Procurement</i>	119
	<i>H/C2 - NHS Support Service Reform</i>	123
	<i>H/C3 - NHS Logistics Reform</i>	126
	<i>H/C4 - Improved prescribing of drugs</i>	129
	<i>H/C7 - NHS Efficiency Savings</i>	133 <i>Revised</i>
	<i>H/C8 - Facilities Management System (FMS) in NHSScotland</i>	136
	<i>H/C9 - Drugs pricing</i>	139
	<i>H/C10 (formerly EYP/C2) Efficiency savings in the Care Commission.</i>	142
	<i>H/T1 - Reduction in sickness absence</i>	145 <i>New</i>
	<i>H/T2 - Increasing Consultant Productivity</i>	148 <i>New</i>
	<i>H/T3 - Scottish Primary Care Collaborative</i>	151 <i>New</i>
	<i>H/T4 - Outpatient Programme / Specialty Redesign Projects</i>	153 <i>New</i>
	<i>H/T5 - Outpatient Programme / Patient Focussed Booking(PFB)</i>	155 <i>New</i>
	<i>H/T6 - Electronic transmission of lab results to GPs</i>	157 <i>New</i>
	<i>H/T9 -Digital X-rays / Picture Archive Computer System (PACS)</i>	160 <i>New</i>
10.	JUSTICE	165
	<i>J/C1 - Fire Central Government</i>	165
	<i>J/C2 - Community Justice Services</i>	166
	<i>J/C3 - Scottish Court Service</i>	169
	<i>J/C4 - Legal Aid – changes in rules and increased efficiency</i>	172
	<i>J/C5 - Efficiency savings in Scottish Prison Service</i>	177
	<i>J/C6 - Accountant in Bankruptcy</i>	180
	<i>J/T6 - Review of summary justice</i>	183 <i>New</i>
	<i>J/T8 - Prison Escorting & Court Custody Savings</i>	187 <i>New</i>
	<i>J/T9 - Time releasing efficiency savings in the Police Service</i>	189 <i>New</i>
11.	TOURISM, CULTURE AND SPORT	191
	<i>TCS/C1 - Efficiency savings from Cultural and Sport NDPBs</i>	191
	<i>TCS/C2 - Efficiency Savings in Tourism network</i>	194
12.	TRANSPORT	197
	<i>T/C1 - Rail Franchise – Procurement</i>	197 <i>Revised</i>
	<i>T/C2 - Concessionary Fares</i>	201
	<i>T/C3 - Rail Franchise - Introduction of ticket machines</i>	204 <i>Revised</i>
	<i>T/C5 - Highlands and Islands Airport (HIAL) Limited</i>	208
	<i>T/C6 - Caledonian MacBrayne</i>	211
	<i>T/T1 - Management and Maintenance of the Trunk Road Network</i>	212 <i>New</i>
13.	OTHER	215
	<i>O/C1 - Non NHS Procurement</i>	215
	<i>O/C2 - Scottish Water savings</i>	221
	<i>O/T1 (J/T1) - Registers of Scotland</i>	224 <i>New</i>
14.	LIST OF EFFICIENCY PROJECTS WITH EXPECTED SAVINGS LESS THAN £0.5M	227

INTRODUCTION

1.1 The Scottish Executive Spending Proposals 2005-2008¹ were published in September 2004. Integral to those proposals was the commitment to manage public sector resources more effectively, contributing to a growing economy, and to modernise and improve Scotland's public services. In the Spending Proposals, Target 1 for the Finance and Public Services portfolio was to make government in Scotland more efficient and release £500 million of recurring cash-releasing efficiency savings for investment in frontline services by March 2008. A technical note for this Spending Review target was published in December 2004² and this set out the criteria for cash and time releasing efficiencies.

1.2 In November 2004, a plan³ to attack waste, bureaucracy and duplication was published. The Efficient Government Plan built upon work from the previous five years and set efficiency targets for the three years to 2007-08. The total cash releasing saving for 2007-08 was set at £745m with the aspiration to achieve £900m, and the total time releasing saving for 2007-08 was set at £300m with the aspiration to achieve £600m.

1.3 In March 2005 the first set of Technical Notes was published. They were all cash releasing projects. This is the second set of Technical Notes to be published and they include the first set of time releasing technical notes, new cash releasing technical notes and all previous cash releasing technical notes, including amendments where appropriate. This document is therefore the complete set of technical notes that relate to the savings contained within the Efficient Government Plan as at August 2005. These notes will be subject to update periodically in the course of the three-year programme as more information becomes available, as project planning evolves and as circumstances change. Nevertheless, the Technical Notes record the basis and direction for all the underlying efficiency projects which together make up the savings contained within the Efficient Government Plan and it will be against those intentions that progress will be monitored and assessed.

¹ Scottish Executive; *Building a Better Scotland: Spending Proposals 2005-2008: Enterprise, Opportunity, Fairness*; (2004)

² Scottish Executive; *Spending Review 2004 – Technical Notes*; (2004)

³ Scottish Executive; *Building a Better Scotland: Efficient Government – Securing Efficiency, Effectiveness and Productivity*; (2004)

1.4 The summary of the identified savings in each portfolio is as follows:

PORTFOLIO	Identified cash savings by 2007-08 £'m	Identified time savings by 2007-08 £'m	Total identified £'m
Administration	8.4	0	8.4
Communities	9.0	0.1	9.1
Crown Office and Procurator Fiscal Service	2.8	0.3	3.1
Education and Young People	10.8	35.0	45.8
Enterprise and Lifelong Learning	15.8	44.0	59.8
Environment and Rural Development	5.0	3.8	8.8
Finance and Public Service Reform	223.5	20	243.5
Health and Community Care	341.8	173.3	515.1
Justice	30.1	54.2	84.3
Tourism, Culture and Sport	1.8	0.0	1.8
Transport	13.9	5.0	18.9
Other - non NHS procurement	150.0	0	150.0
TOTAL DEL	812.9	335.7	1148.6
Other – Registers of Scotland	4.4	1.8	6.2
Other – Scottish Water	95.0	0	95.0
TOTAL incl non-DEL savings	912.3	337.5	1249.8

1.5 The movement in total planned savings since the publication on 31 March 2005 is as follows:

	£'m	£'m
Projected cash releasing saving at 31 March 05		825.0
Projected time releasing savings as at August 2005		337.5
New cash releasing technical notes:		
ELL/C2 Scottish Science Centres	0.5	
ELL/C3 Higher and Further Education	10.0	
O/T1 Registers of Scotland	4.4	
		14.9
Increases to existing cash releasing technical notes:		
H/C7 NHS Efficiency savings	118.0	
T/C1 Rail franchise - procurement	1.9	
		119.9
Decreases to existing cash releasing technical notes:		
H/C5 Preventing inappropriate admissions, now in H/C 7	(25.0)	
T/C3 Rail franchise – ticket machines	(0.3)	
T/C6 Caledonian MacBrayne	(0.2)	
FPSR-LG/C4 Efficiencies in Supporting People Programme	(2.0)	
FPSR-C/C2 Inspectorate of Prosecutions	(0.06)	
FPSR-LG/C5 Modernising Government Fund	(20)	
		(47.5)
TOTAL		1249.8

1.6 From the table above it is evident that the planned cash releasing savings exceed the original aspiration of £900m and the time releasing saving does not yet meet the aspiration of £600m by 2007-08. However, the Efficient Government Plan indicated that “we are determined to ensure that this process is robust, and we will only commit when we are sure we can deliver” and this remains the case. Activity continues throughout the Scottish public sector to identify areas for further efficiency and as projects are embedded in one sector, examples of best practice will be disseminated to other sectors.

Guidance on definitions

1.7 The following is a summary of key points from the Technical Note for Target 1 of the Finance and Public Service Reform portfolio SR2004 targets.

Baseline: The 2004-05 budget data is the preferred baseline against which savings are to be made. Where data is not available for this year, any efficiencies measured must be against a derived figure for 2004-05. The savings accrue from 1 April 2005 for a period of three years.

Efficiency improvements: An ‘efficiency improvement’ is any activity which improves the ratio of outputs to resource inputs. Such improvements may therefore arise in two ways:

- i by producing the same outputs with fewer inputs. For the purposes of the Efficient Government Plan these are termed cash releasing savings,
- ii by producing more or better outputs for the same inputs. For the purposes of the Efficient Government Plan these are termed time releasing savings.

1.8 For the saving to be included in the Efficient Government Plan it must be recurrent.

Savings may be claimed gross.

1.9 Consideration has been given to whether development costs ought to be netted off the forecast efficiency savings. Where, due to the nature of the project, it has been possible to isolate those development costs which give rise to the efficiency, those costs have been netted off. However, in the majority of cases, development costs have arisen for a *number* of business objectives, and not solely to generate an efficiency saving, in which case the development costs have not been offset against the forecast saving.

The role of external audit

1.10 Audit Scotland has been commissioned to independently review the time releasing technical notes. They reported their findings to the Head of Efficient Government Delivery Group on 10 August 2005 and those findings were taken into account prior to publication of this second set of technical notes. External audit have stated that they recognise that the technical notes are evolving documents and can only reflect the stage an efficiency project has reached.

The Technical Notes

1.11 For all efficiency projects with a forecast saving in 2007-08 in excess of £500,000, both cash and time-releasing, the technical note is included in this document. For those projects with a forecast saving in 2007-08 of less than £500,000, the associated technical note has not been included in this document. Efficiency projects worth less than £500,000 have been listed in a table on p227 since it was considered important to count these savings and to

keep these projects in sight, as they may provide examples of sound efficiency projects for further dissemination. However, it was considered to be disproportionate to subject them to the same level of scrutiny requirements as those projects worth more than £500,000.

1.12 The efficiency technical notes record:

- a description of the project;
- the nature of the efficiencies to be realised and the resource to be released and/or the enhanced output;
- whether the financial impact has been included in the 2004 Spending Review;
- the names of those accountable for the saving and those who manage the project;
- the actions to be undertaken and the dependencies that have to be factored in;
- the impact on staffing levels, both increases and decreases; and
- clarification on how the efficiency will be measured, monitored and reported.

1.13 It should be noted that the technical note is a working document. Many efficiency projects are at different stages of development and some projects have more detailed technical notes than others. The technical notes will be updated periodically to reflect the latest information on the projects.

Template for the cash releasing technical note with description of what each section contains.

1. Portfolio / Number/ Name:				
2. Programme / Activity: Please include a short description				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash			
	Time Releasing (<i>see also Q13</i>)			
4. Accountable Officer for delivery				
5. Project Manager (<i>This should be a Branch Head or above</i>)				
6. EGDG account manager				
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved.			
9. Description of efficiency and actions to be taken (<i>If some or all of the saving is from staff changes, please just say so here and put the detail in your answer to question 10.</i>)	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)			
10. Impact on Staffing to achieve the efficiency gain (<i>Example: If delivery of the efficiency requires the employment of an additional 10 staff but there is a reduction in the number of other staff by 20 then the net figure is -10</i>)	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -). <i>This should include any changes in staff numbers in sponsored bodies like NDPBs.</i>			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation				
11. Benefits (<i>NB For most projects there will be no direct link – please answer N/A if that is the case</i>)	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.			

12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.
	12.2 Against what budget does this expenditure and saving fall?
	12.3 Has this saving been built into your budget?
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?
	12.5 If not, how do you propose to invest the additional cash back into public services?
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. (Answer here also if you need to do this to live within your budget)
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3.
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?
	14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)
	14.3 Monitoring Data: Sources, validation and risks <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)

Notes on Completion

- We are committed to using 2004-05 Budget data as a baseline against which savings are made. Where data is not available for this year, any efficiencies measured must be against a derived figure for 2004-05. An explicit note must explain how the derived figure has been calculated.
- Cash Release Savings - are where an efficiency measure generates an actual resource saving because the organisation or function delivers the same service with less money.
- Time Release Savings - defined as efficiencies which does not release cash but allows frontline services to deliver more or better services with the same money (for example, through workforce reform or better support).
- While it is not essential for completion of the Technical Note you should have a Delivery Plan that includes milestones toward delivery targets and a risk analysis.
- Planned Savings in Question 3 should be completed by adding the saving in 2006-07 to the saving for 2005-06. Similarly the saving in 2007-08 should be added to the combined saving for 2006-07 (see example below). The resulting combined saving is as compared to the 2004-05 baseline.

3. Planned Savings		2005-06	2006-07	2007-08
	New cash saving in each year	20	25	15
	<i>Saving to be shown in return</i>	20	45	60

Template for the time releasing technical note with description of what each section contains.

1. Portfolio/Number/Name:			
2. Programme/Activity: Please include a short description <i>(Provide a short description of the activity that will lead to the time-releasing savings)</i>			
3. Planned Savings (£m)		2005-06	2006-07
4. Accountable Officer for delivery		<i>This should be the Departmental Accountable Officer</i>	
5. Project Manager		<i>This should be a Branch/Division Head</i>	
6. EGDG account manager		<i>Iain Dewar/Gillian Woolman/Rowena Simpson or Carolyn Girvan</i>	
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>(Describe how the efficiency will impact the quality of service delivery).</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>(Explain the nature of the time-releasing efficiency saving – is it time released to spend on other tasks, increased output for the same input etc)</i></p>		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>(List the key actions needed to secure the delivery of the saving. This does not need to be a full list of milestones or the full critical path. This detail should be provided in the Delivery Plan. Just provide some of the key actions here).</i></p>		
10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>(Describe how you propose to measure the increased output and how you will work out the cash equivalent of this. What is the baseline data?).</i></p>		
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>(Describe how often the benefits will be monitored and who will this be reported to.)</i></p>		

	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>(Provide more information on the data that will be used to measure the efficiency benefits).</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>(Provide more information on the data that will be used to measure the efficiency benefits).</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>(Provide more information on the data that will be used to measure the efficiency benefits).</i></p>
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Notes on Completion

- We are committed to using 2004-05 data as a baseline against which savings are made. Where data is not available for this year, any efficiencies measured must be against a derived figure for 2004-05. An explicit note must explain how the derived figure has been calculated.
- Cash Release Savings - are where an efficiency measure generates an actual resource saving because the organisation or function delivers the same service with less money.
- Time Release Savings - defined as efficiencies which does not release cash but allows frontline services to deliver more or better services with the same money (for example, through workforce reform or better support).
- While it is not essential for completion of the Technical Note you should have a Delivery Plan that includes milestones toward delivery targets and a risk analysis.
- If the efficiency saving contains an element of cash-releasing savings in addition to time-releasing savings, please contact a Portfolio Manager in the Efficient Government Delivery Group who will be able to provide you with the technical note for cash and time releasing efficiency savings.

2. ADMINISTRATION

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: <i>A/C1 - CAP Reform</i>				
2. Programme/Activity: <i>Common Agricultural Policy (CAP) Reform will replace 6 existing and substantial subsidy schemes with 2 and cut applications from 120,000 per year to around 30,000. The business benefits are expected to include a reduction in the cost of administering Pillar 1 CAP schemes in Scotland and improved business efficiency by having an IT system which fully supports the business need. It will also free up resources which can be used to administer new Land Management Contracts schemes which are being developed.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	<i>0</i>	<i>2.4</i>	<i>2.4</i>
	Time Releasing (£m)	<i>0</i>	<i>0</i>	<i>0</i>
4. Accountable Officer for delivery		<i>John Elvidge</i>		
5. Project Manager		<i>Ian Stewart</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The impact on the quality of service delivery is expected to be high and positive. Savings under the reform of CAP Pillar 1 will be delivered due to a reduction in the administrative input required at Pentland House and in Environment and Rural Affairs Department (ERAD) Area offices (less claim processing), and in IT resource needed to support the schemes (single system). It will also benefit farmers by providing a subsidy support system which requires less form filling and administrative effort.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>EU legislation has already been made but domestic legislation is needed to complement it. This will be laid by 3 March 2005.</i></p> <p><i>Savings will follow successful delivery of the CAP Reform Implementation Programme which includes a dependency on the other UK Paying Agencies. Delays by them could prolong the development programme and thus have an impact on the timescale for the delivery of savings.</i></p> <p><i>Any changes to EC legislation or decisions on CAP implementation made by Scottish Ministers could reduce savings.</i></p> <p><i>It is assumed that outstanding work relating to the legacy schemes, such as appeals and debt recovery, will be completed rapidly. Any delay in this will result in savings being delayed.</i></p>			

<p>9. Description of efficiency and actions to be taken</p>	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Operational savings – shown at section 10 – will be realised in 3 separate areas:</i></p> <ul style="list-style-type: none"> • <i>ERAD: CAPM Division will lose up to 9 staff by May 2006, probably through natural wastage.</i> • <i>ERAD: Agricultural staff will require up to 13 fewer professional staff and up to 43 fewer administrative staff to administer the CAP Pillar 1 schemes by April 2006.</i> <p><i>Some of these staff may be reallocated to work on delivering the new Land Management Contract Schemes - the administration of which is otherwise unfunded.</i></p> <p><i>The savings from staff units in ERAD will equate to £1.1 million.</i></p> <ul style="list-style-type: none"> • <i>ERAD: IS Division will lose around 14 (probably contracting) staff by March 2006 – these are funded via an annual bid to the Scottish Executive Information Systems Steering Group (SEISSG) .</i> <p><i>The savings from a reduction in the SEISSG budget will equate to £1.3 million.</i></p> <p><i>These figures are kept under regular review.</i></p>																
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Continued focus is needed from the CAP Reform Implementation Programme Board to deliver the development and change programme efficiently so it can become business as usual from April 2006. This is dependent on the other UK Paying Agencies also successfully implementing their programmes.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="464 1429 1407 1585"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">+</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: center;">0</td> <td style="text-align: center;">65</td> <td style="text-align: center;">65</td> </tr> <tr> <td style="text-align: center;">Net</td> <td style="text-align: center;">0</td> <td style="text-align: center;">-65</td> <td style="text-align: center;">-65</td> </tr> </tbody> </table> <p>Explanation</p>		2005- 06	2006- 07	2007- 08	+	0	0	0	-	0	65	65	Net	0	-65	-65
	2005- 06	2006- 07	2007- 08														
+	0	0	0														
-	0	65	65														
Net	0	-65	-65														
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>																

12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Operational savings £0, £2.4m, £2.4m</i></p> <p><i>£2.4m is split into declared efficiency savings of £1.1m in Agricultural Staff and CAPM staffing costs, and a £1.3m reduction in the Communications and Information Services Division (CISD) SEISSG budget.</i></p>
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The savings fall against the administration budget, in particular against ERAD's direct running costs (£1.1m) and CISD's SEISSG budget (£1.3m).</i></p>
	<p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p>
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>The departmental allocation from the administration budget for ERAD for 2005-06 is £37,551,000. The SEISSG budget for 2005-06 is within the corporate budgets allocation of £37,357,000 to the Office of the Permanent Secretary.</i></p> <p><i>Allocations from the administration budget for 2006-07 and 2007-08 will be made in the future in light of efficiency savings illustrations being drawn up across the Executive.</i></p> <p><i>Agricultural Staff resources saved under reform of Pillar 1 CAP will be deployed under new arrangements being put in place for other Partnership Agreement commitments (the Land Management Contract Menu Scheme). Figures in this Note are gross of any such redeployment to new services.</i></p>
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A.</i></p>
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>None.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>

14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The efficiency saving in terms of costs will be measured through the monitoring of the administration budget.</i></p> <p><i>Quality of service benefits will be measured through the annual CAP customer satisfaction survey.</i></p> <p><i>Efficiency benefits will be measured by comparing the current cost of delivering each £ of Pillar 1 subsidy against the same costs post implementation of CAP Reform.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Existing financial monitoring procedures will be used to measure progress on a monthly basis. These will be reviewed quarterly to ensure that efficiency targets are being met.</i></p> <p><i>Overall progress towards the target savings is the responsibility of the CAP Management Board. Progress is identified through the collation of management information on CAP administration, and timesheets are used to identify work on specific schemes by Agricultural staff. Figures are reported to the CAP Management Board and published annually.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Provisional departmental outturn data, provided every month and expressed in £s, will be used to measure progress. The data is quantifiable and readily available.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Final outturn data will form part of the Scottish Executive accounts and will be internally and externally audited to ensure their accuracy.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No.</i></p>

1. Portfolio/Number/Name: A/C2 - Better Procurement				
2. Programme/Activity:				
<p>The Scottish Executive plans to make savings through improving procurement practices. There are 4 components to the procurement savings. These are:</p> <ul style="list-style-type: none"> • Savings from Purchase to Pay administrative process cost reductions • Reduced exposure to licence fees • Price savings through eprocurement including • eAuctions/electronic reverse auctions, eTendering 				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.6	3	3
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		John Elvidge		
5. Project Manager		Tom Wilson		
6. EGDG account manager		Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is that the impact will be positive, negative or neutral.</p> <p><i>These efficiency measures are based on improving the quality of the procurement service to the Scottish Executive. The continued roll out of EASEbuy and other elements of the eProcurement Scotl@nd service in parallel with Purchase to Pay process improvements will improve the overall service by progressively eliminating manual processing and replacing it with electronic handling of simplified processes. A significant additional business benefit which is not classifiable as cash or time releasing will be on-time payment of invoices.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>The Purchase to Pay element of the improvements is dependant on a successful bid to the Efficient Government Fund and also on observance of corporate and financial disciplines.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The savings will be made in a number of ways. The savings from the Purchase to Pay may come from the administrative costs associated from manual processing. eAuctions secure cash savings through the bidding process with cost reductions being secured through the lowest bid. Price savings through eProcurement occurs through achieving sustainable cost reductions in goods and services through making the procurement process more efficient.</i></p>			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Many of the actions required to deliver these efficiencies have already been carried out. eAuctions are already delivering savings and will continue to do so and EASEbuy (eProcurement) is now mandatory across the office.</i></p> <p><i>If the Scottish Procurement Directorate is successful in its bid to the Efficient Government Fund for the Purchase to Pay project, the project will need to be fully implemented, and users will have to be successfully using the new system by eighteen months from the award of funding in order to deliver optimum savings, although quick wins will be available within that period.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="467 817 1445 969"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation <i>The Purchase to Pay project may result in a reduction in the number of posts necessary to process invoices but as yet the actual impact is unquantified.</i></p>		2005- 06	2006- 07	2007- 08	+				-				Net			
	2005- 06	2006- 07	2007- 08														
+																	
-																	
Net																	
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>																
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The net recurring savings from better procurement are £3m a year by 2007-08.</i></p> <p><i>The Purchase to Pay project may actually result in some time releasing savings rather than cash releasing savings. This will depend on future decisions to be made by local managers.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Goods and services are procured on behalf of all parts of the Scottish Executive but requisitioned locally. Therefore, the impact will be across multiple cost centres within the overall administration budget.</i></p> <p>12.3 Has this saving been built into budgets?</p> <p><i>Yes</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the published budget data, in each year, for that saving to be delivered?</p> <p><i>The Scottish Executive's administration operating budget for the years 2005-06 to 2007-08 is £235,285,000.</i></p>																

	<p>12.5 If not, how do you propose to invest the additional cash back into public services? N/A</p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>It may be possible to exceed the required saving but this will depend on the success of eAuctions and eProcurement. This will be reflected in future reports.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3. N/A but see caveat to 12.1</p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. N/A</p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The efficiency benefits will be measured by looking at the costs associated with processing transactions, particularly invoices; and the cost of goods and services before the use of eAuction (or as a result of discounts achieved when negotiating contracts where eProcurement is the specified transactional method) multiplied by actual demand. The time taken to process an invoice will also be monitored to ensure that there is no reduction in the quality of service.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Expenditure on procurement services and on goods and services procured will be monitored through the monthly returns on the Executive’s financial management system. This will be reviewed quarterly to ensure that the Executive is on course to meet these targets. Progress is reported to the Procurement Management Board and will be forwarded at regular intervals to EG.</i></p> <p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Financial data will be used to measure progress and this information is quantifiable and readily available through the financial management systems.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Scottish Executive accounts are audited internally and externally and this ensures the accuracy of the Executive’s financial data.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>None, assuming that the financial data within SEAS is accurate which itself assumes that corporate financial and process disciplines are observed by staff.</i></p>

1. Portfolio/Number/Name: A/C3 – HR Reform Programme				
2. Programme/Activity:				
<p>The HR Reform programme includes HR re-structuring and the introduction of e-HR. It aims to update the existing HR business operating model with a re-engineered and streamlined business model supported with the deployment of a modern enterprise Human Resource Management System. This will bring a number of key benefits including realising a saving in full time equivalent posts through the elimination of a large number of manual, transactional tasks, improved management information through the implementation of a corporate data model for a “person”, improved access to personal data for staff and access to improved management functions such as absence management and performance management.</p>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	0.5	0.5
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		John Elvidge		
5. Project Manager		Susan Beevers		
6. EGDG account manager		Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p>The implementation of e-HR will improve the quality of the HR service provided to the Scottish Executive. It will also improve the service provided to a number of aligned agencies and NDPBs.</p> <p>There will be improved management information through the implementation of a corporate data model for a “person”, improved access to personal data for staff and access to improved management functions such as absence management and performance management.</p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p>The delivery of the efficiency savings for e-HR is dependant on the successful procurement of a change partner, implementation of the project to plan and budget, successful delivery of a suitable change management strategy which includes training and user adoption of system.</p> <p>In addition we are dependent upon Scottish Executive Information Systems Steering Group (SEISSG) approving the funding (still only agreed in principle) and final negotiations with a preferred bidder to minimise price.</p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p>Efficiency gains will be made through process re-engineering and service delivery changes. The efficiency savings will be made through a reduction in staff costs, reduced expenditure on administration and sharing services.</p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p>In order to deliver these savings, the e-HR change programme needs to complete rollout by the end of 2006-07. To deliver this a change partner needs to commence service in June 2005, business process re-engineering</p>			

	<i>needs to complete by the end of January 2006 and the business needs to conclude all forms of acceptance testing by the middle of October 2006 to enable transformation of the HR department to be completed by the end of November 2006. Self service will then be rolled out in various forms over the remaining 3-4 months.</i>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+	0	0	0
	-	0	0	55
	Net	0	0	-55
Explanation	<i>Staff change will be managed through implementation of the revised business model. e-HR does not currently deliver any quantifiable business benefit before the implementation of the core transformation in November 2006.</i>			
11. Benefits	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here. N/A			
12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>Since publication of the original Efficient Government plan, the timing and size of the HR Reform savings has changed. HR reform will deliver £0.5m of savings in 2006-07 and the business case for the e-HR project identifies an annual saving in the HR direct running costs of £1.85m in total in 2007-08.</i>			
	12.2 Against what budget does this expenditure and saving fall? <i>The expenditure and savings fall against the Scottish Executive's administration budget, in particular: The expenditure for the e-HR programme falls against the SEISSG budget and this has already been identified. The saving will fall against the HR administration budget.</i>			
	12.3 Has this saving been built into your budget? Yes			
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>The current, still to be agreed HR budget for 2006-07 is £11.865m and for 2007-08 it is £11.444m. The SEISSG budget for 2005-06 is within the corporate budgets allocation of £37,357,000 to the Office of the Permanent Secretary. Allocations from the administration budget for 2006-07 and 2007-08 will be made in the future in light of efficiency savings illustrations being drawn up across the Executive.</i>			

	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>HR reform will deliver savings of £0.5m in 2006-07 and the e-HR programme will deliver the benefits outlined in the business plan from 2007-08. The business plan identifies annual savings of £1.85m in 2007-08. The HR benefits now identified since publication of the plan (and reflected in para 12.1 above) are those that will be realised earlier as a result of HR reform, and are not reliant on e-HR. They can be found from within HR by re-designing processes and moving to shared services.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The HR Reform programme that will deliver savings in 2006-07 will be measured via outturn figures in the Department's spending. Efficient Government targets will be tracked against the HR budgets, in order to deliver the savings identified in the plan.</i></p> <p><i>The e-HR programme has a benefits management project that is tasked with developing and overseeing a benefits realisation process. Specifically we are developing a Baseline Operating Model (BOM) defining the operation today. We will then develop a Target Operating Model (TOM) via the Business Process Redesign activities and in conjunction with the Vendor. This will give direct comparison between BOM & TOM enabling clear and quantifiable benefits to be identified. These will be used to develop Key Performance Indicators that will be used to populate performance management and financial plans for each business areas, hence ensuring benefits are tracked and realised. All benefits will be tracked against the baseline of HR budget for 2004-05.</i></p> <p><i>In addition a number of benefits chains will be developed to ensure that non-functional benefits (e.g. Management Information improvements) are also quantified, tracked and delivered.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Benefits will be tracked quarterly and reported to the e-HR Programme Management Board</i></p>

14.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**

The monitoring data and models are being developed. Data will be extracted from the Scottish Executive Accounting System (SEAS) in order to validate running costs, and track savings in budgets. HR savings will be sourced by comparing budgets against outturn statements for the HR department, and tracking the savings.

- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**

The development of e-HR metrics and models is owned by the e-HR programme and hence Alistair McKerr. Responsibility for delivering the identified and agreed benefits lies with Susan Beevers. All financial information is supplied by Alex Stobart.

- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

No.

1. Portfolio/Number/Name: A/C4 - eRDM				
2. Programme/Activity: <i>Major business change project to introduce a common process of electronic record and document management (eRDM) throughout the Scottish Executive using Objective Corporation software. This will replace the paper based system, which requires more manual processes.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.5	0.5	0.5
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		John Elvidge		
5. Project Manager		Angela Wiseman		
6. EGDG account manager		Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>eRDM is expected to have a positive impact on service delivery to ministerial and public stakeholders through improvement in the quality and quantity of information available to staff.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>The delivery of these efficiencies are dependent on the successful roll-out of the eRDM system throughout all Scottish Executive departments and user acceptance of changes to working practice.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The savings from eRDM will be achieved by reducing the administration budget allocation for each department. The efficiencies will be actualised through eRDM roll-out in departments.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>In order to successfully deliver the efficiencies, there needs to be user acceptance throughout the Executive of changed record and document handling practices. This will be assisted by a programme of training for staff. The roll-out of the eRDM system also needs to proceed without any technical problems.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation	<i>There will be reduced reliance on casual clerical staff to support Departmental record keeping.</i>			

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>																				
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The net recurring saving from 2005-06 is £0.5 million. Offsetting expenditure includes the costs of maintaining and running the eRDM system.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The saving falls against the administration budget, in particular against departmental allocations and the recurring expenditure will fall against the eRDM budget for the Change and Corporate Services Group.</i></p> <p>12.3 Has this saving been built into your budget?</p> <p>Yes</p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>The departmental allocations from the administration budget for each department for 2005-06 are as follows:</i></p> <table border="1" data-bbox="475 1122 1407 1458"> <thead> <tr> <th>Department</th> <th>£ 000s</th> </tr> </thead> <tbody> <tr> <td><i>Development</i></td> <td><i>12,957</i></td> </tr> <tr> <td><i>Education</i></td> <td><i>12,372</i></td> </tr> <tr> <td><i>Enterprise, Transport and Lifelong Learning</i></td> <td><i>21,042</i></td> </tr> <tr> <td><i>Environment and Rural Affairs</i></td> <td><i>37,551</i></td> </tr> <tr> <td><i>Finance and Central Services</i></td> <td><i>19,766</i></td> </tr> <tr> <td><i>Health</i></td> <td><i>15,652</i></td> </tr> <tr> <td><i>Justice</i></td> <td><i>10,985</i></td> </tr> <tr> <td><i>Legal and Parliamentary Services</i></td> <td><i>9,139</i></td> </tr> <tr> <td><i>Office of the Permanent Secretary</i></td> <td><i>70,340</i></td> </tr> </tbody> </table> <p><i>Allocations from the administration budget for 2006-07 and 2007-08 will be made in the future in light of efficiency savings illustrations being drawn up across the Executive.</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p>N/A</p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>None.</i></p>	Department	£ 000s	<i>Development</i>	<i>12,957</i>	<i>Education</i>	<i>12,372</i>	<i>Enterprise, Transport and Lifelong Learning</i>	<i>21,042</i>	<i>Environment and Rural Affairs</i>	<i>37,551</i>	<i>Finance and Central Services</i>	<i>19,766</i>	<i>Health</i>	<i>15,652</i>	<i>Justice</i>	<i>10,985</i>	<i>Legal and Parliamentary Services</i>	<i>9,139</i>	<i>Office of the Permanent Secretary</i>	<i>70,340</i>
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13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p>N/A</p>																				

	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The efficiency saving in terms of costs will be measured through the monitoring of the administration budget.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Existing financial monitoring procedures will be used to measure progress on a monthly basis. These will be reviewed quarterly to ensure that efficiency targets are being met.</i></p> <p><i>Delivery of the efficiency savings will also be monitored bi-monthly through a report to the eRDM Project Board. The Senior Responsible Owner is Dr Peter Collings.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Provisional departmental outturn data, provided every month and expressed in £s, will be used to measure progress. The data is quantifiable and readily available.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Final outturn data will form part of the Scottish Executive accounts and will be internally and externally audited to ensure their accuracy.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No.</i></p>

1. Portfolio/Number/Name: <i>A/C5 - Savings from non-staff costs/better staff deployment</i>				
2. Programme/Activity: <i>Savings in the administration budget of the Scottish Executive through a reduction in non-staff costs expenditure and better staff deployment.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.4	1	2
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>John Elvidge</i>		
5. Project Manager		<i>Nicola Fisher</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>The quality impact of the savings on the work of the Executive are not yet known.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes. <i>Savings are dependent on consideration departments are now giving to the scope for efficiency savings in staff and non-staff costs.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>The detail of how the savings will be made will not be known until Departmental efficiency illustrations have been considered.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>Each of the following departments have been asked to complete an efficiency savings illustration for the period up to 2007-08 by 31 March 2005:</i> <ul style="list-style-type: none"> • <i>Development</i> • <i>Education</i> • <i>Environment and Rural Affairs</i> • <i>Enterprise, Transport and Lifelong Learning</i> • <i>Finance and Central Services</i> • <i>Health</i> • <i>Justice</i> • <i>Legal and Parliamentary Services</i> • <i>Office of the Permanent Secretary</i> <p><i>It is unlikely that savings can be confined entirely to overheads and non-staff costs and so illustrations will seek to achieve the best fit between work priorities and the deployment of staff. This will identify priorities across the spending review period and outline how staff can be best deployed to meet these. Illustrations are to cover both cash and time releasing savings.</i></p> <p><i>These illustrations will be considered by Management Group with a view to efficiencies at departmental level being agreed by 29 April 2005.</i></p> <p><i>Following agreement on the level of the efficiencies, a delivery plan will be drawn up by 31 May 2005 setting out the milestones towards delivery targets.</i></p>			
10. Impact on	If there are to be any changes in staff numbers (at activity level) to			

Staffing to achieve the efficiency gain	achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation	The Executive has some 4,500 staff (4,491 at November 2004). In general there may need to be fewer posts in the Executive as a whole in the future, after what has been a period of very substantial growth. The over 200 temporary agency staff employed by the Executive affords some flexibility. The specific impact on staffing will be assessed as part of departmental illustrations.			
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The gross recurring saving will be £2m a year by 2007-08 with no offsetting recurring expenditure.</i></p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The expenditure and savings fall to the administration budget.</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p>Yes.</p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>The Scottish Executive's administration operating budget for the years 2005-06 to 2007-08 is £235,285,000.</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p>N/A</p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p>None</p>			
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>See answer 9.2</i></p>			
	<p>13.2 Please describe the method you plan to use to calculate the</p>			

	<p>cash equivalent of those time release savings.</p> <p><i>This will depend on the nature of the savings, but most likely the average staff costs of the grades of staff time released.</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The efficiency benefits will be measured by the success with which Departments live within reduced departmental allocations for administration whilst continuing to provide an effective service to Ministers.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Milestones towards the delivery of savings will form part of the delivery plan to be drawn up. Progress will be monitored on a monthly basis and reported to Management Group as part of the process of monitoring the Administration budget. Lead responsibility will fall to the Finance Administration team.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Provisional departmental outturn data, provided every month, will be used to measure progress.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Final outturn data will form part of the Scottish Executive accounts and will be internally and externally audited to ensure their accuracy.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No.</i></p>

3. COMMUNITIES

Cash-Releasing Efficiency Technical Notes

REVISED

1. Portfolio/Number/Name: <i>C/C1 Reducing unit costs in Communities Scotland Development Programme</i>				
2. Programme/Activity: <i>Programme – Affordable Housing Investment Programme - Funding housing for rent and low cost home ownership and social and environmental improvements principally through registered social landlords and private developers.</i> <i>Activity - The goal of the housing investment programme is to create decent and affordable housing. It provides new and improved housing primarily in disadvantaged communities to replace or improve poor quality housing. It also seeks to help people on low incomes rent social housing or buy a home in areas where demand exceeds supply or where market prices are beyond the reach of their incomes.</i> <i>Further details of the Affordable Housing Investment Programme can be found by clicking on the following hyperlink:</i> http://www.communitiesscotland.gov.uk/stellent/groups/public/documents/webpages/cs_006583.hcsp#TopOfPage				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	5	9
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Nicola Munro, Head of Development Department, Scottish Executive</i>		
5. Project Manager		<i>Alistair Dickson, Head of Investment, Communities Scotland</i>		
6. EGDG account manager		<i>Carolyn Girvan, Scottish Executive Efficient Government Delivery Group</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>There will be a neutral impact on the quality of service delivery as these efficiency savings will simply result in an increased level of output (ie more new or improved houses) for the same level of public expenditure as a result, service delivery will remain unchanged.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>Savings are not dependant on legislation or other structural changes being achieved.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc <i>In line with the focus of the Efficient Government Plan, the savings in this programme activity will result in enhanced outputs from the resources Ministers have been able to allocate in the 2004 Spending Review.</i> <i>Savings will be made by reducing the average amount of grant per unit provided through the Affordable Housing Investment Programme towards the total new and improved unit approvals on an annual basis. The effect of this will be that this will increase the level of output from a set amount of funding</i>			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Communities Scotland will promote and incentivise larger scale and longer term construction contracts through collaboration among Registered Social Landlords. They will review targets and streamlining practices and amend financial appraisal assumptions published in their procedure notes. The key delivery action managers are all contained within the Communities Scotland structure.</i></p>																				
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="459 712 1417 902"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Explanation</td> <td colspan="3">N/A</td> </tr> </tbody> </table>		2005- 06	2006- 07	2007- 08	+				-				Net				Explanation	N/A		
	2005- 06	2006- 07	2007- 08																		
+																					
-																					
Net																					
Explanation	N/A																				
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>This will result in an enhancement in an increased level of output (ie more new or improved houses) for the same level of public expenditure.</i></p>																				
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Gross recurring saving: £0m in 2005/06; £5m in 2006/07; £9m in 2007/08</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Communities Portfolio Budget - 3.1, Delivering Good Quality, Sustainable, Affordable Housing – Affordable Housing Investment Programme</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>Yes, the outputs from the resources Ministers have been able to allocate in the 2004 Spending Review include reference to required savings.</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>Figures from Spending review 2004 settlement for Affordable Housing Investment Programme:</i></p> <p><i>£414.4m in 2005/06; £408.3m in 2006/07; £466.6m in 2007/08</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>																				

	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year. (Answer here also if you need to do this to live within your budget)</p> <p><i>We have no specific plans to exceed the required saving, although we would propose to start the process of efficiency savings in 2005/06 to allow a less steep increase in the level of efficiency savings required in 2006/07 and 2007/08. The total efficiency savings over the period would equate to the £14m required, but would follow a different profile from that noted above. This would allow a more planned and managed increase in efficiency to take place over the three year period rather than the current profile.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Savings will be made by reducing the average amount of grant per unit provided through the Affordable Housing Investment Programme towards the total new and improved unit approvals on an annual basis. The effect of this will be that this will increase the level of output from a set amount of funding</i></p> <p><i>The calculation will be as follows:</i></p> <p><i>Average grant per unit (2004/05 as at 31 Jan 05) minus Average grant per unit (per year for the period 2005/06 to 2007/08) multiplied by Number of Unit Approvals (per year for the period 2005/06 to 2007/08)</i></p> <p><i>This calculation is to be undertaken every year in order to calculate annual savings, and will be adjusted to current year prices.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p>– How often will progress towards the target be monitored?</p> <p><i>Progress towards the target be monitored on a quarterly basis and the data for each year will be published in an Annual Statistical Report</i></p> <p>– Who will have lead responsibility for reporting progress</p> <p><i>Communities Scotland, Head of Investment on behalf of the Chief Executive.</i></p> <p>– What procedures will be in place?</p> <p><i>Communities Scotland, Head of Investment already has procedures in place and responsibility for reporting progress on an annual basis. The data for each year is published in an Annual Statistical Report.</i></p>

14.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**

The data that will be used to measure progress will be sourced from files on the number of new and improved unit approvals that are made on an annual basis. The required information is easily quantifiable, readily available and collected in a consistent and well understood format in line with up to date guidance. No action is needed to update this.

- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**

The accuracy of the data is validated at an individual project level through a well understood procedure where a project inputter collates the data and this data is then checked by a senior staff member before a legally binding new or improved unit approval is made.

- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

No, the data that will be used to measure progress will be sourced from files on the number of new and improved unit approvals that are made on an annual basis. The required information is easily quantifiable, readily available and collected in a consistent and well understood format in line with up to date guidance. This programme is also validated by Communities Scotland's Internal Audit Department.

NEW

1. Portfolio/Number/Name: *Communities - C/T3- Improving the targeting of effectiveness & efficiency of housing investment.*

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

NEW

1. Portfolio/Number/Name: *Communities - C/T4-* Reduce regulatory burden, particularly on RSLs.

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

NEW

1. Portfolio/Number/Name: *Communities - C/T7-Modernising Building Standards.*

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

4. CROWN OFFICE AND PROCURATOR FISCAL SERVICE

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: <i>COPFS/C1 Alternatives to Prosecution</i>				
2. Programme / Activity: <i>The project covers the introduction of the Driver Improvement Scheme for some motoring offences (typically speeding) where, instead of a fiscal fine or other legal action being taken against them, the offender attends a driver improvement course. The project also covers the introduction of Orders making it possible to offer fixed penalties for the offences of driving with no insurance and similar traffic offences instead of prosecuting these in the Sheriff Court.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	1.1	1.1	1.1
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Norman McFadyen, Crown Agent & Chief Executive</i>		
5. Project Manager		<i>Bill McQueen, Deputy Chief Executive</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>A neutral impact on quality of service delivery is anticipated.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>The projected savings arise from the introduction of the Driver Improvement Scheme and the introduction of fixed penalties for certain offences.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>The intention is that by improving driving skills the offender is less likely to re-offend. As the cost of the driving improvement course is borne by the offender, this is less costly than COPFS issuing a fiscal fine or commencing proceedings against the offender. Savings will also be made by using fixed penalties instead of prosecuting in the Sheriff Court.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>Guidance has been issued to Fiscals on the Driver Improvement Scheme. Savings are however, dependent on the number of reports submitted by the Police, and whether the Police themselves issue conditional offers, in specific driving offence categories. At this early stage the number of cases being reported by the Police is below that forecast and savings are not currently being accrued at the anticipated level in respect of the Driver Improvement Scheme.</i>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	Gross			
	Net			
	Explanation	N/A		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p>£1.1m</p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p>Crown Office and Procurator Fiscal Service.</p>			
	<p>12.3 Has this saving been built into your budget?</p> <p>Yes</p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p>2005-06 - £88.6m, 2006-07 - £92.1m, 2007-08 - £94.6m</p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p>N/A</p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p>There are no plans to exceed the planned savings.</p>			
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p>N/A</p>			
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p>N/A</p>			

14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Efficiency benefits will be measured by reference to the reduction on the number of cases prosecuted. A reduction in the number of cases prosecuted has the benefit of releasing Deputes to prosecute other categories of cases. The cash savings will be calculated on the basis of the reduction in the number of cases prosecuted under the relevant category taking account of the average unit cost of a case under the category.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>We will monitor and report to our Management Board mid-year (September) and at financial year-end. This will be led by the Director of Finance who is a member of the Management Board.</i></p>
	<p>14.3 Monitoring Data: Sources, Validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data. Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Efficiency savings will be measured using readily available data from our case tracking system managed by our Business Innovation and Improvement Unit who will validate the output. There are no risks relating to how we plan to use the data.</i></p>

1. Portfolio/Number/Name: COPFS/C2 Case Related Costs & Estates Rationalisation				
2. Programme/Activity: <i>This project covers improving the citing of witnesses to reduce unnecessary attendance at court and thereby reducing witness expenses. The project also encompasses rationalising the Crown Office and Procurator Fiscal Service (COPFS) estate.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.5	0.5	0.5
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Norman McFadyen, Crown Agent and Chief Executive		
5. Project Manager		Bill McQueen, Deputy Chief Executive		
6. EGDG account manager		Carolyn Girvan		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>A positive impact on quality of service delivery is anticipated through the rationalisation of the Department's estate through improved communication channels. Improved procedures for citing witness are geared towards a more positive experience of the criminal justice system.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Savings are not dependent on legislation or other structural changes being achieved.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The aim is to reduce the numbers of witnesses cited, where feasible, and to ensure procedures are in place to countermand their attendance in time, where necessary.</i></p> <p><i>We will reduce the COPFS estate in Edinburgh from five properties to three, thereby reducing accommodation rental and maintenance costs.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The projected savings form part of the Department's Accommodation Strategy and are covered by Business Plans.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	Gross			
	Net			
	Explanation	N/A		

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>
12. Gross/Net Cash Savings	<p>12.2 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>£0.5m</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Crown Office & Procurator Fiscal Service.</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>2005-06 - £88.6m, 2006-07 - £92.1m, 2007-08 - £94.6m</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>Initial indications following the publication of the 'Building a Better Scotland – Efficient Government' suggest that we will exceed the planned savings.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Efficiency benefits will be measured in terms of the cash savings that accrue to the Department.</i></p>

	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>We will monitor and report to our Management Board mid-year (September) and at financial year-end. This will be led by the Director of Finance who is a member of the Management Board.</i></p>
	<p>14.3 Monitoring Data: Sources, Validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data. Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Efficiency savings will be measured by reference to future rent and rates expenditure and expenditure on witness expenses against base year outturn.</i></p>

1. Portfolio/Number/Name: COPFS/C3 - Increase Sheriff's solemn sentencing power to 5 years

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

1. Portfolio/Number/Name: COPFS/C4 Staff Savings from introduction of new IT system				
2. Programme/Activity: <i>The Future Office System (FOS) is a case management system that is designed to record the main business processes of case marking, case tracking and disposal across all COPFS activities. The project has four stages, covering initial case marking (Phase 1), full case processing for summary cases (Phase 2), solemn procedure and changes arising from the Bonomy Report (Phase 3). If the proposals in the McInnes Report are implemented that would lead to further work being required, which would form a Phase 4.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.8	0.8	0.8
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Norman McFadyen, Crown Agent and Chief Executive		
5. Project Manager		Bill McQueen, Deputy Chief Executive		
6. EGDG account manager		Carolyn Girvan		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>A positive impact is anticipated on the quality of service through improved and faster marking of cases received by the Department from the Police.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Savings are not dependent on legislation or other structural changes being achieved. Guidance and training on the new systems has been provided.</i></p>			
9. Description of efficiency and actions to be taken	<p>How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Savings will arise from a reduction in staff numbers.</i></p>			
	<p>What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The forecast savings have been built into future budgets and Business Plans.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p>			
		2005- 06	2006- 07	2007- 08
	Gross			
	Net	-45	-45	-45
Explanation	<p><i>Reduction in administrative staff numbers as a result of reports being received electronically from the Police and being marked and tracked electronically.</i></p>			

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>£0.8m a year</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Crown Office & Procurator Fiscal Service.</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>2005-06 - £88.6m, 2006-07 - £92.1m, 2007-08 - £94.6m</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>There are no plans to exceed the forecast savings.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Efficiency benefits will be measured in relation to the staff costs and will be reflected in staff numbers.</i></p>

	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>We will monitor and report to our Management Board mid-year (September) and at financial year-end. This will be led by the Director of Finance who is a member of the Management Board.</i></p>
	<p>14.3 Monitoring Data: Sources, Validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data. Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Efficiency savings will be tracked when assessing staffing requirements at the budget planning stage.</i></p>

NEW

1. Portfolio/Number/Name: COPFS/T1 - Closer working with police & Scottish Court Service.

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information

NEW

1. Portfolio/Number/Name: COPFS/T2 - Improvements in Case Handling.

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information

5. EDUCATION AND YOUNG PEOPLE

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: <i>EYP/C1 Efficiency savings in the Scottish Qualifications Authority</i>				
2. Programme/Activity: <i>SQA will deliver continuous improvement and increasing efficiencies in financial management leading to more efficient operational activity.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	<i>0.3</i>	<i>0.7</i>	<i>1.0</i>
	Time Releasing (£m)	<i>0</i>	<i>0</i>	<i>0</i>
4. Accountable Officer for delivery		<i>Mike Ewart</i>		
5. Project Manager		<i>Kenny McKenzie</i>		
6. EGDG account manager		<i>Gillian Woolman</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>Neutral</i>			
8. Dependencies	Explain if your savings are dependent on legislation or other structural changes being achieved. <i>None</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving being made? Be specific about number/size of contracts, staff, posts, dates, etc. <i>Procurement and purchasing regimes will be improved and budget holders will be required to continuously challenge the need to incur cost. Operational costs will be flat-lined across each of the three years and savings to offset the impact of inflation on an ongoing basis.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, name the key action managers if they are outwith your immediate management chain (eg in an NDPB) <i>Delivery is dependent on the SQA. As Chief Executive of the SQA, Anton Colella is accountable for the delivery of these savings.</i>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation	<i>N/A</i>			
11. Benefits	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Minister have been able to allocate in SR04. but if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here. <i>N/A</i>			

12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>£0.3m in 2005-06, £0.7m in 2006-07 and £1m in 2007-08</i>
	12.2 Against which budget does this expenditure and saving fall? <i>SQA Resource – A/C60100290</i>
	12.3 Has this saving been built into your budget? <i>Yes</i>
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>£11.5m in 2005-06, £8.7m in 2006-07 and £8.2m in 2007-08</i>
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>N/A</i>
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>N/A</i>
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3 <i>N/A</i>
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings <i>N/A</i>
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (eg in terms of costs, level of output or quality of service)? <i>Delivery will be measured through monthly financial monitoring and annual budget setting exercises.</i>
	14.2 What monitoring and reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures are in place?) <i>Efficiency savings will be monitored as part of the normal monthly financial monitoring provided by SQA.</i>
	14.3 Monitoring Data: Sources, validation and risks <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <i>Progress will be measured through the provision of financial data provided to the sponsor team by SQA</i>

1. Portfolio/Number/Name: <i>EYP/C3 Savings from EYP central government expenditure</i>				
2. Programme/Activity: <i>In the 2004 Spending Review, it was decided to hold specific budget baselines constant at 2005-06 levels despite inflationary pressure and the ongoing requirement to deliver established policy commitments. The saving thus secured is the total amount by which those budgets would otherwise have increased in line with inflation.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	<i>0.0</i>	<i>4.2</i>	<i>9.8</i>
	Time Releasing (£m)	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>
4. Accountable Officer for delivery		<i>Mike Ewart</i>		
5. Project Manager		<i>Joe Brown</i>		
6. EGDG account manager		<i>Gillian Woolman</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>Neutral impact on the quality of service delivery.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>Savings are not necessarily dependant on legislation or other structural changes being achieved.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>The cash saving will be made by holding specific budget baselines constant at 2005-06 levels despite inflationary pressure and the ongoing requirement to deliver established policy commitments. This decision freed up resources for Ministers to direct to other priorities as part of the Spending Review.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>Delivery of established policy commitments within existing programme baselines. Individual policy managers will devise and implement innovative methods to enable specific policy initiatives and outcomes to be delivered with no growth in budget in real terms.</i>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).																																													
		2005- 06	2006- 07	2007- 08																																										
	+																																													
	-																																													
	Net																																													
	Explanation	<i>Savings emerging from programme baselines, not Departmental Running Costs.</i>																																												
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>																																													
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Total recurring saving of £9.8 million per annum from 2007-08.</i></p>																																													
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Expenditure and savings relate to the following budgets:</i></p> <table border="1"> <thead> <tr> <th></th> <th>2005-06 baseline</th> <th>2006-07 saving</th> <th>2007-08 saving</th> </tr> </thead> <tbody> <tr> <td>NED/broadband</td> <td>17.7</td> <td>0.4</td> <td>0.8</td> </tr> <tr> <td>Pupil Support and Inclusion</td> <td>3.3</td> <td>0.1</td> <td>0.2</td> </tr> <tr> <td>Additional Support Needs</td> <td>29.1</td> <td>0.6</td> <td>1.4</td> </tr> <tr> <td>Children and Families</td> <td>72.7</td> <td>1.5</td> <td>3.4</td> </tr> <tr> <td>Youth Crime etc</td> <td>66.2</td> <td>1.3</td> <td>3.1</td> </tr> <tr> <td>Looked After Children & Youth</td> <td>11.3</td> <td>0.2</td> <td>0.5</td> </tr> <tr> <td>Information & Analysis</td> <td>2.8</td> <td>0.1</td> <td>0.1</td> </tr> <tr> <td>Gaelic</td> <td>3.3</td> <td>0.1</td> <td>0.2</td> </tr> <tr> <td>Other</td> <td>2.2</td> <td>0.0</td> <td>0.1</td> </tr> <tr> <td>TOTAL (sum)</td> <td>208.7</td> <td>4.2</td> <td>9.8</td> </tr> </tbody> </table> <p><i>The saving is the amount by which that budget would otherwise have increased in line with inflation.</i></p>				2005-06 baseline	2006-07 saving	2007-08 saving	NED/broadband	17.7	0.4	0.8	Pupil Support and Inclusion	3.3	0.1	0.2	Additional Support Needs	29.1	0.6	1.4	Children and Families	72.7	1.5	3.4	Youth Crime etc	66.2	1.3	3.1	Looked After Children & Youth	11.3	0.2	0.5	Information & Analysis	2.8	0.1	0.1	Gaelic	3.3	0.1	0.2	Other	2.2	0.0	0.1	TOTAL (sum)	208.7	4.2
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TOTAL (sum)	208.7	4.2	9.8																																											
	<p>12.3 Has this saving been built into your budget?</p> <p><i>These savings have been built into SR2004 budget outcomes.</i></p>																																													

	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>Subject to appropriate funding of any new policy developments, the maximum allowable expenditure against the published budget data, in each year, for that saving to be delivered is:</i></p> <table border="1" data-bbox="475 412 1171 860"> <thead> <tr> <th data-bbox="475 412 1034 488"></th> <th data-bbox="1034 412 1171 488">2005-06 baseline</th> </tr> </thead> <tbody> <tr> <td data-bbox="475 488 1034 524">NED/broadband</td> <td data-bbox="1034 488 1171 524">17.7</td> </tr> <tr> <td data-bbox="475 524 1034 560">Pupil Support and Inclusion</td> <td data-bbox="1034 524 1171 560">3.3</td> </tr> <tr> <td data-bbox="475 560 1034 595">Additional Support Needs</td> <td data-bbox="1034 560 1171 595">29.1</td> </tr> <tr> <td data-bbox="475 595 1034 631">Children and Families</td> <td data-bbox="1034 595 1171 631">72.7</td> </tr> <tr> <td data-bbox="475 631 1034 667">Youth Crime etc</td> <td data-bbox="1034 631 1171 667">66.2</td> </tr> <tr> <td data-bbox="475 667 1034 703">Looked After Children & Youth</td> <td data-bbox="1034 667 1171 703">11.3</td> </tr> <tr> <td data-bbox="475 703 1034 739">Information & Analysis</td> <td data-bbox="1034 703 1171 739">2.8</td> </tr> <tr> <td data-bbox="475 739 1034 775">Gaelic</td> <td data-bbox="1034 739 1171 775">3.3</td> </tr> <tr> <td data-bbox="475 775 1034 810">Other</td> <td data-bbox="1034 775 1171 810">2.2</td> </tr> <tr> <td data-bbox="475 810 1034 860">TOTAL (sum)</td> <td data-bbox="1034 810 1171 860">208.7</td> </tr> </tbody> </table>		2005-06 baseline	NED/broadband	17.7	Pupil Support and Inclusion	3.3	Additional Support Needs	29.1	Children and Families	72.7	Youth Crime etc	66.2	Looked After Children & Youth	11.3	Information & Analysis	2.8	Gaelic	3.3	Other	2.2	TOTAL (sum)	208.7
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	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>N/A</i></p>																						
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3</p> <p><i>N/A</i></p>																						
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>																						
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Efficiency benefits will be measured in terms of costs.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Established monitoring and reporting procedures will be used to measure the delivery of efficiency savings. Ministers and the Departmental Management Board receive progress reports at least on a quarterly basis.</i></p>																						

	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none">• What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?• What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?• Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Budget allocation information is quantifiable and readily available. Finance Group will validate the accuracy of the data..</i></p>
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Time-Releasing Efficiency Technical Notes

NEW

1. Portfolio/Number/Name: <i>EYP/T1 School Building Programme</i>			
2. Programme/Activity: <i>School Building Programme (up to £2bn of investment over the period). The Partnership Agreement committed the Executive to the largest ever school building programme in Scotland's history, renewing 200 more schools by 2006, rising to 300 by 2009. The vision is for well designed, well built, and well managed schools that support national and local priorities, and inspire children, young people and communities, and a future school estate that meets aspirations, responds to evolving needs and is effectively managed and maintained over the long term.</i>			
3. Estimated Value of Time-releasing Savings (£m)	2005-06	2006-07	2007-08
	1	3	5
4. Accountable Officer for delivery	<i>Mike Ewart</i>		
5. Project Manager	<i>Colin Reeves</i>		
6. EGDG account manager	<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>Positive impact on staff morale; efficiencies inherent in new buildings and facilities; reduction of time wasted on coping with substandard building fabric and facilities; reduction of excess capacity; more flexible accommodation.</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>N/A</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>Less staff time will be wasted on coping with poor/cramped/unsuitable building fabric, releasing time for teachers to spend more time teaching children. Further time savings will be realised through having a proper proactive maintenance programme which will result in less time being spent on reactive patching up of poor buildings. This should enable more time to be spent on other activities in line with maintaining the school estate.</i></p>		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Continued progress with local authority Public Private Partnerships (PPP) and other major capital investment projects.</i></p>		
10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>It is reasonable to deduce efficiencies will arise and a prudent estimate of the value of the efficiency benefits has been restricted to around 1 per cent of staff costs. Post-occupancy evaluations will inform the impact of the investment on time savings. This would also cover time spent on re-active maintenance on the school estate.</i></p>		

	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>The post-occupancy evaluations of new buildings will provide evidence of the impact the investment has had and how this has led to any time savings. Local Authorities are responsible for carrying out post-occupancy evaluations.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>The future post-occupancy evaluations will provide information on the time savings brought about from the investment in the school estate.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The local authorities will be responsible for carrying out the post-occupancy evaluations in line with the Executive's guidance.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Given the nature of the time savings, these will vary from school to school. However the post-occupancy evaluations should help provide an indication of whether in general the investment has led to time savings.</i></p>

1. Portfolio/Number/Name: <i>EYP/T2 - Use of classroom assistants</i>			
2. Programme/Activity: <i>The provision of additional support staff will ease the administrative burdens on teachers. There is also evidence from the Classroom Assistant initiative that Classroom Assistants play an important role in keeping children on task and help improve the learning environment. Their presence in a classroom allows teachers to concentrate more on individual pupils.</i>			
3. Value of Planned Time Release (£m)	2005-06	2006-07	2007-08
	9	14	21
4. Accountable Officer for delivery	<i>Mike Ewart</i>		
5. Project Manager	<i>Donald Henderson</i>		
6. EGDG account manager	<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>Our expectation is of strongly positive effect on service delivery. Additional resources (approx £7m/£11m/£16m over the Spending Review period) have been allocated to local authorities to allow increases in support staff in schools. These will relieve pressure on and take non-teaching duties from teachers and headteachers eg by helping prepare lesson material, photocopying, playground supervision, administrative duties , reducing disruption in classrooms and to learning.</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Funding has been transferred to Council budgets using the normal distribution mechanism. Local Authorities then determine the allocation of resources in their area.</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>By reducing teachers and head teachers non-teaching duties to more efficiently use their time, we can maximise the effect on service delivery. The calculation of the estimated value of time released at section 3 is based on the differences in salary levels between teachers and support staff and the time released where support staff undertake teachers' non-teaching duties .</i></p>		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Local authorities have to commit money to education departments. Most LAs will probably devolve spending power to school level (in pursuit of the parallel Executive policy that 80-90% of education resources should be devolved to head teacher control).</i></p>		
10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>We collect regular census information on staffing levels in education, and split non-teaching staff into a variety of categories eg special educational auxiliaries, classroom assistants etc.</i></p>		

	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>An annual assessment of staffing levels will be conducted, as part of the Teacher census which runs each autumn.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>see above.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Figures form part of National Statistics.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection). <p><i>None beyond those inherent in data collection.</i></p>

NEW

1. Portfolio/Number/Name: <i>EYP/T3: Improved access to downloaded teaching and learning resources.</i>			
2. Programme/Activity: <i>£40m investment in Scottish Schools Digital Network and Content Delivery infrastructure will allow progressively more teachers improved access to downloaded teaching and learning resources which would otherwise have been more difficult or impossible to obtain and faster access to their existing material and lesson plans.</i>			
3. Estimated Value of Time-releasing Savings (£m)	2005-06	2006-07	2007-08
	-	-	5
4. Accountable Officer for delivery	<i>Mike Ewart</i>		
5. Project Manager	<i>Trudi Sharp</i>		
6. EGDG account manager	<i>Gillian Woolman</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is too positive, negative or neutral. <i>Positive impact as the Scottish Schools Digital Network and Content Delivery Initiative will facilitate better discovery, retrieval and use of electronic resources.</i>		
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>Some levels of connectivity and access within some local authorities are still to be addressed. Without high level broadband connections schools will be reliant on getting content from DVD/CD. Connection to SSDN intranet will be phased resulting in teacher take up over a time period.</i>		
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? <i>The Scottish Schools Digital Network and Content Delivery Initiative will facilitate better discovery, retrieval and use of electronic resources. Teachers will also have faster access to their existing material and lesson plans. Time savings would be used by teachers on core duties. Estimated value of time released is based on 20% of teachers (around 10,200) with an average hourly rate of £23 being able to "save" 30 minutes per week.</i>		
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>The implementation of ICT in teaching and learning is a key responsibility of Learning and Teaching Scotland (LTS) in association with the local authorities. LTS are leading the promotion of content delivery infrastructure capabilities with authorities. This infrastructure will assist schools of storing internet content locally, speeding up retrieval times and will maximise the potential to use rich media including video streaming. It is complementary to the Scottish Schools Digital Network intranet which is currently being procured and will take around 2 years to deliver.</i>		
10. Measurement and Monitoring	10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits. <i>We will be commissioning research into the benefits of content delivery edge servers in schools in 2007-08. As SSDN intranet is rolled out, the content delivery infrastructure edge servers will be subsumed into that project and further evaluation undertaken once they have had time to embed.</i>		

	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Evaluation will address this.</i></p> <hr/> <p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Research on teachers' preparation and planning and on teacher costs is available. We will also be evaluating content delivery infrastructure and SSDN</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Evaluation will address this</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>N/A.</i></p>
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1. Portfolio/Number/Name: EYP/T4 - Children's Hearings				
2. Programme/Activity:				
<p>The review of the Children's Hearing system proposes to reduce the number of referrals to the Hearings by tightening the grounds for referral and requiring agencies to have firstly implemented an inter-agency plan and to demonstrate why compulsion may be necessary.</p> <p>Note: the proposals will be consulted on over the summer and, if agreed, feature in subsequent legislation. However, the rationale is that Reporters will not spend time dealing with inappropriate referrals which will be dealt with by agencies. This will allow them to spend more time focussing on dealing more effectively with the remaining more appropriate casework. This will ensure all children, those referred to the Reporter who may well have the greatest need, and those whose needs are addressed without referral to the Reporter get the help they need when they need it.</p>				
3. Planned Savings (£m)		2005-06	2006-07	2007-08
		0	0	4
4. Accountable Officer for delivery		Mike Ewart		
5. Project Manager		Stella Perrott		
6. EGDG account manager		Gillian Woolman		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p>The proposals are intended to ensure children get help they need when they need it rather than having to be 'processed' through Children's Hearings in order to get help. The proposals should improve the outcomes for children and should allow Reporters to use their time and expertise more effectively helping children.</p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p>Although the proposals will require changes in legislation, the publication of the consultation document may begin to change some of the existing practices and savings may accrue earlier (this is uncertain). Cultural changes may be more significant and the legislation would be an important lever without which the changes might not be effected.</p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p>The proposals will reduce the need for referrals to the Reporter and therefore there will be a corresponding reduction in Reporter investigations, and Initial Background Reports. Where children still go to Hearing there should be a reduction in Social Background Reports as only one coordinated report will be prepared on each child. Reporters will not have to spend time dealing with inappropriate referrals and will be able to redeploy the time this saves to deal more effectively with the remaining casework and ensure children get help they need when they need it.</p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p>Legislation would be required. It is also worth noting that savings are totally dependent on delivery agencies implementing the proposed legislative changes as intended.</p>			

10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>There are 80,000 referrals to the Reporter each year 75% of which do not go to a Hearing. The proposals will reduce the need for referrals to the Reporter and therefore (up to) 60,000 Reporter investigations, and Initial Background Reports. Where children still go to Hearing there should be a reduction in Social Background Reports as only one coordinated report will be prepared on each child. The value of the time saved - and therefore available to deal more effectively with the remaining casework - is based on an estimated average saving of 4 hrs work per referral (primarily social work, admin and Reporter) at £20 per hour. This amounts to £4.8 million - although by the time these savings emerge the number of referrals and costs could be very different. As such, the estimated value of the redeployed time available to deal more effectively with appropriate casework will be kept under review.</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>On these assumptions the number of referrals to the Reporter is the key data. This will be part of the programmes evaluation – the programme being the changes following implementation of any legislation.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Referrals to the Reporter is the key data and is readily available.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Referrals to the Reporter is validated data and routine.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>We have estimated that on average there is 4 hrs work for each case that is referred to the Reporter but does not go to a Hearing. This is of course variable and will be kept under review.</i></p>

6. ENTERPRISE AND LIFELONG LEARNING

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: <i>ELL/C1 - Scottish Enterprise Savings</i>				
2. Programme/Activity: <i>The Business Transformation (BT) Programme is in the final year of a six-year project which has changed many aspects of SEn practices and procedures to ensure the organisation is more efficient, effective and customer focused. It is anticipated that 'business as usual' activities will secure delivery of the savings.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	5.3	5.3	5.3
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Eddie Frizzell</i>		
5. Project Manager		<i>Douglas Baird</i>		
6. EGDG account manager		<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>We anticipate a neutral impact on the quality of service delivery.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Savings are independent of legislation or other structural changes.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Savings will be delivered through a series of solutions from the Business Transformation (BT) programme. Now entering the final stage of the programme, most of the decisions and actions have been taken and savings based on those earlier actions are now being realised in the following two areas:</i></p> <p><u><i>Headcount Reduction = £515K</i></u> <i>The net savings in staff and running costs arising from the implementation of BT solutions through reducing the number of staff requiring to be employed in these respective areas. For example, by the establishment of 7 new shared services.</i></p> <p><u><i>Cost Savings = £4.792M</i></u> <i>The net savings in costs (other than those associated with staffing) arising from the implementation of BT solutions. For example, by the Network's new approach to procurement, significant economies of scale are anticipated thus reducing costs.</i></p>			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Delivery of this saving is dependent on the actions of key staff in Scottish Enterprise (SEn). The Accountable Officer of SEn is responsible for delivering them and the Senior Director of Finance is responsible for submitting monitoring information to ETLLED.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="467 689 1417 842"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation <i>Whilst staff reductions have been identified above, this has released establishment posts to other areas of SEn.</i></p>		2005- 06	2006- 07	2007- 08	+				-				Net			
	2005- 06	2006- 07	2007- 08														
+																	
-																	
Net																	
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>This saving is internal to SEn to able transfer of resources to areas deemed, by them, to be of higher priority. There is no direct connection with any other area of the SR2004.</i></p>																
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>£5.3m is the recurring saving to be released at this last stage of the BT programme.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>As noted at 9.1 above, Headcount savings are against Management and Administration £515k, whereas Cost Savings of £4,792k are against both Operational & Management & Administrative costs. All these categories relate to SEn. Within ETLLED this would be monitored through the funding allocation to SEn.</i></p>																
	<p>12.3 Has this saving been built into your budget?</p> <p><i>In respect of SEn, discretionary budget allocations have taken cognisance of the profiled savings.</i></p>																

	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>In respect of ETLLD, this would be the funding allocation to SEn.</i></p>
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year. (Answer here also if you need to do this to live within your budget)</p> <p><i>None</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The forms of measurement are defined in the SEn BT Benefits Monitoring Framework (see 14.2)</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>The SEn BT Benefits Monitoring Framework is applied quarterly. Mary Docherty (SEn) will co-ordinate and manage the process for all solutions and will report into the SEn Senior Director of Finance. The monitoring framework has been designed to ensure that reporting of actual benefits achieved is the responsibility of the respective Executive Board members. Outputs from the Framework are reported to the Executive Board and copied to the Scottish Executive (Enterprise Networks Division).</i></p>

14.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**
- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**
- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

The savings identified in 2005/06 are the final savings of a multi-year programme that have been realised as a consequence of the development of 25 different projects. The evaluation design and approach has been based on a standardised evaluation framework, applied to each project. Key inputs to evaluation are:

- 1. A review of the key data and documents, such as Cost/Benefits information and the Project Definition Document*
- 2. Responses from interviews with key project staff*
- 3. Analysis of the results of a staff survey*

- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**

Each project is reviewed by SEN's Auditors. Project Evaluation reports are sent to the relevant operational heads of departments within SEN for comment and feed back. The report is then presented to the BT Steering Group for final review.

- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

No identified risks.

1. Portfolio/Number/Name: ELL/C2 - Scottish Science Centres Programme

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

Time-Releasing Efficiency Technical Note

NEW

1. Portfolio / Number/ Name: *ELL/C3 & ELL/T1 Scottish Further Education Colleges and Higher Education Institutions*

2. Programme / Activity:

The underlying aim of the Efficient Government Initiative is embedded in the approach the Funding Councils⁴ take to funding further education colleges and higher education institutions and the funding approach is applied to all institutions in exactly the same way. Therefore the possibility of relative inefficiencies between institutions is minimised.

Building upon significant efficiency gains that have already been delivered over recent years and the continuing gains derived from existing collaborative activities, the Funding Councils have worked closely with colleagues in further and higher education to identify the following additional opportunities to deliver redeployment gains over the next three years. Key developments include:

- *investment in estates*

SR04 has committed significant additional capital investment for learning and teaching infrastructure over the three financial years to 2007/08 in both Further Education (FE) and Higher Education (HE). The much improved environment for students and researchers will result in reduced operating expenditure (through reduced floor space and more efficient running costs). There is to be collaboration between institutions, co-location of facilities, and sharing of services. Best practise in procurement, energy efficiency and waste management will be part of those estate renewal strategies.

- *investment in research pooling*

By pooling resources HE institutions will afford higher quality facilities and equipment, provide the environment for greater cross- fertilisation across larger groups of researchers, and consequently enhance Scotland's international position and attract more high quality researchers to Scotland.

- *identifying, sharing and replicating new approaches for the delivery of learning, research and support functions and the development of new collaborative activities*

Approaches are constantly evolving as institutions strive to maximise the investment of the resource available to deploy on teaching and research. This strand seeks to identify the most effective approaches, ensure effective dissemination, and provide support for efficient replication.

- *further development of joint procurement arrangements*

Work is ongoing to build upon the work of existing joint procurement arrangements to reach out to all institutions and all areas of expenditure.

3. Planned Savings		2005-06 £m	2006-07 £m	2007-08 £m
	Cash (ELL/C3)	1	3	10
	Time Releasing	5	13	40
4. Accountable Officer for delivery	<i>Roger McClure, SFC Chief Executive</i>			
5. Project Manager	<i>Martin Fairbairn, SFC Director of Governance and Management: Appraisal and Policy</i>			
6. EGDG account manager	<i>Gillian Woolman, EGDG Portfolio Manager</i>			

⁴ The Scottish Further Education Funding Council and the Scottish Higher Education Funding Council

<p>7. Quality Impact</p>	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>It is anticipated that the developments will have positive impacts on the quality of both teaching and research. The improvements in quality are expected to arise from: greater availability of purpose-built teaching and research facilities; the sharing of research facilities and knowledge; the sharing and replicating of new approaches for the delivery of learning, teaching and support functions; and redeployment gains being available for further investment in teaching and research.</i></p> <p><i>Also see Section 14 below.</i></p>
<p>8. Dependencies</p>	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>No legislation or other structural changes required.</i></p>
<p>9. Description of efficiency and actions to be taken</p>	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <ul style="list-style-type: none"> • <i>purpose-built teaching and research facilities will result in many cases in reduced floor space and more efficient running costs;</i> • <i>research pooling will create redeployment gains by promoting the sharing of facilities and knowledge transfer, and reducing duplication of effort;</i> • <i>the identifying, sharing and replicating of new approaches for the delivery of learning, research and support functions and the developments of new collaborative activities will create redeployment gains by transferring knowledge, replicating best practice and reducing duplication of effort; and</i> • <i>further development of joint procurement arrangements will create redeployment gains by achieving better value for money for the sectors.</i> <p><i>It would be premature, and in some instances not currently feasible, to specify the exact actions that are being taken in each institution concerned. Based on the work which commenced in Autumn 2004 the Funding Councils are working with both sectors to produce more detailed plans by September 2005. For the purposes of the Efficient Government Programme and to enable more transparent review, it is envisaged that individual Technical Notes will be developed, as appropriate.</i></p> <p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Appropriate action plans will be developed for each development area with key action managers, ie Heads of HE and FE institutions..</i></p>
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -). This should include any changes in staff numbers in sponsored bodies like NDPBs.</p> <p><i>At this stage in the development of the plans, no increase or decrease in staff groupings have been identified.</i></p>

		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
	Explanation			
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Anticipated gross annual redeployment gains from the further development of procurement arrangements:</i></p> <ul style="list-style-type: none"> • 2005-06: £1m • 2006-07: £3m • 2007-08: £10m 			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Further education and higher education budget lines of the SE ETLTD Departmental Outturn Statement.</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>No, as the efficiencies relate to redeployment gains within the sectors.</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p>N/A</p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>The redeployment gains will be reinvested by the further education colleges and higher education institutions in their teaching and research facilities.</i></p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year. (Answer here also if you need to do this to live within your budget)</p> <p><i>It is not anticipated that the sectors will exceed the required saving. Both sectors have made significant efficiency gains over a period of time and there is therefore limited scope for further efficiency gains to be made without damaging the quality of Scottish teaching and research.</i></p>			

<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>Anticipated redeployment gains:</i></p> <ul style="list-style-type: none"> • <i>investment in estates – £10m. This is based on the 18 projects the Funding Councils are currently supporting that are saving 22,224m² at a typical full economic cost of £148/m², giving a saving of £3.5m. The capital grant for these projects is in the region of £190m, compared with total FE and HE capital grant over the next three years of approximately £370m. Extrapolating the results on the basis of the capital grant gives a total saving of between £5m and £10m.</i> • <i>investment in research pooling – £15m based on an increase of three to four per cent of non-SHEFC research income; and</i> • <i>identifying, sharing and replicating - £15m based on further redeployment gains of around one per cent of the sectors' total budgeted spend.</i> <hr/> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>As more detailed plans develop, the appropriate cash equivalent for each time of time-releasing activity will become more apparent and will be defined at that time, so as to enable a 'before and after' comparison.</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>By designing and implementing appropriate measurement processes with both sectors as the detail of the individual strands is developed.</i></p> <hr/> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>It is already established practice that in return for funding from the SFC, institutions have to deliver a defined volume of provision and demonstrate continuous quality improvement. Monitoring and reporting procedures for the efficiency projects will build upon this, and will be developed in conjunction with the sectors.</i></p> <p><i>With respect to qualitative measures, and monitoring thereof, existing processes, such as the student satisfaction surveys, the work of the Quality Assurance Agency and, for the FE sector, Her Majesty's Inspectorate of Education will continue and provide assurance that the transfer of resource, both cash and time, to the frontline is having a positive impact on teaching and the learning experience.</i></p> <p><i>Ratings from the 2008 Research Assessment Exercise (RAE) will provide broad indicators of research quality.</i></p>

	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>The data requirements will be considered along with the monitoring and reporting procedures and agreed with the sectors.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The validity checks will be considered along with the monitoring and reporting procedures and data requirements, and agreed with the sectors.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>None envisaged at this stage.</i></p>
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1. Portfolio/Number/Name: <i>ELL/T3 Scottish Enterprise (BT Programme)</i>			
2. Programme/Activity: <i>The Business Transformation (BT) Programme is in the final year of a six-year project which has changed many aspects of SEn practice and procedures to ensure the organisation is more efficient, effective and customer focussed. These savings represent the culmination of productivity gains which were forecast in relation to business circumstances in 2000-01, when the BT Programme commenced.</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
	4	4	4
4. Accountable Officer for delivery	<i>Eddie Frizzell</i>		
5. Project Manager	<i>Douglas Baird</i>		
6. EGDG account manager	<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>A positive impact on service delivery is anticipated in each of the following areas:</i></p> <p><u><i>Customer Relations Management System</i></u></p> <p><i>The CRM project was approved to operationalise SEn's Customer Relationship Strategy. This strategy sets out a vision of how Scottish Enterprise (SEn) intends to deliver a customer focussed approach to economic development. The strategic objective for CRM is to deliver a single view of the customer and their history across SEn, across all customer interactions and channels, to facilitate improved planning and reporting, focusing on value added activities and quality of service.</i></p> <p><i>This means that customers will receive a prompt and efficient response to their enquiries and will receive the same consistent service no matter which channel they use or which part of the Network they contact. The overall aim is that customers receive a seamless service – being linked with the right products and right expertise at the right time for their development and growth.</i></p> <p><u><i>Network Product Development Process</i></u></p> <p><i>Network Product Development Process: This will ensure that all SEn Network customers, regardless of their location, will be offered products, commensurate to development and growth, from a consistent suite of products i.e. same product offerings irrespective of customer location.</i></p> <p><u><i>One HR Team</i></u></p> <p><i>The creation of one HR team enables a strategic approach to HR, ensuring people strategies are aligned to business strategic goals in a consistent, customer focussed manner. Previously there was variability which exposed the business to risk and increased costs. Service delivery is also enhanced by access to a range of automated services, including performance management, recruitment, e-enabled handbook, compensation information and technology to support the HR operations.</i></p>		

	<p><u>ICT Service Management</u></p> <p>A Technology Service Desk and Systems Management Tool represents a key opportunity to improve the quality, methods and communication of how ICT services are delivered to all customers. It will allow us to create and implement a formalised methodology for service delivery and support, have improved tracking of problems and incidents to enable SEn to flexibly respond to changes in customer needs and increased focus on the core business. In summary, it will enable:</p> <ul style="list-style-type: none"> • Improved quality of service • Adoption of formal consistent processes • Single point of contact • Align service to customer requirements as they evolve • Optimum use of ICT skills <p><u>Consistent Customer Management</u></p> <p>Implementation of a consistent customer management process will ensure that we deploy our resources in a manner which provides consistent service levels differentiated according to our customer segmentation model. This will enable the network to focus our account management resources in a relationship marketing capacity where it will have the greatest impact.</p>
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>No legislation or structural changes required.</i></p>
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>The savings noted above will be a combination of time releasing to be spent on other value added activities e.g.:</i></p> <p><i>One HR Team – delivery of this service is enhanced by access to a range of automated services, including performance management, recruitment, e-enabled handbook, compensation information and technology to support the HR operations,</i></p> <p><i>ICT Service Management – implementation of this project will attempt to ensure an improved quality of service, adoption of formal consistent processes, single point of contact, align service to customer requirements as they evolve and optimum use of ICT skills.</i></p> <p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Delivery of this saving is dependent on the actions of key staff in Scottish Enterprise (SEn). The Accountable Officer of SEn is responsible for delivering them and the Senior Director of Finance is responsible for submitting monitoring information to ETLLED.</i></p>
10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>The forms of measurement are defined in the SEn BT Benefits Monitoring Framework (see 10.2)</i></p>

10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)

A BT Benefits Monitoring process has been designed and will be co-ordinated until the end of 2005/06 by Mary Docherty (SEn), who will report to the SEn Senior Director of Finance. The monitoring framework has been designed to ensure that responsibility for reporting benefits realisation sits with the respective Executive Board member. BT Benefits information is then forwarded to Mary Docherty for EB reporting and copied to the Scottish Executive (Enterprise Networks Division).

10.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**

The savings identified in 2005/06 represent the final year savings in a 5 year programme that are profiled to be realised as a consequence of the development and implementation of a number of different projects. Templates have been designed for use by the business to record benefits realisation on a quarterly basis. Each EB member is responsible for signing off benefits achieved within their specific business unit. Information is consolidated centrally for all projects and reporting of profiled 'v' actual benefits will be reported to a sub group of EB.

SE Internal Audit undertook a review of BT benefits monitoring during 2004/05 and plan to undertake a further review of this area at an appropriate time during 2005/06.

An independent evaluation is being undertaken and is due to be completed in June 2005. A standard methodology has been applied to each project. Key inputs to the evaluation have been:

- 1. A review of the key data and documents, such as Cost/Benefits information and the Project Definition Document*
- 2. Interviews with key project staff*
- 3. Analysis of the results of a staff survey*

Project reports and an overall programme report will be the outputs of the evaluation.

- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**

See text above, re system and processes established.

Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)

No identified risks

7. ENVIRONMENT AND RURAL DEVELOPMENT

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: ERD/C1 – Efficiency savings in Forestry Commission Scotland				
2. Programme/Activity:				
<p>There are 3 projects making up this programme:</p> <ul style="list-style-type: none"> • eProcurement, a joint project with Forestry Commission GB, England and Wales; • GLADE (Grants & Licences Administration Delivered Electronically), a web based project to enable on-line application and calculation of forestry grants. This is a joint project with Forestry Commission England and Wales; • Operations Review, which involves operational planning being carried out on a regional rather than local basis and the shared supervision of operations by local units. <p>These projects are all about moving people away from back office support functions to enable more front line activities to be carried out.</p>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.2	0.7	1
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Richard Wakeford		
5. Project Manager		Paul Snaith		
6. EGDG account manager		Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p>Of the 3 small projects, 2 will have no impact on service delivery, whilst one will improve service delivery because it offers a web based application and calculation of forestry grants.</p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p>None of these savings are dependent on legislation but internal structural changes are essential to delivery.</p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p>The efficiency savings will be made through a reduction in staff costs. The IT system, procurement and the operations review will allow us to redeploy staff on work areas that are higher priority in terms of meeting the Scottish Executives priorities.</p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p>In order to secure the delivery of these efficiency savings, a large IT project needs to be completed. Introduction is expected during 2005-06. The restructuring exercise needs to be successfully implemented. We have now finalised discussions and staff redeployment and new duties are due to start on 1 April 2005.</p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+	0	0	0
	-	4	14	20
	Net	-4	-14	-20
Explanation	<i>No redundancies necessary. All posts subject to redeployment in other areas.</i>			
11. Benefits	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here. <i>N/A</i>			
12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>The gross recurring saving by 2007-08 is £1.0m. The ongoing cost for the new IT system is expected to be at the same level as previously incurred on older systems.</i>			
	12.2 Against what budget does this expenditure and saving fall? <i>Forestry Commission Scotland staff budget</i>			
	12.3 Has this saving been built into your budget? <i>No</i>			
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>N/A</i>			
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>Staff will be re-deployed on work that meets the Executive's wider priorities, such as the Woods In and Around Towns initiative.</i>			
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>None.</i>			
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. <i>N/A</i>			
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. <i>N/A</i>			

14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Resource allocated to activities will be monitored before and after implementation.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Existing monitoring and reporting systems will be used. Monitored quarterly but will be assessed at key milestones. Branch Heads responsible but central check to validate expected savings.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Systems already in place to monitor resources used on activities, so all readily available. The resources are measured in actual salary payments, which are then allocated to specific activities.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>We have existing systems in place for allocation of salaries. These are verified by managers on a regular basis. In addition our Internal Auditors examine the systems as part of their audit programme and Audit Scotland verify our accounts annually.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>This is a long standing internal system with little or no risk around collection or accuracy.</i></p>

1. Portfolio/Number/Name: ERD/C2 - Savings in SEPA				
2. Programme/Activity: <i>A number of different efficiency savings have been identified by undertaking a review of directorate business plans, a zero based activity planning and budget review, and from a review of overhead costs.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.665	1.33	2.0
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Richard Wakeford</i>		
5. Project Manager		<i>John Ford</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The impact of these efficiency savings on the quality of services provided by SEPA is expected to be neutral.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>Part of savings is dependant on SEPA's restructuring. The restructuring will take place from 1st April 2005, with the establishment of the functions of Science, Environment Protection & Improvement (EPI), Environmental & Organisational Strategy (EOS), Finance & Corporate Services (FCS), Communication, and Human Resources & Organisational Development (HR&OD). This has meant a significant change in the way SEPA delivers its business. This has resulted in a clearer focus on the functions' respective deliverables which has in turn allowed savings to be identified.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The cash efficiency savings will occur through:</i></p> <ul style="list-style-type: none"> • <i>A reduction of staff over a number of business areas.</i> • <i>Benefits realisation from introduction of a national laboratory IT system.</i> • <i>Reductions in expenditure over a wide range of supply costs e.g. utilities, travel and subsistence, catering etc.</i> 			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The following action is needed to secure delivery of these savings:</i></p> <ul style="list-style-type: none"> • <i>The national laboratory IT system needs to be in place by 1st April 2005. It has already been implemented in February 2005 and will be fully bedded in by March 2005, ensuring savings can be achieved from 1st April 2005.</i> • <i>The mapping of staff identified from savings into new duty work and/or to turnover savings</i> 			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+	0	0	0
	-	0	-11	-24.5
	Net	0	-11	-24.5
	Explanation	<i>All staff will be redeployed to other business areas.</i>		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The gross recurring saving from 2007-08 is £2,060,000.</i></p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Affects a wide range of budgets across SEPA</i></p>			
		2005/06	2006/07	2007/08
	Staff	£455,000	£491,000	£201,000
	Other Staff Costs	£30,000	£30,000	£30,000
	Utilities	£40,000	£40,000	£40,000
	Telephones	£47,000	£47,000	£47,000
Travel	£128,400	£128,400	£128,400	
Other Supplies & Services	£250,000	£229,000	£189,000	
Total	£950,000	£720,000	£390,000	
Cumulative recurring saving	£950,000	£1,670,000	£2,060,000	
<p>12.3 Has this saving been built into your budget?</p> <p>No.</p>				
<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p>N/A</p>				
<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>The efficiency savings will largely be dictated towards SEPA frontline operational services.</i></p>				
<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>SEPA has an ongoing efficiency review of its operations and any savings arising from this are logged for input to the following year's budget set.</i></p>				

13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. N/A
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. N/A
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>SEPA have reduced certain internal budget headings by the savings identified. The key control will be achievement of budget with no reduction in terms of volume or quality. Performance against activity targets and quality audits will be used to measure volume and quality.</i>
	14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>Each budget where an efficiency saving has been built in will be reviewed monthly for progress against target and progress reported to the management team and, on an exception basis, to the SEPA Board.</i>
	14.3 Monitoring Data: Sources, validation and risks <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <i>Budget data, staff post numbers, activity targets and quality audits will be used to monitor progress. This data is readily available and easily quantifiable.</i> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <i>Data will be subject to validity by the SEPA planning and finance committee as part of budget approval. It will be subject to reports at their meetings during the year. Internal audit will also review for Audit Committee.</i> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <i>There are no risks associated with the use of this data.</i>

1. Portfolio/Number/Name: ERD/C3 - Savings in SNH				
2. Programme/Activity: <i>SNH will implement a benefits realisation project leading to a reduction in staff costs and a shift of the balance of staff effort from support services to front line delivery.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.667	1	2
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Richard Wakeford</i>		
5. Project Manager		<i>Scott Carmichael</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The aim is to deliver the necessary support services for the agreed Corporate Plan programme with fewer staff yet no overall loss in quality of service delivery. A subsidiary aim of the project is to deliver improved service delivery at lower cost wherever possible.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>The main dependency for identified savings is on satisfactory completion of the ongoing programme of improvements to ICT systems and equipment. Additional savings will be dependant on the outcome of the relocation exercise and the Performance, Finance and Management Review currently taking place.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The benefits realisation project will integrate improved information management and ways of working to deliver the Corporate Plan 2005 to 2008 with slightly reduced staff numbers. The principal savings will come from replacement of cumbersome manual processes with new ways of working designed to make best use of the ICT infrastructure now substantially in place.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The principal action required is to set up a benefits realisation project, using the disciplines of Prince 2 project management methods, to identify and implement the measures required across SNH to achieve these changed ways of working.</i></p>			
10. Impact on	If there are to be any changes in staff numbers (at activity level) to			

Staffing to achieve the efficiency gain	achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+	0	0	0
	-	12	24	36
	Net	-12	-24	-36
Explanation	<i>The baseline complement of posts (31/12/04) is 796 FTE with an average cost per FTE of £28K inc. ERNIC and ASLC. The target complement of posts at 31/03/08 is 760 FTE, assuming no significant change in the size of overall SNH work programmes.</i>			
11. Benefits	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here. N/A			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>So far, recurring savings of £0.333 million by 2005-06, £0.667 million by 2006-07 and £1 million by 2007-08 have been identified. There is no offsetting recurring expenditure associated with these savings and therefore this is also the net saving.</i></p> <p><i>SNH are currently undergoing a Performance, Finance and Management Review, which is expected to offer recommendations with potential for securing business efficiency gains including scope for additional efficiency savings. The Review and separate related work by ERAD is also expected to identify opportunities for sharing administrative and delivery functions with other public bodies. These actions will be taken forward with a view to identifying a further £1m of recurring savings by 2007-08.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The savings identified will fall primarily in SNH's paybill budget and their overall running costs.</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>No</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>N/A</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>SNH works in a devolved manner over 38 area offices spread across Scotland. Savings in SNH running costs would enable further resources to be spent on front-line staff such as area officers and rangers who provide advice to land managers, members of the public, developers and Local Authorities. Additional resources would also be directed to SNH's grants programme which provides support for a wide range of biodiversity and other natural heritage projects.</i></p> <p>12.6 What plans do you have to exceed the required saving?</p>			

	<p>Explain by how much in each year.</p> <p><i>None.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The principal measure will be an improved ratio of front line to back office posts within established service levels. Expenditure on staff in each business area will be measured.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Monitoring of progress to ensure benefits delivery will lie within the scope of the project, responsible to the SNH Management Team. A decrease in expenditure on staff costs in certain business areas should be accompanied by a growth in other areas. The financial management system will be used to monitor this expenditure and progress will be reported quarterly.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>The necessary data are all available from established corporate systems and reporting procedures, using finance, time recording and HR sources.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The relevant corporate systems are periodically reviewed and validated.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>None specific to these uses of the data.</i></p>

Time-Releasing Efficiency Technical Notes

NEW

1. Portfolio/Number/Name: ERD/T1 – ERAD Science Programme			
2. Programme/Activity: <i>This project will deliver £1.7m worth of recurring efficiency savings from 2007-08 as a consequence of more effective use of manpower by the Scottish Agricultural College (SAC) and the Scottish Agricultural and Biological Research Institutes (SABRI). Further detail is provided in 9.1 below.</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
	1.5	1.7	1.7
4. Accountable Officer for delivery	Richard Wakeford		
5. Project Manager	Norman Harvey		
6. EGDG account manager	Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to be positive, negative or neutral.</p> <p><i>Overall we expect to see a positive impact on the quality of the service provided by these bodies in two areas.</i></p> <p><i>SAC will provide an additional advisory service on animal health planning in 2005 and develop other services in 2006. Resources for these enhancements will come from improved staff utilisation across the existing programme of advisory services that SAC provides where we expect the impact to be neutral.</i></p> <p><i>Infusion of new staff as a result of releasing other staff will provide fresh impetus to the scientific research being undertaken by SAC and the SABRIs.</i></p> <p><i>In other areas efficiencies will have a neutral impact where the same will be achieved with fewer staff.</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Efficiencies are not dependant on legislation or other structural changes and will arise from action that has been taken recently.</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>SAC has improved its staff utilisation factor resulting in an increase in productive time across the programme of advisory services that it delivers for SEERAD which, in turn, is able to reinvest the time in new or enhanced services at no additional cost.</i></p> <p><i>Also, SAC has made staff reductions as a result of a strategy to rationalise its three educational campuses by building on partnerships with other local HE providers.</i></p> <p><i>Elsewhere turnover of scientific staff has been prompted in some cases to allow recruitment of new staff to strengthen the science base.</i></p>		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Action has already been taken to rejuvenate and/or reduce staffing at SABRIs and SAC, and achieve a higher level of staff utilisation at SAC.</i></p>		

<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>Initially, efficiency gains estimated to be equivalent to the cost of the staff resources that have been re-directed to the provision of additional advisory services.</i></p> <p><i>Over the long term, actual efficiency savings will be evaluated by:</i></p> <ul style="list-style-type: none"> - <i>Monitoring the volume, quality and relevance of research projects undertaken by SABRIs and SAC to ensure no diminution.</i> - <i>Monitoring the quality and quantity of additional SAC advisory services being delivered and what the costs of these services would have otherwise been.</i> - <i>Monitoring the quality of SAC education provision through QAA reports.</i>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Research proposals and outputs are subject to regular peer review to assure quality and relevance. Review recommendations are taken up with SAC and the SABRIs by SEERAD's Science and Research Group reviews.</i></p> <p><i>Science and Research Group also receives quarterly reports on the performance of the advisory services that SEERAD commissions from SAC. Nominated SEERAD staff ensure services are being delivered as agreed. Performance is regularly reviewed and remedial action agreed and monitored in discussion with SAC.</i></p> <p><i>Staffing reductions to provide the same level of service with fewer staff have already been made.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Research project reports and advisory service reports will be used to measure progress and these provide quantifiable information and are readily available.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Reports generated rely on providers own management reporting processes.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No.</i></p>

NEW

1. Portfolio/Number/Name: ERD/T2 – SEPA			
2. Programme/Activity:			
<p>The programme for SEPA's time-releasing savings deals with projected efficiency gains from a variety of non-cash releasing sources. This includes savings from improved asset management, transaction re-design, improvements in finance and procurement systems and the absorption of support costs associated with new staff.</p>			
3. Planned Savings (£m)		2005-06	2006-07
		1.654	1.984
			2.087
4. Accountable Officer for delivery		Richard Wakeford	
5. Project Manager		John Ford	
6. EGDG account manager		Iain Dewar	
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to be positive, negative or neutral.</p> <p>The quality of service delivery will not be adversely affected by delivery of these efficiencies.</p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p>These efficiencies are dependent on some of the committed cash releasing savings being achieved to enable some new duties to be absorbed. Please see technical note ERD/C2 for further details of these savings.</p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p>The SEPA asset management plans will deliver a more efficient use of office space by space planning thereby increasing the number of staff housed within our current buildings rather than acquiring new buildings. (£0.491m over 3 years)</p> <p>Transaction redesign, the use of e-forms, the introduction of an e-finance system and the further expansion of the use of procurement cards will deliver further time-releasing savings. This will produce cash-releasing savings on consumables with reduced printing and will release staff time through improved information flow enabling this time to be used for operational work. (0.113m over 3 years)</p> <p>SEPA will be recruiting 60 more members of staff over the next 3 years in order to deal with the new responsibilities it faces. However, it will not increase the support costs for staff. Instead it will increase the efficiency of current support and ensure that these new staff are absorbed within existing support costs. To increase support costs proportionately with current support costs would have cost £0.739m over three years. In addition, through more efficient working, some new responsibilities will be delivered by current staffing levels. Without the changes the costs of employing additional staff would have been £0.743m.</p> <p>The majority of these savings will result in increased or better outputs for the same inputs and have, therefore, been treated as "time releasing" savings.</p>		

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>No additional actions specifically required. SEPA asset management plans are currently in place and the required action is underway to redesign transaction processes. As mentioned above, an e-finance system needs to be introduced and this is planned to be delivered in 2006. Managers in relevant areas of SEPA have direct responsibility to achieve planned savings.</i></p>
<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits?</p> <p><i>The savings from better space planning have been calculated by assessing what the costs of accommodating additional staff would have been without the asset management plan and increased efficiency in the use of space.</i></p> <p><i>The savings from transaction redesign and improved finance and procurement systems have been estimated by examining the current time spent on these functions and what the projected time spent on these activities will be after the introduction of these improvements. The cash equivalent of this benefit has been calculated by multiplying the time saved by the average cost of that time.</i></p> <p><i>The savings from absorbing the increased staff within existing support costs have been calculated by working out what it would have cost to increase support costs proportionately with current costs. The savings from absorbing some new duties with existing staff has been calculated on what the staff requirements to undertake these tasks would have been without reform.</i></p> <p><i>Normal management performance reporting against targets will form the main monitoring tool. The baseline used will be the individual planned efficiency targets which express the gains and savings targets as cash equivalents. Where relevant, budget data, staff post numbers, activity targets and quality audits will be used to monitor progress.</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Performance will be monitored through the individual delivery plans. Responsibility for delivery rests with the Corporate Management Team (CMT) who will receive quarterly monitoring reports on progress. SEPA already has in place a number of performance monitoring systems reporting on budget and actual costs, staff numbers, activity and quality which will be used to provide this information.</i></p> <p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Budget data, staff post numbers, activity targets and quality audits will be used to monitor progress. This data is readily available and easily quantifiable.</i></p>

	<ul style="list-style-type: none">• What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <i>Data will be subject to validity by the CMT who will also monitor the performance achievement.</i>• Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <i>There are no risks associated with the use of this data.</i>
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8. FINANCE AND PUBLIC SERVICE REFORM

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: FPSR-C/C1 - Standards Commission

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

REVISED

1. Portfolio/Number/Name: FPSR-C/C2 - Inspectorate of Prosecution

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

1. Portfolio/Number/Name: FPSR-C/C3 Internal efficiency savings in the Scottish Public Pensions Agency (SPPA)

2. Programme/Activity:

The schemes administered and regulated by SPPA are the pensions, premature retirement compensation and injury benefit schemes covering employees of the National Health Service in Scotland, the pension scheme covering Teachers in Scotland, the scheme covering staff of the Legal Aid Board for Scotland, the pension scheme covering staff of the Scottish Agricultural Colleges, the pension scheme covering the Members of the Scottish Parliament and the now discontinued "Crombie" compensation scheme covering former employees of colleges of education.

SPPA also exercises regulatory and appellate functions in respect of schemes administered by local authorities – the local government pension and discretionary payments and injury benefit schemes, the teacher's compensation for premature retirement scheme, and the pension schemes covering the police and fire services.

3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.175	0.635	0.635
	Time Releasing (£m)	0	0	0

4. Accountable Officer for delivery Andrew Goudie

5. Project Manager David Weir, Finance Manager

6. EGDG account manager Carolyn Girvan

7. Quality Impact **Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.**

The Agency planned to reduce staffing from 210 to 200 (10 members of staff) in 2005-2006 and to 192 (a further 8) by 2006-2007. It was anticipated that the impact of this reduction would be offset by increasing staff expertise in pension administration processes and by the development of more streamlined business processes. However, following Ministerial decisions in 2004 which have impacted on the way in which we carry out certain tasks, we now plan to reduce to 203 in 2005-2006 and 196 in 2006-2007 for core activities.

Reducing the staffing to the levels initially suggested would substantially decrease the quality of service that we could provide to customers. The key areas affected would be: the timeliness and accuracy of service; the range of service functions provided; and our ability to comply with statutory obligations relating to governance and finance. It is also likely to have a negative impact on our ability to introduce effective administration arrangements for the new pension schemes being introduced in 2006. A further consequence is that the Agency could not guarantee that it would complete its task of reducing its backlog of inaccurate records by March 2006. The consequences of this would include an inability to produce updated scheme valuations and a marked decrease in our ability to issue annual benefit statements to scheme members.

Core activities are defined as work we presently carry out in relation to current pension schemes. This does not include costs associated with the development of new administrative arrangements for the new pension schemes being introduced across the public sector in 2006.

8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Due to the Government's decision to introduce new public sector pension schemes in 2006 we are creating a project team to oversee this process. The team will employ 4.5 members of staff for each of the next 3 years. We have excluded these costs from Efficient Government calculations on the basis that they clearly relate to a one-off task.</i></p>																
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>We aim to meet our Efficient Government targets in three ways:</i></p> <p><i>i. by reducing average staff numbers for core activities from 210 to 203 in 2005-2006 and from 203 to 196 in 2006-2007.</i></p> <p><i>ii. by saving approximately £300,000 p.a. by bringing the NHS payroll function in House. We currently pay £500,000 to an external provider to carry out this work but we will replace these costs from 2006-2007 with the cost of employing 7 members of staff (£150,000) and a small amount for non staffing costs (£50,000).</i></p> <p><i>iii. by exploring the options for acquiring new pensions administration work from other parts of the public sector</i></p> <p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Staffing-We will reduce our staffing complement by finishing temporary staff's contracts and reducing staff numbers through natural turnover.</i></p> <p><i>NHS Payroll-Arrangements are in place to bring payroll in house by 1 January 2006. We will employ 7 members of staff to carry out this work at a total cost of £200,000 for staffing and Non Staffing costs but this is offset by the fact that we will not need to pay a £500,000 fee to the current service provider</i></p>																
10. Impact on Staffing to achieve the efficiency gain	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="466 1529 1407 1682"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>-</td> <td>7</td> <td>14</td> <td>14</td> </tr> <tr> <td>Net</td> <td>-7</td> <td>-14</td> <td>-14</td> </tr> </tbody> </table> <p>Explanation <i>Staffing - We will reduce our staffing complement by finishing temporary staff's contracts and reducing staff numbers through natural turnover.</i></p>		2005- 06	2006- 07	2007- 08	+	0	0	0	-	7	14	14	Net	-7	-14	-14
	2005- 06	2006- 07	2007- 08														
+	0	0	0														
-	7	14	14														
Net	-7	-14	-14														
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>																

12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure? <i>Gross recurring savings £0.175m in 2005-06, £0.635m in 2006-07 and 2007-08</i> <i>Offsetting recurring expenditure is £0.2m in 2006-07 and 2007-08</i>
	12.2 Against what budget does this expenditure and saving fall? <i>SPPA Administration Budget</i>
	12.3 Has this saving been built into your budget? <i>Yes</i>
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>2005-2006 -£8.6m, 2006-2007 -£8.4m, 2007-2008 -£8.2m</i>
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>N/A</i>
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>Savings are to be met within budget. The Agency have no further plans to exceed the savings they propose to make.</i>
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. <i>N/A</i>
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. <i>N/A</i>
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>Calculations of the staff savings will be made by comparing the average staff in post for the years in question and calculating the reduction in staff with the average salary costs for the grade. In respect of the savings for bringing NHS payroll in house we currently pay the current provider £500,000 per annum to pay the beneficiaries. From 2006-2007 we will no longer be paying for this work although we will have to pay 7 members of staff to undertake this work. These costs can be easily identified.</i>
	14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>The Agency Management and Executive Boards will continue to monitor progress throughout the year through monthly and quarterly reports, and at the year-end the Management Board will be able to report if the savings have been made.</i>

	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>See 14.1 and 14.2. Costings will have to be done at the end of each period to show the differences in Staff in Post figures and the rate for Average Staff Salaries at the relevant time.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>See 14.1 and 2. Costings will be documented and checked by Audit Scotland.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p>No</p>
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1. Portfolio/Number/Name: <i>FPSR LG/C1 Assumed Local Government efficiency savings</i>				
2. Programme/Activity: <i>Scotland's local authorities have a key role in delivering frontline services such as education, community care and transport.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	54.1	112.6	168.3
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Andrew Goudie, Head of FCSD</i>		
5. Project Manager		<i>Graham Owenson, Public Service Reform Group, Local Government Finance and Local Funding</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>Central government funding for local authority net revenue expenditure on core services has been reduced at source. The quality of the services delivered will be dependent on the decisions taken by individual local authorities. Possible reductions in service quality may arise if efficiency savings are not achieved.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Savings will be dependent on the actions of the individual Local Authorities.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The cash savings from the Scottish Executive budget will be made at source but it will be the responsibility of each individual local authority as to how and if the savings are actually achieved. It will be the responsibility of each and every local authority to manage its share of the efficiency savings in the most appropriate way depending on local circumstances and priorities.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>These savings will be achieved by the removal of the sums involved from the funding given to Scotland's local authorities. If the same level of savings to the public purse is to be achieved, local authorities will be required to produce similar levels of service without adding a compensatory increase to council tax levels.</i></p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
	Explanation	<i>This will be the responsibility of individual local authorities to determine how to achieve the expected efficiency savings. It is not possible to tell at this time whether or not individual council's efficiency savings will have any impact on staff numbers.</i>		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>The sums removed from future years local government funding settlements, as part of Spending Reviews 2002 and 2004, so they were able to be allocated to other Scottish Executive priorities as set out in the Partnership Agreement.</i></p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>£54.1m in 2005-06, £112.6m in 2006-07, £168.3m in 2007-08</i></p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>FPSR – Local Government Finance (AEF)</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>Total AEF in 2005-08 is £8.1b, £8.3b and £8.5b. Total £25.0 billion.</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>It will be the responsibility of local authorities to determine whether or not they are able to achieve greater than anticipated savings. If they are able to then the sums involved will be available to them to reinvest in front-line services.</i></p>			

13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. N/A
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. N/A
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>It has been agreed with COSLA that the Scottish Executive will adopt a light touch based on documentation generated for internal purposes as far as possible. Data collection will be co-ordinated by the Improvement Service for Scottish Local Government</i>
	14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>It has been agreed with the Improvement Service that they will analyse the data and collate an annual statement of planned efficiency gains/savings, a mid year monitoring digest on progress and a year-end statement of outcomes.</i>
	14.3 Monitoring Data: Sources, Validation and risks <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data. Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <i>It is expected that data which has been issued for other internal control purposes will be used as far as possible. Normal internal and external audit processes will ensure the accuracy of the data.</i>

1. Portfolio/Number/Name: <i>FPSR-LG/C2 - Fire Service Reform</i>				
2. Programme/Activity: <i>Possible reduction in the number of emergency fire service control rooms from the present 8 to one, two or three. Following an independent review of the future of fire control rooms in Scotland by the consultants Mott MacDonald, the Scottish Executive embarked on a public consultation on the report's recommendation of a rationalisation from the present eight control rooms to one, two or three. Further work is being carried out as a result of the consultation. Once this work is concluded Ministers will report on the outcome to Parliament (Justice 2 Committee). Any changes will be taken forward in discussion with Fire and Rescue Authorities (FRAs) and other stakeholders. The planned savings shown below are the minimum saving estimated by Mott MacDonald. The report can be viewed at http://www.scotland.gov.uk/Topics/Justice/Fire/19077/19766</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	1.5	1.5
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Robert Gordon</i>		
5. Project Manager		<i>Not yet determined. No decision has been reached on whether the project should proceed.</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>Positive. There would be up-to-date communications and information systems; common processes and procedures for call taking, despatching and associated duties for all the Fire and Rescue Services in Scotland. Staff would be able to develop experience of handling a wide range of incidents.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>Consensus with FRAs remains the preferred way forward but there are Ministerial powers contained in the Fire (Scotland) Bill which is expected to receive Royal Assent by the end of March 2005. (A final decision on the project has still to be taken following further consultation with stakeholders and a report to Parliament.)</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>Rationalisation of the existing 8 control rooms to 1, 2 or 3 has the capacity to deliver savings in excess of £1.5m primarily from a reduction in staff numbers.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>The cooperation of Fire and Rescue Authorities and staff associations is essential in taking this programme forward. Further consultation with stakeholders is essential in reaching a final decision.</i>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
	<i>Total control room establishment levels are presently at 212. The Consultants report suggests that rationalisation could reduce the numbers to between 91 and 148 depending on whether there are 1, 2 or 3 control rooms. Until a final decision is reached on taking the project forward it is difficult to predict when the savings will begin to flow.</i>			
		2005- 06	2006- 07	2007- 08
	+	0	0	0
	-	0	64 (potentially)	64 (potentially)
	Net	0	-64 (potentially)	-64 (potentially)
	Explanation		Reduction in staffing numbers on a phased basis	Reduction in staffing numbers on a phased basis
11. Benefits	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here. N/A			
12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>Potential recurrent saving of £1.5 from 2006-07</i>			
	12.2 Against what budget does this expenditure and saving fall? <i>Fire Grant Aided Expenditure</i>			
	12.3 Has this saving been built into your budget? <i>No</i>			
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>N/A</i>			
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>Not determined as yet</i>			
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>None</i>			
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. <i>N/A</i>			
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. <i>N/A</i>			

14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Cost efficiencies from fewer staff delivering the same level of service.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Data on control room numbers and activity will be gathered through statistical returns.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>As above. Inspection visits will validate the processes and accuracy of the data and there are no unforeseen risks or issues.</i></p>

1. Portfolio/Number/Name: <i>FPRS-LG/C3 Efficiency savings in the Scottish Police Service</i>				
2. Programme/Activity: <i>The Police Service is committed to improving services and also to improving efficiency, effectiveness and value for money. Since 2002-03, it has published an annual best value report. The latest report, for 2003-04, identified at least £13m of savings which had been re-deployed to meet operational requirements. Future planned savings will continue to be made in this way.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	£4m	£6m	£8m
	Time Releasing (£m)	Yes, but unquantified	Yes, but unquantified	Yes, but unquantified
4. Accountable Officer for delivery		<i>Robert Gordon, Head of Justice Department</i>		
5. Project Manager		<i>Neil MacLennan, Justice Department: Police Division 1</i>		
6. EGDG account manager		<i>Carolyn Girvan, Efficient Government Delivery Group</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The Police Service is committed to improving services and also to improving efficiency, effectiveness and value for money. To the extent that future planned savings will be re-deployed in this way, an outcome will therefore be positive in that it will improve the way the Police Service uses the resources available to it to deliver policing services.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Inevitably, the Police Service has to respond to local and national priorities as these occur. A major murder investigation can soak up resources, as can policing major events such as the G8 Summit at Gleneagles. While therefore the Police would intend to devote all the savings towards service improvement, the extent to which this happens will be dependent on other circumstances and events. Some savings will come from the creation of a common police service body (which depends on legislation about which a consultation paper was issued on 9 February 2005) and the progress made on centralising back office services (such as fleet management and procurement) but the extent of these will depend on the economies achieved in each area.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The saving will be delivered through a wide range of actions and projects, some taken at national level and some at local level by individual forces and common services. To the extent that actions will depend on reviews and plans which have yet to be formulated, we cannot at this stage be specific. The actions – and the results achieved - will be reported on by the Association of Chief Police Officers in Scotland in an annual report.</i></p>			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The actions will be for those in the Police Service, including those at Force level. The proposed establishment of a new Common Police Services organisation, which will require legislation in the Scottish Parliament, will be taken forward by the Executive and will be a key factor. Details are contained in a consultation paper "Supporting Police, Protecting Communities: Proposals for legislation" published on 9 February 2005. , It will of course be important that forces, both collectively and individually, continue to take a rigorous approach to service improvement to ensure that delivery is as efficient as possible.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <p><i>For reasons given above, we cannot be specific at this stage about the impact on staffing. But there is bound to be some re-deployment of officers and police staff as a result of ongoing and future reviews.</i></p> <table border="1" data-bbox="467 943 1417 1099"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation N/A</p>		2005- 06	2006- 07	2007- 08	+				-				Net			
	2005- 06	2006- 07	2007- 08														
+																	
-																	
Net																	
<p>11. Benefits</p>	<p>In general, benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency and the enhancement of a particular service please describe it here.</p> <p><i>SR04 has built into it efficiency savings from the Police Service of £2m in 2006-07 and £4m in 2007-08. To that extent, the additional efficiency savings being sought are £4m, £4m, £4m.</i></p> <p><i>As indicated above, the efficiency savings described will lead to enhanced services. They will be used to improve services, boost operational policing (in line with Ministers' priorities) and improve service delivery.</i></p>																
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>We assume the Police Service will deliver the saving specified. But it may be more than this. Final figures will not be known until after each year in the period covered.</i></p> <p>12.2 Against what budget does this expenditure saving fall?</p> <p><i>Police Grant Aided Expenditure to police forces</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>Yes – but see first part of answer to Q11.</i></p>																

	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>Total GAE for police forces in 2005-06 to 2007-08 is £1.004bn, £1.045bn and £1.099bn respectively.</i></p>
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much each year.</p> <p><i>It will be a matter for forces by how much they exceed the required saving. In 2003-04, the latest year for which the Association of Chief Police Officers in Scotland (ACPOS) published a best value annual report, the total saving was £13m. While sustaining that level of savings year on year would be almost impossible, past performance suggests that the totals may be exceeded.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at Q3.</p> <p><i>Depends on projects initiated by Forces. This is a matter for chief constables who are responsible for decisions on the deployment of resources within their force to meet operational needs. It is not directly a matter for the Executive. Outcomes will be included in the annual best value report referred to above.</i></p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time releasing savings.</p> <p><i>For forces to decide, but we may want to perform some sort of audit on the proposals to ensure that they are robust and reliable.</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Forces will measure the impact and report on this through the annual best value report described above.</i></p>
	<p>14.2 What monitoring and reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Primary inspections of police forces by Her Majesty's Inspectorate of Constabulary (HMIC) include a joint audit with Audit Scotland as regards performance in relation to best value. There will also be ongoing monitoring both within forces and nationally. Progress as regards best value generally across the Scottish Police Service is monitored by a Scottish Police Service Best Value Group which is chaired by ACPOS and also involves representatives from the Executive, HMIC, Audit Scotland and the Police Authority Conveners' Forum.</i></p>

	<p>14.3 Monitoring Data: Sources, validation and risks. What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? What measures will be put in place to validate the accuracy of the data? Who will take responsibility for this? Are there issues or risks relating to how you plan to use the data?(e.g. accuracy, difficulties in collection)</p> <p><i>The data used to measure progress will be provided by individual forces. It will be audited and consolidated to provide a Scotland-wide picture. The extent of the work undertaken by Forces will of course go well beyond what is needed to meet the Efficient Government Programme. It will be for audit procedures within individual forces to ensure that the data are validated as to accuracy. While there are some differences in the way in which police forces measure expenditure, every effort will be made to ensure that the information provided is as consistent as possible. There are no other issues about how the Executive may use the results.</i></p>
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1. Portfolio/Number/Name: FPSR-LG/C4 - Efficiencies in Supporting People programme				
2. Programme/Activity:				
<i>Supporting People is a coherent policy and funding framework to support vulnerable people in different types of accommodation and tenure. It came into effect on 1 April 2003 when responsibility for the planning and funding of housing support services transferred to Local Authorities. The project is helping the Scottish Executive to deliver its priorities on homelessness, anti social behaviour, poverty and learning disability.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	19	27	25
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Andrew Goudie		
5. Project Manager		Stephen Sandham		
6. EGDG account manager		Carolyn Girvan		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>In the longer term local service reviews will lead to better targeted, more efficient services better attuned to client needs, with the ending or remodelling of services which are not strategically important or providing value for money. The redistribution of resources across Scotland will also ensure levels of service become more uniform than they are at present. In the short term, funding for some services generally perceived as useful may be under greater pressure, but we expect councils to focus on delivering improved efficiencies without impacting on useful front line services; and we are confident that with an appropriate review process and careful management they should be able to achieve this.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Dependent on local authorities to carry out the review process in an effective manner that delivers maximum efficiency improvements without cutting relevant front line services.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Savings will be delivered by local authorities through local reviews of some 1200 housing support services currently delivered by upwards of a hundred individual providers, but it isn't possible to quantify the number of posts or contracts that will be involved at this stage.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and specify who are the key action managers.</p> <p><i>Internal</i></p> <ul style="list-style-type: none"> • <i>Guidance on service reviews to be discussed and agreed with external stakeholders and issued by 31 March 2005</i> • <i>Effective tracking and monitoring of impact of service review process</i> <p><i>External</i></p> <p><i>Local authority senior management with responsibility for housing support services to undertake service review.</i></p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
	Explanation	<i>Can't quantify centrally</i>		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and the offsetting recurring expenditure.</p> <p><i>Gross recurring saving is £25m per annum from 2007-08 onwards</i></p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Local Government Revenue</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>£407/399/401m. This is the revised budget for Supporting People published on 23 December 2004. The definitive planned savings of £19/27/25m take account of this revised budget, which includes additional transitional funding agreed by Ministers for local authorities.</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>There are no plans to seek additional efficiency savings through further funding restrictions because of the potential adverse impact on front line services.</i></p>			
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>			
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>			

14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Through returns from local authorities to the Scottish Executive giving information on the number of clients assisted, the hours of service support provided and the amount of funding drawn down; and through the outputs of the service review process.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Details will be worked out in consultation with a group of external stakeholder from local authorities and service providers – but the group will provide a report to Ministers by April 2006 on efficiencies in 2005-06 and plans for subsequent years.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Data on number of clients and hours of service provision is already collected to allow comparisons of impact on front line services, but some problems for a few local authorities in providing full data will cause difficulties. ASD can assist with future monitoring of reliability of data. Further information on efficiencies in management administrative overheads will be required from local authorities and providers. Group being set up to consider these issues and provide comprehensive report to Minister for Communities.</i></p>

REVISED

1. Portfolio/Number/Name: <i>FPSR-LG/C5 Modernising Government and Efficient Government Fund efficiency savings</i>				
2. Programme/Activity: <i>The efficiency gains are based upon an agreed programme of work with local authorities called 'Customer First'. It will provide financial support for a delivery programme of (i) more convenient and responsive public services, (ii) encouraging the take up of online access to key services and, (iii) ensures that at least 75 per cent of service requests can be dealt with at 'first contact'. Forty-six core council services have been targeted for improvement.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	4	10	20
	Time Releasing (£m)	0	10	20
4. Accountable Officer for delivery		<i>Andrew Goudie</i>		
5. Project Manager		<i>Colin McKay</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>The expectation is that there will be a positive impact on the quality of service delivery. The 'Customer First' strategy will provide a common framework for all 32 Local Authorities within which everyone can work to improve access to, and the delivery of, the core services which impact on everyday lives of citizens i.e. put the customer first in the design and delivery of public services.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>Dependent upon local authorities being able to deliver a managed programme of work over 2004 – 2007. All local authorities will work towards an agreed single model of electronic service delivery and Customer First will provide guidance and support towards this. Customer First will provide guidance within which all authorities can develop a contact centre approach, which provides customers with a single point of access for services most frequently requested. It will also support a programme to train multi-skilled customer services staff to respond to a wider range of service requests.</i>			
9. Description of efficiency and actions to be taken	How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>By delivering re-designed services, delivering first-time service, reducing unnecessary bureaucracy and reducing referrals to other staff</i>			

	<p>What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>To establish 'buy in' for the programme at the highest level (Chief Executive) across local authorities</i></p>			
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p>			
		2005- 06	2006- 07	2007- 08
	Gross			
	Net			
	Explanation	<i>Unable to determine as dependent on Local Authorities</i>		
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>			
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Gross recurring saving £19m in 2005-06, £33m in 2006-07, £46m in 2007-08. Gross recurring expenditure £15m in 2005-06, £13m in 2006-07, £6m in 2007-08.</i></p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Modernising Government Fund</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>No</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>N/A</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>Local Authorities will have discretion to invest any savings into their own frontline services</i></p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>No plans to exceed the required saving</i></p>			

<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3</p> <p><i>Since publication of the first technical note in March 2005, work on benefit realisation has shown that the assumed savings can be broken down into cash and time releasing. For example, time releasing savings will be made through reduced transaction times. The precise split between cash and time savings will be subject to further refinement, as the plans for benefits realisation by councils are developed.</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>The cash equivalent of the time released savings will be calculated by multiplying the time saved by the appropriate staff costs.</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Under the Customer First framework, we will implement a performance management methodology for measuring success, benefits realised and outcomes achieved. This will ensure that targets and measures are implemented on a consistent basis, can clearly demonstrate benefits achieved, and their impact on public service improvements.</i></p> <p><i>The critical success factor to measure the performance of Customer First will be through the successful implementation of electronic transactions through multiple channels. These are defined in the following.</i></p> <p><i><u>Self-service (Online):</u> relates to contact by electronic means such as a website sanctioned by the local authority, or to other remote access facilities such as kiosks in public places, council offices/premises. This also includes automated telephone transactions, digital TV or SMS text messaging that result in transactions being completed.</i></p> <p><i><u>Service by Telephone:</u> relates to a service where someone at the end of a telephone line receives requests for information or service calls, and processes them directly by making use of electronic transactions without having to pass the request to a third party. Such facilities are known as a Contact Centre or Call Centre with the key characteristic being the call is not passed onto another person for resolution as a result of having immediate electronic access to the right system.</i></p> <p><i><u>Service through Face-to-Face:</u> relates to a service where someone in an office, or shop or other service point receives requests for information, or service calls from a member of the public visiting in person (or by video-conferencing), and can satisfy the request immediately as a result of having direct electronic access to the right system without having to pass the request onto a third party.</i></p> <p><i>Through these channels, services can be measured in terms of transaction volumes, transaction times, transaction costs, transactions delivered at first contact and customer satisfaction ratings. By tracking times and costs we are able to measure time savings and quantify this into efficiency (cash) savings.</i></p>

14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)

The monitoring database is designed to use real time data so that ad-hoc interrogations and regular reporting can be undertaken. Reports can be accessed at any point in time but a regular reporting calendar will be put in place. The Customer First Steering Board will meet on a quarterly basis. Each Local Authority will have responsibility for keeping their data up to date.

14.3 Monitoring Data: Sources, Validation and risks

What data will be used to measure progress?

Core Service - Target Year for First Time Service Delivery

Identify the year in which the service activity will be delivered at first time of contact. The appropriate year should be identified against each service activity.

Improvement in Volume of Transactions and Take-up

To measure the increases in the volume of take-up of the core services, a numeric value will be identified to signify the total number of transactions under each channel – Telephone, Call/Contact Centre – Face-to-Face, One-Stop-Shop and Online. These numeric values will then be translated into percentages.

(Transactions relates to all service enquiries and requests received by the local authority).

First Time Delivery of Services (Target year on year improvement with 75% of services delivered at first point of contact)

There will then be a further requirement to identify a numeric value for each core service where the number of service enquiries and requests received has been successfully completed at first point of contact. Again the information will be identified under the appropriate e-channel. There will be a year on year improvement target that expects 75% of service enquiries and requests successfully completed at first point of contact.

Efficiency Savings (Target - Reduction in Transaction Time)

Against each core service activity for the appropriate channel it will be necessary to identify the time saving efficiencies gained through improved business process and be able to quantify these.

It will be necessary to show the efficiency time savings as numeric values appropriate to the service activity and the channel the service is being transacted. The appropriate calculation metric used should be relevant to the service activity.

Efficiency Savings (Target - Cash Related Savings in Administration Costs)

Improved business process will not only reduce the transaction time for the core service activities, there will also be a reduction in the administration costs in delivering the service, in particular where there is movement towards transactions from telephone, and face-to-face channels to self mediation under the online channel.

	<p><i>There will be a requirement to identify a baseline transaction cost for each service activity under each channel. This will allow the tracking of efficiency savings in terms of the reduction of the administration costs of the service activity. The savings made in administration costs will be presented as efficiency cash savings under each channel.</i></p> <p><u><i>Customer Satisfaction (Target – 95% satisfaction levels to be achieved through year on year improvement)</i></u></p> <p><i>The ultimate measure of success is the level of customer satisfaction with public services and a target for customer satisfaction will be established as part of the Customer First strategy.</i></p> <p><i>To evaluate customer satisfaction there will be a requirement to measure satisfaction at the service activity level. Where possible, the measures for customer satisfaction should be collated at the channel of delivery. This will not only provide more detailed quantitative analysis but can also demonstrate the relationship between satisfaction and service activity take-up.</i></p> <p><u><i>Growth in Customer Service Staff to Front Office Delivery</i></u></p> <p><i>As administration savings are being generated through improved business process and systems integration, there will be a requirement to identify efficiencies achieved from resources employed in back office operations which can then be released and transferred to front office customer service delivery.</i></p> <p><i>The cumulative numbers of resources transferred or redeployed, from back office to front office will be identified under each year.</i></p> <p>What measures will be in place to validate the accuracy of the data?</p> <p>Who will take responsibility for this?</p> <p><i>Validation will be undertaken by each Local Authority in compliance with their usual procedures</i></p> <p>Are there any risks or issues relating to how you plan to use the data? (Eg. accuracy, difficulty in collecting?)</p> <p><i>No</i></p>
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9. HEALTH

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: <i>H/C1 NHS Procurement</i>				
2. Programme/Activity:				
<p><i>As part of NHSScotland's agenda for Modernising Support Services, SEHD launched Phase 2 of BPI (Best Procurement Implementation) in NHSScotland at the end of August 2003. The scope of the work has been divided into 4 workstreams, namely:</i></p> <ul style="list-style-type: none"> <i>o Process & Technology - co-ordinating the rollout of the eProcurement Scotl@nd service to NHSScotland (NHS boards and Special Health Boards);</i> <i>o Strategic Sourcing – targeting 11 commodities in the 1st wave and a further 11 in wave 2;</i> <i>o Logistics - implementing best practice supply chain management in NHSScotland and securing the procurement benefit opportunities identified in Phase 1;</i> <i>o Change Management and Communication - supporting the changes driven by the Strategic Sourcing and Process & Technology streams with a comprehensive communications programme and a focus on managing the stakeholders through supporting and championing the Programme.</i> <p><i>This activity relates to cash releasing efficiency savings arising from the Process and Technology and Strategic Sourcing workstreams.</i></p>				
3. Planned Savings	<i>BPI aims to stimulate collaborative buying and thereby deliver sustainable cost reductions of £50 million per annum.</i>			
		2005-06	2006-07	2007-08
	Cash (£m)	33	40	50
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Dr Kevin Woods</i>		
5. Project Manager		<i>Mr Ross Scott</i>		
6. EGDG account manager		<i>Ms Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The expectation is a positive impact on quality. Through technology and national contracts better purchasing at better prices will be delivered. Better working practices will be developed and administrative savings will be delivered through the reduction in the number of paper documents (eg purchase orders, goods received notes, invoices, etc) that will need to be processed.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Savings are not dependant on legislation. Savings are dependent on the roll-out of technology to NHS Boards and the identification of commodities and the development of national contracts.</i></p>			

9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>Savings will be made through the use of technology (e-procurement), purchasing through reverse electronic auctions and the number of national contracts negotiated. As at February 2005, NHSScotland had participated in 3 reverse electronic auctions (two for IT and one for non sterile gloves) and several others were planned; national contracts had been negotiated for 14 commodities and were in place with a further 7 due to come on stream by April 2005. A total of 140 commodities have been identified although it is anticipated that some commodity bundling will occur.</i> <i>All NHS Chairmen and Chief Executives have formally signed up to the objective of ensuring that their Board participates actively in the strategic sourcing and e-procurement facet of BPI. Furthermore, each Board has given an Executive Director specific responsibility for BPI.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>The action required is that the technology is rolled out by the project team; national contracts are negotiated by the project team; and that NHS Board Chief Executives and Heads of Procurement ensure that the contracts are used within their Boards. BPI is a business change programme and success is tied to the degree to which structure and practice changes. There is, therefore, a key dependency on NHSScotland participating in the programme and taking responsibility for implementing business change in that environment. The Change Management and Communication workstream of BPI is important in this respect.</i>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+	42	42	42
	-	0	0	0
Net	42	42	42	
Explanation	<i>The need to recruit an additional 85 staff was recognised to deliver the cash releasing efficiency savings. Of this figure 16 are required to make up a current staffing shortfall and 27 will be on fixed term contracts primarily concentrating on implementation. This means a net addition of 42 permanent people to provide ongoing leadership, strategic sourcing, systems management/development expertise. It is anticipated that 36 (of the 85 staff) will be recruited in 2004-05.</i>			

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>The cash releasing efficiency savings will be retained by NHS Boards and used for developing and/or delivering local patient services.</i></p>
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The gross recurring saving is £32m pa and rises to £50m in 2007-08. This saving is net of the costs of additional staff.</i></p> <p>12.2 Against what budget does this saving fall?</p> <p><i>NHS Board Revenue Allocations</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>No</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the published budget data, in each year, for that saving to be delivered?</p> <p><i>N/A</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>Higher investment in NHS services since the savings are retained locally within NHS Boards.</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year? (Answer here also if you need to do this to live within your budget)</p> <p><i>None</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Savings delivered through BPI against existing commodity expenditure baselines.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored)?</p> <p><i>Monthly reporting by the BPI Project Team</i></p>

	<p>Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>BPI Project Director</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <p>What data will be used to measure progress? <i>Procurement data</i></p> <p>Is all the required information quantifiable and readily available? <i>Yes</i></p> <p>If not what action will be taken to rectify this? N/A</p> <p>What measures will be in place to validate the accuracy of the data? <i>To be determined.</i></p> <p>Who will take responsibility for this? <i>BPI Project Director</i></p> <p>Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection). <i>No</i></p>

1. Portfolio/Number/Name: <i>H/C2 NHS Support Service Reform</i>				
2. Programme/Activity: <i>Shared Support Services for NHS Financial Processing & Reporting and NHS Payroll Services. Model is based around a virtual model with two Hubs (Finance and Payroll) and twelve Spokes. Shared Support Services is an organisational design involving the standardisation and consolidation of dispersed common activities whilst harnessing available technology.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	0	10
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Kevin Woods</i>		
5. Project Manager		<i>Peter Collings</i>		
6. EGDG account manager		<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The quality of the service will improve despite the reduced cost of running this model of delivery. Advances in technology are to be harnessed as part of the anticipated positive improvements.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Dependant on major structural changes within the finance community in terms of technology utilised, ways of working and major reduction in staff numbers.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Savings are primarily centred around a reduction in staff numbers (604 WTEs). Savings are also anticipated in relation to a common system. A phased implementation is expected to commence in April 2006.</i></p> <p><i>Capital costs of the project are estimated at £13.789m, and associated project revenue costs are £12.359m. Once completed, the overall revenue savings to NHSScotland is £10.122m on a recurring basis.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Delivery is dependant on individual NHSScotland cooperation. It is also imperative that the necessary IT infrastructure is in place to accommodate the process at a local level. The project is being managed by NHS National Services Scotland with the Chief Executive as the Accountable Officer.</i></p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			-604
	Net			-604
Explanation	<i>Release of established posts at 23 NHSScotland bodies. No compulsory redundancies, all achieved via redeployment & early retirements for example.</i>			
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>This project aims to make efficiency savings within NHSScotland, whilst at the same time making a general improvement in the quality of financial/management information.</i></p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Gross Recurrent Savings £17.15m Running Costs £ 7.03m Net Recurrent Saving £10.12m</i></p> <p><i>This is the anticipated full year saving from fiscal year 2007-08.</i></p>			
	<p>12.2 Against what budget does this saving fall?</p> <p><i>Budget savings are administrative, falling against Non-Clinical Service Costs.</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>These savings are built into existing budgets. It is expected that these savings will be released to frontline services.</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>NHSScotland Health Boards are expected to remain within their Revenue Resource Limit (RRL). This is part of a broader, overall expectation.</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year?</p> <p><i>There are no plans to exceed the required saving.</i></p>			
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>			

	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Expected efficiency benefits will be measured in financial terms. In addition, benchmarking exercises will be conducted to ensure the range of benefits anticipated is being achieved in terms of quality and quantity expectations (which will be detailed in the Full Business Case in due course).</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored?)</p> <p><i>Monitoring and reporting arrangements will be agreed as the project evolves. Individual organisations will be considered during the implementation stage and compared to original expectations. As part of the business case process, a post project evaluation will also be completed.</i></p> <p>Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>The project team will be responsible for information relating to savings and quality improvements and submitting this to the Health Department quarterly.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (eg accuracy, difficulties in collection). <p><i>Financial and HR information will be utilised for measuring performance. This will be initiated by the project team. NHSScotland Health Boards will independently provide information on the impact of the project and the validity of information. Details of finalised savings will be detailed as part of the Full Business Case. Full sign up of CEOs to the project releases a conservative £10m per annum recurring saving from 2007-08.</i></p>

1. Portfolio/Number/Name: <i>H/C3 NHS Logistics Reform</i>				
2. Programme/Activity:				
<p>As part of NHSScotland's agenda for Modernising Support Services, SEHD launched Phase 2 of BPI (Best Procurement Implementation) into NHSScotland at the end of August 2003. The scope of the work has been divided in 4 workstreams, namely:</p> <ul style="list-style-type: none"> ○ Process & Technology - co-ordinating the rollout of the eProcurement Scotl@nd service to NHSScotland (NHS boards and Special Health Boards); ○ Strategic Sourcing – targeting 11 commodities in the 1st wave and a further 11 in wave 2; ○ Logistics - implementing best practice supply chain management in NHSScotland and securing the procurement benefit opportunities identified in Phase 1; ○ Change Management and Communication - supporting the changes driven by the Strategic Sourcing and Process & Technology streams with a comprehensive communications programme and a focus on managing the stakeholders through supporting and championing the Programme. <p>This activity relates to cash releasing efficiency savings arising from the Logistics workstream for which an Outline Business Case has been approved. This project will allow NHSScotland to gain control over the supply chain for consumable products covering £1.2 billion annual expenditure allowing NHSScotland to exert leverage on suppliers as to how goods are procured and delivered to meet the needs of the NHSScotland at least cost. In addition unquantified non-cash releasing savings will be achieved, but these are still to be identified.</p>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	5	10
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Dr Kevin Woods</i>		
5. Project Manager		<i>Mr Ross Scott</i>		
6. EGDG account manager		<i>Ms Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The expectation is a positive impact on quality. Through technology and centralised purchasing better prices will be delivered and other benefits such as freeing up the time of front line staff spent on ordering and processing goods at ward level; and the reduction of inventory (and possible waste) within hospitals.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Savings are not dependant on legislation. Savings are dependent on the acquisition and development of a (single) NHSScotland National Distribution Centre (NDC) located in Lanarkshire.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Logistics is not new for the private sector with, for example, Tesco and Asda having distribution centres along the M8 corridor. Perhaps more relevant, is Boots distribution centre based at Bellshill supplying all outlets in Scotland from Wick to Dumfries with a range of products not dissimilar to that used by NHSScotland. The savings will be derived from centralised purchasing delivering better prices and NHSScotland taking responsibility for distribution.</i></p>			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The action required is that the facility is acquired and developed by the project team; the project team ensures effective delivery of practice and procedures; and that NHS Board Chief Executives and Heads of Procurement ensure that procurement utilises the NDC where appropriate. There is, therefore, a key dependency on NHSScotland participating in this project and taking responsibility for implementing business change in that environment. The Change Management and Communication workstream of BPI is important in this respect.</i></p> <p><i>All NHS Chairmen and Chief Executives have formally signed up to the objective of ensuring that their Board participates actively in BPI. Furthermore, each Board has given an Executive Director specific responsibility for BPI.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="459 920 1417 1070"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>-</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Net</td> <td>6</td> <td>6</td> <td>6</td> </tr> </tbody> </table> <p>Explanation</p> <p><i>This project will result in potentially significant opportunities for staff, with around 12 new posts being created, redeployment and training within the new logistics infrastructure and in other areas within each Health Service organisation. It is anticipated that 6 staff will be recruited 2004-05.</i></p>		2005- 06	2006- 07	2007- 08	+	6	6	6	-	0	0	0	Net	6	6	6
	2005- 06	2006- 07	2007- 08														
+	6	6	6														
-	0	0	0														
Net	6	6	6														
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>The cash releasing efficiency savings derived by all hospitals will be retained by NHS Boards and used for developing and/or delivering local patient services.</i></p>																
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The gross recurring saving is approx £18m pa with gross recurring expenditure of approx £8m.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>NHS Board Revenue Allocations</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>No</i></p>																

	<p>12.4 If so, what is the maximum allowable expenditure against the published budget data, in each year, for that saving to be delivered? N/A</p>
	<p>12.5 If not, how do you propose to invest the additional cash back into public services? <i>Higher investment in NHS services since the savings are retained locally within NHS Boards.</i></p>
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year? (Answer here also if you need to do this to live within your budget) <i>None.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3. N/A</p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. N/A</p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>Savings delivered through NDC procurement and delivery against existing commodity expenditure baselines.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored)? <i>Monthly Management Accounts with KPIs.</i></p> <p>Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>Logistics Project Director</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <p>What data will be used to measure progress? <i>Procurement data.</i></p> <p>Is all the required information quantifiable and readily available? <i>Yes</i></p> <p>If not what action will be taken to rectify this? <i>N/A</i></p> <p>What measures will be in place to validate the accuracy of the data? <i>To be determined.</i></p> <p>Who will take responsibility for this? <i>Logistics Project Director</i></p> <p>Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <i>No</i></p>

1. Portfolio/Number/Name: <i>H/C4 Improved prescribing of drugs</i>				
2. Programme/Activity: <i>The plan is to deliver £20 million savings through improvements in prescribing, by adopting best practice and reducing inappropriate prescribing. A national co-ordinating plan was issued on February 28, 2005 requiring Health Boards to develop local plans which draw on existing guidance, and which are capable of monitoring to identify progress against the national targets.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	5	10	20
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Dr Kevin Woods</i>		
5. Project Manager		<i>Mr Ross Scott</i>		
6. EGDG account manager		<i>Ms Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>There is a risk that an insensitive cost reduction exercise could work through to reduced service provision and patients not receiving therapies they would otherwise have done, or alternatively to lack of buy-in from key decision takers on clinical grounds and non meeting of targets.</i></p> <p><i>There is a further potential for more effective prescribing and removal of perverse incentives to work through to lower remuneration of GPs in rural and remote areas and adversely affect recruitment and retention.</i></p> <p><i>The focus of the draft national co-ordinating plan is therefore to improve the effectiveness and thus the quality of prescribing by the adoption of a series of local plans which are accepted by local stakeholders, and to develop nationally more relevant remuneration arrangements for dispensing doctors.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>The achievement of targets will involve changes in the clinical practice of 4,250 General Practitioners and other independent prescribers, for whom the prime driver is improving the quality of prescribing for the benefit of their patients.</i></p> <p><i>To some degree it will also depend on the success of planned nationally co-ordinated initiatives, as foreshadowed in the national co-ordinating plan, to support the efficient prescribing of non drug prescription items, such as dressings and nutritional products.</i></p> <p><i>More cost effective prescribing in rural areas may need to go hand in hand with revisions to dispensing doctor contract arrangements to avoid destabilisation of the aggregate funding packages available to particular practices.</i></p> <p><i>Critically, continuing development of area wide formularies, jointly by Health Boards and stakeholders including both clinicians and the industry, which will stimulate progress towards greater national consistency in prescribing practice.</i></p> <p><i>We will review again whether mandating generic dispensing through Regulations is necessary and desirable to realise the last remaining latent savings from comprehensive generic prescribing.</i></p>			

<p>9. Description of efficiency and actions to be taken</p>	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>By adoption of local plans featuring, but not exclusive to, areas identified in the national co-ordinating plan issued to all Health Boards in February 2005. This identified for each Health Board the target saving and approaches to achieve the target, building on best clinical practice, possible areas for savings identified by SEHD including reference to existing external guidance such as from the Audit Scotland June 2003 report on GP prescribing, which included detailed recommendations. These local plans are to be submitted to SEHD It will be for Health Boards to consider whether further staff are required to augment existing prescribing advisory staff to help achieve local plans.</i></p> <p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Early production of local plans, as mandated by the national co-ordinating plan, in which local stakeholders accept target realistic prescribing quality improvements.</i></p> <p><i>Sign-off of plans by HB Chairs/Chief Executives and prescriber representatives as locally appropriate, such as AMC/ CHP chairs or officers.</i></p> <p><i>The action managers are the 4,250 + clinicians with prescribing rights, and ultimately the clinical discretion to prescribe for their patient what is most appropriate. It is, therefore, crucial that clinicians be satisfied that local plans aspire to improve quality in prescribing and clinical benefits for patients and are not crude cost savings targets.</i></p> <p><i>They are supported by an existing network of prescribing advisers in Health Boards, for which each HB has to determine the appropriate complement and decide if staff augmentation would improve the likelihood of a successful outcome.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="456 1451 1415 1608"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation</p> <p><i>No change in complement planned. Consultant support may be required to help scope projects requiring national co-ordination such as in non drug prescribing.</i></p>		2005- 06	2006- 07	2007- 08	+				-				Net			
	2005- 06	2006- 07	2007- 08														
+																	
-																	
Net																	
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>																

12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>Gross Target: £20m. Costs of any consultant contribution not yet scoped.</i>
	12.2 Against what budget does this expenditure and saving fall? <i>Health Boards' Unified Budgets</i>
	12.3 Has this saving been built into your budget? <i>Yes, in that there is an assumption that Boards and prescribers will continually pursue the potential for prescribing efficiencies to offset rolling cost increases associated with greater use of effective therapies and costs of new drugs.</i>
	12.4 If so, what is the maximum allowable expenditure against the published budget data, in each year, for that saving to be delivered? <i>Health Boards establish local prescribing budgets on the basis of standard data which is available to other HBs and SEHD, and to achieve the optimum use of the totality of funds available to them. Savings against targets accrue directly to local budgets and can be used to cover the costs of other services.</i> <i>SEHD do not publish forecasts for year on year prescribing costs.</i>
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>N/A</i>
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>Action has been taken to achieve supply side savings that will impact during 2005-6 and these are accounted for within other targets.</i>
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3 <i>N/A.</i>
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. <i>N/A</i>
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>National aggregation of local plans, which will establish local benchmarks in the light of the headings provided in the national co-ordinating plan..</i>

14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)

Monitoring will be done in the SEHD, based on NSS ISD aggregation. There is extensive data available from NHS NSS Information Services Division to GP practices and Health Board prescribing advisers to allow their prescribing behaviour to be monitored. Availability however lags prescribing by 3-4 months. Monitoring will be quarterly –after availability of data- by each Health Board and will be aggregated centrally by NHS NSS.

This will be used by NHS NSS ISD to provide tailored reports for each Health Board, but in a format that is capable of aggregation to allow SEHD to monitor national progress.

14.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**
- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**
- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

See answer to previous question. Health Boards will be instructed to agree individual monitoring arrangements with NHS NSS ISD, and SEHD will agree with NHS NSS ISD the form of a national monitoring report to track overall progress..

1. Portfolio/Number/Name: <i>H/C7 NHS Efficiency Savings</i>				
2. Programme/Activity: <i>Recurring 1% Efficiency Saving expected from the NHSS. Additional information will be available from every NHSScotland body by 31 March 2005 relating to financial years 2005-06 up to and including 2007-08.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	88	134	208
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Kevin Woods</i>		
5. Project Manager		<i>Peter Collings</i>		
6. EGDG account manager		<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>NHS Chief Executive Officers have signed up to deliver 1% recurring efficiency savings. These savings will be detailed in financial returns made by 31 March 2005. These savings will not impact on the quality of service provision.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved</p> <p><i>These savings are expected to be locally based initiatives and not dependant on any legislative or structural influences.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>This is very much a local decision for the 23 "normal/special" Health Boards. Information on specific schemes has been requested by the Health Department by the 31 March 2005 for each individual body. This information will enable the commencement of the monitoring process.</i></p> <p><i>Savings will be made by improving productivity and use of existing resources through reductions in cycle times, process times and efficiencies, and better use of existing capacity.</i></p> <p><i>Specific information will follow in due course.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>NHSScotland Health Board Chief Executives and Directors of Finance have given their full commitment to the process and the delivery of the savings. The achievement of savings will be monitored using the financial monitoring templates already in use.</i></p> <p><i>Boards will build agreed savings into their 5 year plans.</i></p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
	Explanation	N/A		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>There is no direct link with a specific new initiative. The objective is to achieve more or better services for the same money.</i></p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>It is unlikely that there will be offsetting recurring expenditure to underpin any of the savings generated.</i></p>			
	<p>12.2 Against what budget does this saving fall?</p> <p><i>Budget savings will fall against Clinical/Non-Clinical Service Costs.</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>This saving has been built into the budget.</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the published budget data, in each year, for that saving to be delivered?</p> <p><i>Using the current year as the base, the Revenue Resource Allocation (RRL) is the maximum level of expenditure, i.e. £6.3bn (2004/05).</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year?</p> <p><i>This is currently under review with the expectation that an increase in the level of savings will be achieved.</i></p>			
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>			
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>			

14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The expected efficiency benefits will be measured purely on a financial basis.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>This process will be aligned with current reporting/monitoring information. This will be on a monthly basis commencing month 3 of any given fiscal year.</i></p> <p><i>Lead responsibility for monitoring will be Directors of Finance in conjunction with Chief Executive Officers.</i></p> <p><i>In practise this will be completion of a monitoring schedule by individual NHSScotland Health Boards/Special Health Boards.</i></p> <p><i>Once received, this information collated and forwarded to the Health Department Management Board.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (eg accuracy, difficulties in collection). <p><i>Financial information will be used to measure progress. Finalised detailed information will be available by 31 March 2005.</i></p> <p><i>Full Ministerial involvement will include these savings as part of the annual review process of Performance Management.</i></p> <p><i>Validation will be part of the normal financial monitoring process (including meetings with key NHSScotland staff) and ultimately feeding into an audited set of annual accounts.</i></p> <p><i>Ministers will ultimately hold NHSScotland Health Boards and Special Health Boards to account for the delivery of these savings.</i></p>

1. Portfolio/Number/Name: *H/C8 Facilities Management System (FMS) in NHSScotland*

2. Programme/Activity:

With the move by NHSScotland Bodies towards single system working Directors/leads of Facilities have created a forum in which they can discuss how best they can improve service efficiency and effectiveness.

This group has identified a major gap in the support systems available to Facilities Managers and this proposal seeks to rectify that situation. Current working arrangements are characterised ;

- management information for a range of key support services which is limited, unconnected and retrospective*
- systems which provide limited understanding of capacity or productivity*
- systems which provide only limited scope for true performance management and development*
- the provision of services which are more process dominated than outcome focussed*
- delivery of sub-optimal use of scarce resources*

The proposed Facilities Management System (FMS) will be a universal system which will deliver detailed information to support managers in the delivery of key support services such as cleaning, laundry, transport, telecommunications etc..

For the first time NHSScotland will have a common system for monitoring, managing information and control conducive to on-going service efficiency, effectiveness and value for money.

The key benefits include:

- delivery of a universal management system ;*
- performance focus based on up-to-date information which will lead to evidence-based decisions;*
- potential to reduce revenue and contribute to Boards' financial management systems;*
- ability to drive continuing improvement through benchmarking and sharing of best practice;*
- potential to be extended into the wider public sector.*

3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.1	0.4	0.8
	Time Releasing (£m)	0	0	0

4. Accountable Officer for delivery *Kevin Woods*

5. Project Manager *Project Sponsor : David Hastie
Project Manager : Paul Kingsmore*

6. EGDG account manager *Gillian Woolman*

7. Quality Impact **Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.**

By improving the quality of information available to key management staff we can empower these managers to make more effective decisions regarding the provision of vital support services which will result in the delivery of more patient focussed, value-for-money care. By enabling managers to effectively benchmark the services provided they can ensure that improved performance and therefore ongoing service improvement.

8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>This proposal is dependent on its implementation by all NHSScotland Boards and this can be achieved through existing Property Management and other Scottish Executive policies.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The savings will derive from managers having access to improved information not only for the services delivered in their own facilities but by their ability to benchmark against other similar service delivery across NHSScotland.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The first action is the active support of SEHD in promoting policies which will require Boards to implement the proposed system. This can be achieved and is similar to the mandatory requirement in place whereby Boards must use the newly developed Property Management System.</i></p> <p><i>It will also require the active support of the strategic leads for Facilities Management and the newly constituted group representing these managers is fully supportive of this proposal.</i></p> <p><i>Finally the NHSScotland Property and Environment Forum will commit resources to this project and support it once the system has been rolled out to the service.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p>			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
11. Benefits	<p>Explanation <i>There is unlikely to be any impact on staff numbers.</i></p> <p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>The over-riding benefits from the introduction of the FM System will be the ability of mangers to provide significantly improved services by delivering relevant, focussed information. This will enable true performance management to be undertaken for the first time across the entire range of Facilities Management services in NHSScotland.</i></p>			
	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>As for Question 3.</i></p>			
12. Gross/Net Cash Savings				

	<p>12.2 Against what budget does this expenditure and saving fall? <i>Against NHSScotland Boards' budgets</i></p>
	<p>12.3 Has this saving been built into your budget? <i>No</i></p>
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>N/A</i></p>
	<p>12.5 If not, how do you propose to invest the additional cash back into public services? <i>N/A</i></p>
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>N/A</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3. <i>N/A</i></p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. <i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>By exception reporting using a traffic light system. By benchmarking against other NHSScotland Boards. By a “balanced scorecard” approach with monthly and cumulative outcomes assessed against targets including previous years.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>NHSScotland Boards will monitor the outcomes as part of their governance arrangements. As this project will result in improved service delivery Boards will be required to introduce new monitoring and evaluation systems.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Cost for delivery across a wide range of services will be monitored over time and also benchmarked against similar services provided elsewhere within NHSScotland.</i></p>

1. Portfolio/Number/Name: <i>H/C9 – Drugs pricing</i>				
2. Programme/Activity: <i>This programme relates to supply side activities to improve value for money in national arrangements for the pricing of drugs by NHSScotland</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	42	42	42
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Dr Kevin Wood</i>		
5. Project Manager		<i>C.Naldrett</i>		
6. EGDG account manager		<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The immediate impact on quality of service provision is likely to be neutral.</i></p> <p><i>There is a risk that an overambitious cost reduction exercise could work through to reduced service provision if drug suppliers were to decide that it were not cost effective for them to supply the NHS at prices determined according to new arrangements.</i></p> <p><i>On the other hand a formal agreement with the industry on branded drugs pricing, which individual companies can live with, provides them with a fair return and a continuing incentive to develop new products that will improve patient care.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>There are no legislative implications.</i></p> <p><i>Reimbursement prices for drugs are set by Directions through the Scottish Drug Tariff which itself is enabled by the Pharmaceutical Services Regulations (Scotland) 1995.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>In the main by implementation of a revised Pharmaceutical Prices Regulation Scheme negotiated on a UK basis with the industry. These impact on the prices of 'branded' products used in Primary Care, i.e. drugs still protected by licence. These account for around 2/3rds of Primary Care drug costs. Opportunities for savings in other areas will continue to be pursued.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Finalisation of revised PPRS arrangements.</i></p> <p><i>These are now largely in place, with only one small element, where the financial impact is marginal, relating to so called standard branded generics is still to be clarified.</i></p> <p><i>SEHD representative in negotiations on PPRS has been Prof. Scott, CPO.</i></p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
	Explanation	<i>No change in complement planned.</i>		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Gross Target- £42m</i></p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Health Boards' Unified Budgets</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>Yes, in that there is an assumption that Boards and prescribers will automatically benefit from any supply side generated savings (and conversely absorb any cost increases) achieved through nationally set arrangements to offset rolling cost increases associated with greater use of effective therapies and costs of new drugs, which in the recent past have always generated a gross pressure above the rate of inflation.</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>The rate of saving will depend on the rate of prescriptions of prescribed drugs.</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>			
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>We are continuing to review the other areas of drug and prescribable items purchasing to identify and deliver further savings. It is too early to be more specific about the potential extent of savings at this stage.</i></p>			
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3</p> <p><i>N/A.</i></p>			
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>			

14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>To monitor the effects of the PPRS target 7% price cut across all branded drugs purchased in Primary Care.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>There is extensive and reliable data available from NHSNNS Information Services to allow the costs of Primary Care prescribing to be monitored. Availability however lags prescribing by 3-4 months. Monitoring will be quarterly –after availability of data- and will be by NHSNNS.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>See answer to previous question.</i></p>

1. Portfolio/Number/Name: H/C10 (formerly EYP/C2) Efficiency savings in the Care Commission.				
2. Programme/Activity: <i>Regulation of care services defined in the Regulation of Care (Scotland) Act 2001</i> <i>The £1m cash savings in 2005-06 and subsequent years relate to efficiency savings in the regulation of early years services. The savings have been found through the streamlining of the Commission's joint inspection arrangements for these services with HMIE. For example, it has been agreed with HMIE that in a year when a joint inspection is due then for smaller services that inspection will be carried out by one inspector. The Commission has also revised the activity time needed to inspect childminders in light of discussions with the Department.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	1	1	1
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Kevin Woods		
5. Project Manager		Care Commission Director of Operations and Linda Gregson Care Standards and Sponsorship Branch		
6. EGDG account manager		Ms Gillian Woolman		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>We do not expect the savings to affect the Care Commission's statutory inspection requirements or the quality of inspections being carried out.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>The efficiencies at the level agreed are not dependant on legislation. The delivery of further efficiencies is, however, constrained by the requirement in the Regulation of Care (Scotland) Act 2001 for services to be inspected at least once a year (and twice in the case of services where overnight accommodation is a part of the service e.g. care homes). Consideration is currently being given to taking a power to enable Ministers to vary that requirement. This would apply to all care services, not just early years.</i> <i>The efficiencies will have an impact on staffing levels. We do not, however, expect the saving to result in any redundancies. The Care Commission will be through a combination of re-deploying staff into the regulation of services that have not been previously regulated (e.g. housing support) and not filling vacant posts. This will require some level of re-training.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>See 8 above.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>The Care Commission is an NDPB responsible for the regulation of a wide range of care services under the Regulation of Care (Scotland) Act 2001. The Commission will be responsible for delivering these savings. Jacquie Roberts, Chief Executive and David Wiseman, Director of Operations at the Care Commission, are the key action managers.</i>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation	<i>It is difficult at this stage to be specific about number since the Care Commission has only recently established the size and scope of the housing support sector. However we estimate that between 20 and 30 staff less staff will be required.</i>			
11. Benefits	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here. N/A			
12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>The £1m efficiency saving will be recurrent.</i>			
	12.2 Against what budget does this expenditure and saving fall? <i>The £1m efficiency is in the Care Commission's gross budget and subsequently in the grant-in-aid required from the Department. However once we have achieved self-funding in 2006-07 we expect the Care Commission's gross expenditure to continue to reflect the efficient practice in the regulation of these services. The Care Commission will be required to keep its cost down and this will have a direct impact on fee levels for care services which are set by Ministers.</i>			
	12.3 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>£28.248m with future years yet to be determined.</i>			
	12.4 If not, how do you propose to invest the additional cash back into public services? N/A			
	12.5 What plans do you have to exceed the required saving? Explain by how much in each year. <i>There are no specific plans at present to increase the efficiencies relating to the regulation of early years services in future years. However, see first paragraph 8 above. In addition, Ministers have recently approved the Care Commission's Organisational Structure Review. This will result in savings of £160k a year from 2005-06. The savings are a result of a net reduction of 8 middle management posts. We do not expect this to affect the quality or quantity of the Care Commission's output. In 2005-06 we will also expect the Care Commission to fund any increase in non-staff prices (around £250k) from efficiency savings elsewhere in its budget.</i>			
	13.1 Please explain any time-releasing savings indicated at question 3 N/A			

	<p>Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Delivery of the reduced budget while continuing to meet the targets set out in the Care Commission's Corporate Plan.</i></p>
	<p>14.3 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Care Commission provide monthly reports on outturn against budget and quarterly reports showing outturn against key corporate plan targets and statutory requirements.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>See 14.2 above.</i></p>

Time-Releasing Efficiency Technical Note

NEW

1. Portfolio/Number/Name: <i>H/T1: Reduction in sickness absence</i>				
2. Programme/Activity:				
<p><i>Each health board will be expected to develop local plans to achieve the target of 4% sickness absence in their area by 31 March 2008. Achievement of these local targets will be expected to deliver 4% sickness absence levels across NHSS as a whole by 31 March 2008.</i></p> <p><i>Therefore, health boards which already have lower sickness absence rates will be expected to reduce down to 4% as soon as possible, or, once they have maintained or improved upon this position, to continue the cycle of improvement and strive to minimise sickness absence by effective management in line with staff governance principles. The target will be most challenging for health boards with high levels of sickness absence as they may need to reduce their sickness absence substantially over the three year period. The approach used here is intended to support those health boards which are already working to achieve reduced sickness absence and challenge those boards where more focused management attention is required. The underlying principle builds on previous targets in that effective management in line with staff governance principles should reduce sickness absence and be of benefit to employees, employers and patients.</i></p> <p><i>Board –by –board data on sickness absence rates will be collected through a new NHS workforce information dataset from autumn 2005. This known as the SWISS project. This is likely to lead to changes in reported sickness absence rates due to greater accuracy, better coverage of all NHS systems, and new methodologies for collection of data. This will mean that a technical adjustment to the percentage target may need to be made, but this will not affect the level of time releasing savings which are planned.</i></p>				
3. Planned Savings (£m)		2005-06	2006-07	2007-08
		£16.3m	£34.5m	£54.8m
4. Accountable Officer for delivery		Director of Human Resources, SEHD		
5. Project Manager		TBC – o/s		
6. EGDG account manager		Gillian Woolman		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>By reducing sickness absence, health boards will increase the number of days contributed, by its workforce, to the delivery of health care and therefore should impact directly on the delivery of care to the public by frontline staff.</i></p> <p><i>Reliance on temporary staffing will also be reduced and should result in further savings. The overall impact should lead to a more consistent approach to care delivery as the public should see more NHS staff at the frontline and less staff employed by agencies.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>No legislative dependencies.</i></p> <p><i>Effective reduction of sickness absence is dependent on effective local management in line with staff governance principles and PIN guidelines and the delivery of an effective Occupational Health Service.</i></p> <p><i>The monitoring of progress will be enhanced by the SWISS Project delivering its agenda on time. All health boards will be using SWISS and will be contributing to the Workforce Information Repository (WIR) following its introduction during 2005. It is anticipated that WIR will go live in August 2005. Good quality data should therefore be available from January 2006 onwards.</i></p>			

<p>9. Description of efficiency and actions to be taken</p>	<p>9.1 How will the saving be made?</p> <p><i>By using existing staff more effectively</i></p> <p><i>By employing less temporary staff</i></p> <hr/> <p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The delivery of these time releasing savings are dependent on:</i></p> <ol style="list-style-type: none"> <i>1. Board Chief Executives recognising the importance of this agenda and delivering on time</i> <i>2. The support of Partnership colleagues</i> <i>3. The SWISS Project delivering on time</i>
<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>By monitoring sickness absence rates by health board and staff group. Consequently, efficiency benefits will emerge by staff group. I.e. by evaluating the reduction in sickness absence by different 'groups' of unit labour cost.</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <ol style="list-style-type: none"> <i>1. SWISS will provide the data on a real time basis. 2005 will witness the phased introduction of a new system that will help NHS Scotland collect, store and report information about its 150,000 staff more efficiently. This "Scottish Workforce Information Standard System" (SWISS) aims to provide information on staff in a consistent and accurate format. The project's first phase involved setting up a national database that will hold information on NHS Scotland staff.</i> <i>2. The monitoring and reporting will fit into performance arrangements. The national database will be updated weekly; however, it is likely that absence data will be monitored less frequently.</i> <i>3. ISD will be responsible for collecting and monitoring the data collection process.</i> <hr/> <p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Sickness absence data will be available from SWISS quarterly as from January 2006</i></p> <p><i>There is a possibility that the renewed focus on sickness absence reporting will result in improved reporting of sickness absence, which in itself is positive, but may result in sickness absence levels appearing to increase.</i></p> <p><i>As the SWISS data becomes available, there may be a need to make a technical adjustment, reset the baseline and adjust the target accordingly,</i></p>

	<p><i>whilst not affecting the level of time releasing savings. This will be the result of the transfer of data collection from one system to another. The new SWISS system is likely to be more accurate, therefore, it would be prudent to review and possibly adjust the time releasing savings baseline and target in 2006.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The lead responsibility for ensuring the validity of the data rests with ISD. The data is also collected as part of the Staff Governance arrangements for the Performance Assessment Framework. This valuable data will triangulate the reliability of data emerging from SWISS.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Health boards will need to ensure that the data they input is of high quality The quality of existing data, which forms the baseline, may not be accurate. The focus on this target should result in better data quality.</i></p> <p><i>The recording of absence for some staff groups may be poor, therefore, with improved recording, sickness absence recorded may increase. The baseline may need to be adjusted to reflect this in later years. Better reporting gives the opportunity for sickness absence to be better managed locally, therefore, health boards who improve their reporting, but as a consequence, demonstrate an increase in sickness absence should be supported to continue to strive for improved data quality and effective management of sickness absence.</i></p>
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NEW

1. Portfolio/Number/Name: <i>H/T2: Increasing Consultant Productivity</i>			
2. Programme/Activity: <i>NHSS health boards will be expected to demonstrate an increase in consultant productivity by 1% per annum over the next three years. Service redesign and the application of the leverage of pay modernisation will be key to health boards achieving this. It is acknowledged that an increase in consultant productivity will impact on a number of other roles and departments and therefore, an increase in productivity is expected to be delivered by other staff groups.</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
	£21.10m	£45.60m	£73m
4. Accountable Officer for delivery	<i>Director of Human Resources, SEHD</i>		
5. Project Manager	<i>TBC – o/s</i>		
6. EGDG account manager	<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>Increasing consultant productivity may result in more patients being treated and therefore would have a positive impact on waiting times; however, it may well confirm that the case mix of patients being treated is becoming increasingly complex so that consultants are becoming more productive by consistently treating a more complex group of patients. Either an increase in numbers of patients treated, or an increasing complexity of patients being treated will demonstrate positive changes in consultant productivity.</i></p> <p><i>A change in the complexity of patients may be the result of a number of factors: for example a) other professionals are increasingly delivering some workload that was previously delivered by consultants and b) more care is increasingly being delivered outside of the hospital setting, for example, in primary care facilities. Both of these examples are in line with government priorities.</i></p> <p><i>A focus on increasing consultant productivity will enable health boards to understand how consultants and clinical teams are working, and how service redesign and improvement can increase consultant productivity, with the aim of improving overall patient care.</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>No</i></p> <p><i>The monitoring of progress will be enhanced by the SWISS Project delivering its agenda on time. All health boards will be using SWISS and will be contributing to the Workforce Information Repository (WIR) following its introduction during 2005. It is anticipated that WIR will go live in August 2005. Good quality data should therefore be available from January 2006 onwards.</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>It is expected that by increasing the overall productivity of consultant teams there will be increased output for the same level of input. This may equate to more numbers of patients or an increasing complexity of patients being treated.</i></p>		

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <ol style="list-style-type: none"> 1. <i>the delivery of timely and reliable data – ISD</i> 2. <i>the identification of further, specific productivity measures – this work is currently being lead by the Scottish Association of Medical Directors</i> 3. <i>the leadership of health board chief executives is key to the delivery of this saving</i> 4. <i>support & co-operation from other staff groups</i>
<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>By looking for increases in output for same level of input. This will be based on activity and workforce numbers.</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <ol style="list-style-type: none"> 1. <i>SWISS will provide the workforce data. 2005 will witness the phased introduction of a new system that will help NHS Scotland collect, store and report information about its 150,000 staff more efficiently. This “Scottish Workforce Information Standard System” (SWISS) aims to provide information on staff in a consistent and accurate format. The project’s first phase involved setting up a national database that will hold information on NHS Scotland staff. The national database will be updated weekly; however, it is likely that consultant productivity data will be monitored less frequently.</i> 2. <i>ISD will deliver the activity data using existing data collections which is updated monthly.</i> 3. <i>The monitoring and reporting will fit into performance arrangements.</i> 4. <i>ISD will be responsible for monitoring the data collection process.</i>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>SWISS will provide the data as identified above.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The lead responsibility for ensuring the validity of the data rests with ISD</i></p>

• **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

Consultant productivity will be impacted on by a number of variables, for example, patient case mix, location of services, number of junior staff supporting consultants, GP referral patterns. This list is not exhaustive. Therefore, benchmarking of data against peer groups will inform interpretation. Interpretation of the data in isolation from the context may be unhelpful and misleading.

Changes to consultant productivity may impact negatively on the workload of other staff if not planned and managed appropriately.

A large increase in the number of consultants employed, following, for example, recruitment drives, will impact on productivity ratios and therefore the interpretation of data should be viewed in context.

Changes to the way that data is captured, for example, a move away from recording Finished Consultant Episodes to Spells, may result in a need to review and reset the baseline.

The NHS is introducing pay reform across all members of the workforce. As staff change the way they work, there may be an impact on the productivity of consultants.

It should be noted that Modernising Medical Careers, which commences in 2005, and which changes the way in which doctors are trained, will, over time, change how consultants and other members of staff work and will therefore impact on productivity data and trends in the future.

1. Portfolio/Number/Name: <i>Health H/T3 Scottish Primary Care Collaborative</i>			
2. Programme/Activity: <i>The Collaborative Approach is a tried and tested method, developed in the USA, which has been applied to a range of management challenges including healthcare systems in the USA, Sweden and England. This year Australia and Canada will also be using the improvement methodology. The goal of the programme is to assist primary care organisations to develop their capability to deliver rapid , sustainable and systematic improvements to the care they provide to their communities through a sound understanding and effective application of quality improvement methods and skills. The aims are: To ensure that 90% of patients can access their primary health care routinely within one working day. Through proactively improving GP Practice appointment systems and developing robust contingency plans for GP holidays and absences, the number of DNAs can be reduced and the number of days using a locum can also be reduced.</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
	£6.52m	£6.52m	£6.52m
4. Accountable Officer for delivery	<i>Kevin Woods</i>		
5. Project Manager	<i>June Andrews</i>		
6. EGDG account manager	<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>Quality of the service will improve as waiting will decrease and practices will have the capacity to direct patients to the most appropriate member of the health care staff in a more efficient and effective manner.</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Improving practice systems is the basis of the method practices are assisted in this by a project manager in order to identify alternative ways of providing care to patients.. Eg telephone consultations, Practice Nurse led clinics.</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>More patients will be seen by practice staff thus reducing dependency on locums. The number of GP hours lost from missed appointments (DNAs) will be reduced.</i></p>		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Commitment of participating GP practices to work through the Collaborative Improvement Methodology and develop proactive models of care which involves developing call and recall systems for patients with Long Term Conditions e.g CHD, Diabetes.</i></p>		

<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>As a proxy measure we propose that the average number of locum days a GP practice uses before and after implementing changes to its practice systems be measured. Efficiency benefits will arise if a 3 WTE GP Practice used a locum for 12 weeks of the year to cover holidays and now with increased capacity due to implementing the Collaborative Change Methodology only uses a locum for 6 weeks. This can be quantified by calculating the savings in locum costs, as a locum costs £400/day and would cost £24k for 12 weeks. If the practice reduced this to 6 weeks they would have a saving of £12k/year.</i></p> <p><i>If this same example was used in half of the practices involved in the programme it would provide a saving of £1.62m</i></p> <p><i>DNAs are calculated using GP time wasted for each appointment missed, before they were involved in the programme Practice A had a DNA rate of 13.3% costing £43,000, this has now been reduced to 2.13% costing £6,912 saving £36,288/year in GP time. This is brought about by people being able to make a routine appointment on the same day, the next day or the next week.</i></p> <p><i>If this example was used in half the practices involved in the programme it would provide a saving of £4.9m</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Locum – the number of locum days used would be recorded on a monthly basis, showing the baseline before they embarked on the programme and the impact after joining the programme.</i></p> <p><i>DNA – the number of DNAs would be recorded on a monthly basis, showing the baseline before they embarked on the programme and the impact this would have after joining the programme.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>This information is not systematically recorded at present, however currently there are robust information systems in place to record 7 measures on a monthly basis from 270 practices across Scotland to recording improvement in patient access to GPs and Practice Nurses and the improvement in diabetic care. Using similar systems the data on locums and DNAs could be captured.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Agreed procedures for recording the information in every practice would be used to ensure consistency and accuracy of the data recorded.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Accuracy could be compromised if practices did not follow guidance on recording the data.</i></p>

1. Portfolio/Number/Name: Health H/T4 Outpatient Programme / Specialty Redesign Projects				
2. Programme/Activity: <i>The redesign of orthopaedics, ENT and dermatology, will pilot services that help bring the demand, capacity and activity of services closer into balance. In many projects service redesign includes training alternative staff such as nurses, physiotherapists, podiatrists and GPs to diagnose and treat patients traditionally seen by a consultant.</i>				
3. Planned Savings (£m)		2005-06	2006-07	2007-08
		£0.897m	£0.897m	£0.897m
4. Accountable Officer for delivery		Kevin Woods		
5. Project Manager		June Andrews		
6. EGDG account manager		Gillian Woolman		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>The quality of the services involved is expected to increase as the patient will see the most appropriate clinician to their needs. Waiting times will also be reduced in many areas.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>No</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>By training other staff to appropriately take on some clinical tasks previously conducted by consultants this frees consultants to provide the specialist services that they are trained for.</i></p> <p><i>In some circumstances care being provided by an alternative practitioner such as a nurse will mean that that service is provided at less expense. For example a consultant appointment costs approximately £65 where an appointment cost at a clinic run by another health professional is approximately £31.</i></p> <p><i>The Centre for Change and Innovation (CCI) projects are piloting 27 Allied Health Professional (AHP) and nurse led clinics. If each of these new services do only 2 clinics a week for 42 weeks this would save £771,120 on the cost of the equivalent numbers of patients being seen by a consultant.</i></p> <p><i>10 GP with Special Interest clinics are also being piloted. At one clinic a week this will save £126,000 over the course of a year based on the cost of a GP appointment of £35 per appointment (based on 10 appointments per week in a 42 week year).</i></p> <p><i>Where review or follow up patients are seen by alternative staff this will allow consultants to see more new patients in the same amount of clinics.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>NHS Boards need to be fundamentally signed up to supporting and developing their staff to explore new roles and different ways of working.</i></p>			

10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>Data collected throughout these projects will include numbers of patients seen by alternative practitioners and referral rates. We will incorporate financial saving into the final review.</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>These projects were not set up to demonstrate cost savings however we will cover this in the final evaluation.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Data to be collated is collected monthly and where possible is collected from data already collated by the Health Board. The majority of data is quantitative.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Due to the poor nature of some of the outpatients data currently collected and the fact that data on patients seen by anyone other than a consultant not yet collected there are some risks to collection and accuracy.</i></p>

1. Portfolio/Number/Name: <i>H/T5 Outpatient Programme / Patient Focussed Booking(PFB)</i>			
2. Programme/Activity: <i>Patient focussed booking is being introduced for appropriate new patients across Scotland and for return patients also in some areas. Patient focussed booking allows patients to have some input into the day and time of their appointment. Before this project was initiated the vast majority of patient appointments were offered fixed appointments where no choice was given. It also assists in managing the waiting list by ensuring that all routine patients are seen in chronological order. This was difficult previously as often clinics would be cancelled and re-booked or patients were moved forward in the queue.</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
	£2.59m	£2.59m	£2.59m
4. Accountable Officer for delivery	<i>Dr Kevin Woods</i>		
5. Project Manager	<i>June Andrews</i>		
6. EGDG account manager	<i>Gillian Woolman</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>Improved quality for patients through:</i></p> <ul style="list-style-type: none"> • <i>choice over date and time of appointment;</i> • <i>continued validation of the need for an appointment;</i> • <i>less time spent waiting in clinics;</i> • <i>reduced DNA rates (target of 5% or less by December 2005).</i> 		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>More dedicated outpatient and queue management.</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <ul style="list-style-type: none"> • <i>Decreased hospital cancellation rates;</i> • <i>DNA rates to 5% or less in the 30 plus participating sites;</i> • <i>Booking patients chronologically increases queuing efficiency and reduces initiatives to manage the longest waiters. We know that patients have not been booked in strict chronological order in the past due to different vetting timescales, patient pressure and the ability of clinicians to pull certain patients forward. Hospital driven cancellations also leads to "churn" of the lists.</i> 		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <ul style="list-style-type: none"> • <i>Delivery of appropriate computer software packages (particularly for return appointments);</i> • <i>Robust policies on clinic cancellation, consultants leave, DNAs.</i> 		
10. Measurement	10.1 How are you proposing to measure the expected efficiency		

<p>and Monitoring</p>	<p>benefits and the cash equivalent of these benefits.</p> <p><i>This project is not established on measuring cost savings but robust data collection is in place, which will allow for extrapolation and further analysis. Sites are measuring DNA rates, cancellation rates and waiting times.</i></p> <p><i>Audit Scotland calculate DNA rate of 1 in 7 (14%) DNAs cost £20m per annum (Audit Scotland 2003) PFB should reduce DNA rates to 5% or less Audit Scotland calculate that there is a total of 10 million OP attendances. Acute Hospitals see 6.5 million patients; 31% of appointments are first appointments All Acute Hospitals are implementing PFB for first appointments</i></p> <p><i>(6.5/10 of £20m) (£13m x 31%) (9/14 improvement of £4.03)</i></p> <p><i>This gives a time releasing saving of £2.59m</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Monthly monitoring and reporting of:</i></p> <ul style="list-style-type: none"> • <i>DNA rates;</i> • <i>Clinic cancellation rates;</i> • <i>Outpatients waiting over 26 weeks;</i> • <i>Longest outpatient waiting time by specialty;</i> • <i>Implementation of PFB across specialties.</i> <p><i>PFB Project Managers at each site are responsible for reporting to the National PFB Project Manager.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Quantitative data (described in 10.2) is collected monthly, where possible using existing data reporting processes e.g. MMI (monthly management information) data. Qualitative data (in the form of staff and patient satisfaction surveys) is collected locally and fed into Centre for Change and Innovation (CCI).</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Where possible, PFB utilises existing data reporting systems e.g. MMI data, which is reported to the National Waiting Times Unit. Due to the requirement for timely reporting, this data is not fully validated.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>In addition to the above, due to the poor nature of some of the outpatients data currently collected and the fact that data on patients seen by anyone other than a consultant not yet collected there are some risks to collection and accuracy.</i></p>

1. Portfolio/Number/Name: <i>H/T6 Electronic transmission of lab results to GPs</i>			
2. Programme/Activity:			
<i>Implementing a national IT system and service in all hospitals to give access from clinical areas to blood, radiology report and pathology test results.</i>			
<i>The NHSScotland IT Strategy sets out a vision in which patient information is shared electronically between different parts of the local healthcare community to deliver improved patient care.</i>			
<i>NHSScotland GPs order some 24 million laboratory tests for their patients per annum. Although computers within hospital lab services are used to prepare the results of these tests, for many years the method of reporting back to GPs was only to post the individual pieces of paper back to the relevant GP practice.</i>			
<i>More recent IT strategy has been to directly link each laboratory computer system to a common electronic database known as SCI Store. A programme of work, now completing, was then undertaken to give GPs and key staff in each GP practice the ability to 'dial in' and look up the patient's test results. This has proven to be useful in situations where immediate access to results are required – no delays through posting and filing – and where results go amiss. 100% of GP practices linked to NHSScotland's telecommunications network now have this facility installed. Note however that the paper flow has not yet been 'switched off' since GPs still need to look at each and every result which comes in and action them as necessary.</i>			
<i>The next strategic goal, which is the subject of this Technical Note, is to 'push' the electronic results down to the GP practice so that they can be incorporated directly into the patient's existing IT-based record. This is made possible having taken the earlier steps. However before being able to switch off paper there needs in addition to be an on-screen workflow facility for GPs to be able to review and action the test results.</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
Notes: <ul style="list-style-type: none"> • 24 million lab tests p.a. from 1041 GP practices • baseline (2004-5) saw 20,000 test results electronically transmitted and incorporated into GP practice IT systems, mainly as part of developing and proving the new IT functions • IT functions, roll-out and benefits realisation plans now being finalised • savings model described below 	£4M	£8M	£12M
4. Accountable Officer for delivery	Kevin Woods, SEHD Chief Executive		
5. Project Manager	Charlie Knox, SEHD Head of Computing & IT Strategy Division		
6. EGDG account manager	Gillian Woolman		

<p>7. Quality Impact</p>	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>Positive impact on quality due to a number of benefits.</i></p> <p><i>For example;</i></p> <ul style="list-style-type: none"> ◆ <i>immediate availability of results at point of patient care as soon as lab test complete rather than in days,</i> ◆ <i>improved access to results – via a terminal rather than wherever the paper happens to be,</i> ◆ <i>removes transcription errors from phoned results,</i> ◆ <i>reduces the risk of clinicians missing important patients results,</i> ◆ <i>clear audit trail provided of whether results have been viewed</i> ◆ <i>enhanced security of access compared to paper alternatives.</i> ◆ <i>ability to view results on screen during a patient consultation supports the opportunity to discuss the results and future treatment options with the patient.</i> ◆ <i>having the test results assists the practice perform audit,</i> ◆ <i>ability to manipulate the laboratory results electronically allows graphical display and prepares for inclusion of electronic decision support.</i>
<p>8. Dependencies</p>	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>No legislation or structural changes required.</i></p>
<p>9. Description of efficiency and actions to be taken</p>	<p>9.1 How will the saving be made?</p> <p><i>The initiative promotes efficient and effective practice management, for example ...</i></p> <ul style="list-style-type: none"> ◆ <i>removes the need to sort and file results in the Casenotes</i> ◆ <i>reduced time to trace and pull together results</i> ◆ <i>reduced time searching for results, ie. telephoning</i> <p><i>The nature of the saving is therefore time to be spent on other tasks.</i></p> <hr/> <p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>National programme commissioned by SEHD for NHS National Services Scotland (NHS NSS) to develop and roll-out the initiative. Key action manager within NHS NSS is Ron Anderson, Head of National IT Programmes.</i></p> <p><i>Roll-out project and resource plans agreed and monitored with each NHS Board, under responsibility of Directors of General Medical Services.</i></p> <p><i>The partnership working extends to NHSScotland's commercial IT Services supplier, Atos Origin, who maintain the SCI Store IT system and the various GP IT system suppliers.</i></p>

<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>Extensive before-and-after timings have been conducted on paper-based versus electronic test results based on 600,000 results. Although in the hospital setting, the workflow processes and benefits to be gained are the same. Only those savings attributable to secretarial and administration staff have been included as they represent the most reliable contribution.</i></p> <p><i>Savings for each administrative staff category have been quantified and converted into w.t.e. The cash equivalent - £293,567 - has been derived by applying appropriate salary rates.</i></p> <p><i>It is not proposed to devote the significant effort to undertake this level of study in each hospital and GP practice. Instead, A figure has been calculated for savings per test. Based on 600K tests this equates to £0.50 per test. The total number of tests ordered by GPs per annum is known – 24M p.a. – hence when full implementation is achieved over the three year period the annual saving will be £12M.</i></p>
	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Measurement of progress toward full implementation will be derived from 6 monthly returns from each NHS Board, collated by the NHS NSS project team and submitted to SEHD (Charlie Knox, SEHD Head of Computing & IT Strategy Division). SEHD will apply the necessary conversion to £ equivalent using the formula described above and submit to EGF Project Manager.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>To add to 10.2, extract analyses on number of test results being transmitted to each GP practice are obtained from SCI Store. Monitoring the reduction of paper flows/ filing in GP practices will be undertaken by NHS Board project teams and collated by NHS NSS.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Statistics taken as analysis extracts from the SCI Store systems are considered to be accurate.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>None envisaged.</i></p>

NEW

1. Portfolio/Number/Name: H/T 9: Digital X-rays / Picture Archive Computer System (PACS)			
2. Programme/Activity:			
<p>PACS is a computer system that captures, stores, distributes and displays digitised images. Images can be relayed to any destination capable of receiving them, and can be reviewed in different destinations simultaneously. Improving the imaging of patients in healthcare will inevitably increase the efficiency of the healthcare system as a whole.</p> <p>The introduction of PACS in NHSScotland opens up potential to deliver a range of benefits to patients. Clinicians will be able to access images taken at stages along pathways and readily access relevant patient records. This will streamline care and speed up diagnosis and treatment.</p> <p>PACS offers the opportunity for radiology reporting to be done remotely, utilising telemedicine and potentially facilitating much more flexible working of radiologists who will be able to access images on a 24-hour, seven day a week basis. It challenges traditional radiology reporting structures and encourages organisational review and reconfiguration of imaging services across health communities for maximum efficiency.</p> <p>As part of the national eHealth Strategy, SEHD has identified national funds to implement PACS throughout NHSScotland over the period of this Efficient Government Programme. A procurement exercise for a PACS system and supplier is nearing completion.</p>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
<p>Notes:</p> <ul style="list-style-type: none"> ◆ as at 2004-5 some 22% of X-Rays in NHSScotland were digital/PACS. This figure has been discounted, ie. the savings are based on implementing PACS for the remaining 78% ◆ method of deriving the savings figures explained below 	£3.25M	£13.4M	£23.5M
4. Accountable Officer for delivery	Kevin Woods, SEHD Chief Executive		
5. Project Manager	Charlie Knox, SEHD Head of Computing & IT Strategy Division		
6. EGDG account manager	Gillian Woolman		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p>Positive impact on quality anticipated due to a number of benefits. These can be grouped under two main headings:</p> <p>Improving the quality of overall patient care and reducing clinical risk</p> <ul style="list-style-type: none"> ◆ Increased numbers of reported images and so reduced clinical risk and better service to GPs ◆ Quicker diagnosis and more timely clinical decisions - including for GPs ◆ Fewer clinical procedures repeated (including, but not restricted to, radiology) because of lost/mislaid images ◆ Fewer rejects, resulting in fewer retakes and so reduced radiation exposure for the patient ◆ Less unauthorised access to images through security functions within PACS ◆ Fewer instances of suboptimal clinical decisions being made in absence of access to image (inc previous images) ◆ Reduced risk of clinical errors resulting from use of hard copy where patient not identified clearly on image ◆ Avoid losing old images through destroying hard copy for reasons of lack of space 		

	<p>Improving the working environment and facilities for staff</p> <ul style="list-style-type: none"> ◆ <i>Contribute to reduced staff turnover and improved morale within the Trust through the introduction of modern PACS technology</i> ◆ <i>Reduced health & safety risks associated with the manual handling of hard copy images</i> ◆ <i>Better working practices for clinicians beyond Radiology (inc easier image manipulation and ability to prepare behind the scenes)</i> ◆ <i>Patients no longer have to carry their films around with them</i> ◆ <i>Enhanced teaching and research through ready access to PACS images</i>
<p>8. Dependencies</p>	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>No legislation or structural changes required.</i></p>
<p>9. Description of efficiency and actions to be taken</p>	<p>9.1 How will the saving be made?</p> <p><i>There are various ways in which staff time will be released, thereby improving operational effectiveness and the patient experience:</i></p> <ul style="list-style-type: none"> ◆ <i>Less staff time spent handling hard copy images, inc routine handling plus finding lost/missing images</i> ◆ <i>Less wasted staff time associated with clinic appointments aborted due to not having images to hand</i> ◆ <i>Fewer rejects, resulting in fewer retakes and so less wasted staff time</i> ◆ <i>Fewer unnecessary admissions and patient events on the patient journey caused through not having access to all the images</i> ◆ <i>Reduce overall patient waiting on the ward, in A&E etc. by obtaining faster radiological reporting</i> ◆ <i>Eliminate patients being asked their name, address etc. multiple times by staff within Radiology</i> ◆ <i>Freeing up of clinician time (e.g. for consultation with GPs) through remote access to images enabling remote reporting and 'virtual' multidisciplinary team meetings</i> ◆ <i>Reduced length of stay duration resulting from cumulative effect of above benefits</i>

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>A national procurement exercise of a PACS supplier and service is nearing completion – stage as at April 2005 is final negotiation with a preferred supplier.</i></p> <p><i>On contract signing there will be a managed roll-out programme over the course of this Efficient Government Programme. Supported by national funds and including local facilitation, the programme has been commissioned by SEHD to NHS National Services Scotland (NHS NSS). Key action manager within NHS NSS is Ron Anderson, Head of National IT Programmes.</i></p> <p><i>Roll-out project and resource plans will be agreed and monitored with each NHS Board. The project will be directed by a Project Board chaired by Charlie Knox (Action Officer mentioned above) and supported by a reference group of radiologists.</i></p> <p><i>The partnership working extends to NHSScotland’s commercial IT Services supplier, Atos Origin, who will work with the PACS supplier to deliver a managed central service for the system.</i></p>
<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>Extensive before-and-after timings have been conducted on traditional versus digital X-ray services in a typical hospital. The time savings vary across a range of staff, from filing clerks to consultant radiologists. Savings for each staff category have been quantified and converted into w.t.e. The cash equivalent has been derived by applying appropriate salary rates.</i></p> <p><i>Hence in the hospital studied there are 238,000 X-Ray investigations per annum and calculated time releasing savings of £2,364,000 p.a.</i></p> <p><i>It is therefore not proposed to devote the significant effort to undertake this level of study in each hospital. Instead, a formula has been devised to give a cash saving figure per X-ray investigation: £9.93. The number of investigations carried out in each NHS Board without a PACS has been baselined, hence when PACS is fully implemented in the particular NHS Board the time savings can be calculated using this formula.</i></p> <p><i>The number of X-Ray investigations undertaken per annum in NHSScotland which are currently not digital, ie. traditional rather than PACS, is 2,374,050. This number and the significant associated time savings explain the significant planned savings.</i></p> <p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Measurement of progress toward full implementation will be built in to project reporting to the national PACS Project Board. In addition to monthly highlight reports there will be 6 monthly updates on progress toward the targets.</i></p>

10.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**

The key data required is number of X-Ray investigations held within the PACS system, which can then be compared with the known total X-Rays undertaken. Since the PACS system is readily able to run off extract reports and analyses.

- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**

Statistics will be taken as analysis extracts direct from the PACS systems on number of images captured/ stored, and these will be compared to total expected numbers. Since the PACS system is readily able to run off extract reports and analyses, the information is not subject to error.

- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

None envisaged.

10. JUSTICE

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: *J/C1 - Fire Central Government*

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

1. Portfolio/Number/Name: J/C2 Community Justice Services				
2. Programme/Activity:				
<i>Delivery of offender services, specifically criminal justice social work. The service is responsible for delivery of reports to courts (Social Enquiry Reports), community disposals, and statutory and voluntary throughcare to ex-prisoners on release from custody.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	4	4
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Robert Gordon		
5. Project Manager		Brian Cole		
6. EGDG account manager		Carolyn Girvan		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>Impossible to determine at this stage. Will in part be an outcome of the volume of services to be delivered, which is very much in the hands of the courts and therefore outwith the control of local authorities. Volume of court orders and reports in recent years has increased year on year and this is expected to be a continuing trend, although should the service become overstretched with consequences for quality of service delivery, courts could decide to impose fewer numbers of orders.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Efficiencies will require to be achieved through local authorities delivering services at lower cost than might otherwise have been the case.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Will lie with individual local authorities and with relevant criminal justice social work groupings. The vast majority of spend is in relation to staff costs, where efficiency savings will need to be found. Specific measures could, for example, include assessment of the scope for greater use, subject to compliance with National Standards, of non-qualified as opposed to qualified staff undertaking certain tasks. At a national level, a working group (due to report in Spring 2005) is currently reviewing the opportunities for reducing the current level of activity devoted to preparation of reports for courts. The annual planning process will provide the opportunity to identify weaker performing programmes. This would allow scope for resources to be directed into more effective programmes.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>Local authorities will require to take specific actions by March 2006 to ensure that they will be able to live within future funding allocations.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <p><i>Impossible to indicate.</i></p>			

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>2005-06 £0m 2006-07 £4m 2007-08 £4m</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Justice Department - Offender Services</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>Baseline for offender services for: 2005-06 - £87.18m 2006-07 - £95.18m 2007-08 - £97.18m</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>No surplus cash will be generated.</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>No such plans.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Data on a range of output measures including workload and performance against a range of statutory performance indicators is collected routinely. Quality of service delivery is monitored by Social Work Inspection Authority through a programme of inspections of criminal justice social work.</i></p>

	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>As indicated, it will be possible to measure delivery from a quantitative perspective in terms of output data, which is published annually approximately 9 months after completion of the financial year. The lead for this statistical exercise lies with the Justice Statistics Unit. Performance of criminal justice social work against key statutory performance indicators is published annually by Audit Scotland. Authorities require to prepare audited financial statements of their spend on criminal justice social work services. Policy responsibility for oversight of financial statements lies with Community Justice Services Division/Audit Scotland.</i></p>
	<p>14.3 Monitoring Data: Sources, Validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data. Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>See 14.2 above.</i></p> <p><i>Annual output data. There are established methods for the collection of this data. Professional statisticians are responsible for verifying the accuracy of the data.</i></p> <p><i>Risks. In an era of constrained financial resources, authorities could attach lower priority to data collection with consequent monitoring difficulties. Existing practice is for workload data to be made available in the form of an annual statistical bulletin. Audit Scotland issue annual performance data.</i></p>

1. Portfolio/Number/Name: J/C3 - Scottish Court Service				
2. Programme/Activity: <i>There is a programme of review of all controllable expenditure items that will secure cash releasing savings for release to frontline and other service pressures. There are also a variety of projects in progress that are looking at delivering better & more services with the same level of resource.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	1.5	2	3
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Robert Gordon</i>		
5. Project Manager		<i>Nicola Bennett</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>We expect to improve quality in a number of areas by removing wasteful processes.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>Of the projects that are expected to release cash releasing savings, most do not have significant dependencies, though the Facilities Management contract which is expected to deliver savings is not yet operational and we will need to ensure that the contract is properly implemented and monitored to realise the planned level of savings.</i> <i>Projects that identify time releasing savings will have interdependencies where they relate to the review of criminal justice system and attempts to reduce waste in the system will depend also on the actions of Police, Social Work and Crown Office.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>The cash releasing efficiencies will largely be secured from procurement activity – joining up with other bodies to secure larger savings, looking at new ways of procuring; in particular for buildings projects and maintenance. There will be staffing changes but these will be marginal – as we will be using the efficiencies to invest in meeting the increased demands we will be faced with. We are likely to make some further investment in staff.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>Each project is managed by a member of Scottish Court Service staff and there is close liaison with them and Finance Unit to establish performance measures.</i>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
	Explanation	<i>As explained above any savings in staff time will be reinvested in other business as there will be increased workload over the three years.</i>		
11. Benefits	In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here. <i>N/A</i>			
12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>£1.5m in 2005-06, £2m in 2006-07 and £3m in 2007-08</i>			
	12.2 Against what budget does this expenditure and saving fall? <i>Scottish Court Service budget</i>			
	12.3 Has this saving been built into your budget? <i>Yes</i>			
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>£70.89m in 2005-06, £75.89m in 2006-07 and £76.89m in 2007-08</i>			
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>N/A</i>			
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>£3m savings are a stretching target for an organisation with frontline activity in a number of sites and accommodation costs (including capital charges) representing over two thirds of the budget. It is unlikely that more will be identified in view of the agency's involvement in taking forward the Summary Justice review.</i>			
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. <i>There are a number of projects that will identify these across the criminal justice system – the projects have not yet started; baselines have been established for the Grampian project and we will measure the efficiencies after 6 months.</i>			

	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>As the key deliverable will be reduced time for a case in the criminal justice system, more cases will be able to be dealt with in that system for the same level of resource. We can cost the efficiency by a marginal cost per case analysis of the activity.</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Customer surveys principally will help to indicate if quality has been improved. We have also established costs per hour and will apply these to the new systems and business processes.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Director of Finance will monitor progress and discuss with managers at what stage efficiencies can be measured. A monthly review will take place and a quarterly review by the Management Board. Because of the range of projects there are at this stage no set milestones for delivery but one will be set for the Grampian project once it has been in operation for 6 months (commences Spring 2005)</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data. Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>Data is being collated at a detailed level for the Grampian project – managers involved in the project review and share the information with other agencies. Most of the standard data is provided by COP which is an established criminal case management system used in the agency. Audits of this system have shown that data is well maintained – as it forms criminal records it necessarily is checked in much detail. Director of Finance will keep the overall programme under close review and meet with managers on at least a quarterly basis to ensure that systems are properly in place for other projects.</i></p>

1. Portfolio/Number/Name: <i>J/C4 - Legal Aid – changes in rules and increased efficiency</i>				
2. Programme/Activity: <i>Modernising Legal Aid is an ongoing programme of modernisation of regulatory changes required:</i>				
<ul style="list-style-type: none"> • <i>To promote efficiency, fair reward and quality in the delivery of legal aid and</i> • <i>As a result of new legislation</i> 				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	5.5	9	12
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Robert Gordon</i>		
5. Project Manager		<i>Andrew Dickson</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>In delivery of efficiency savings, there should be no effect on the quality of service delivery since reforms resulting in efficiency savings in legal aid provisions are designed to ensure that there is greater control over the funding of cases along with more efficient cost effective administration. Legal aid is still available to all who are entitled subject to statutory tests of eligibility and probable cause.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Efficiency savings to legal aid have been identified in conjunction with the Scottish Legal Aid Board (SLAB). The savings are incorporated in a number of measures-</i></p> <ul style="list-style-type: none"> • <i>A number of savings measures were identified as a package including the rationalisation of Counsels' fees in civil and criminal cases. This package of savings commenced in July 2004 by regulatory changes which are to continue through 2005 with two further stages of appropriate regulatory changes still to be implemented post April 2005.</i> • <i>Substantial reforms to civil advice and assistance are scheduled to be implemented in a number of stages throughout 2005.</i> <p><i>A consultation exercise on the Strategic Review on the Delivery of Legal Aid, Advice and Information is being carried out. This should identify further changes to legal aid requiring primary legislation that may be implemented in spring 2006. The implementation of such measures will contribute to the projected overall savings thereafter.</i></p>			

<p>9. Description of efficiency and actions to be taken</p>	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The savings are to be made from</i></p> <ul style="list-style-type: none"> • <i>changes to legislation identified in paragraph 8</i> • <i>SLAB's ongoing commitment to modernise Government by the implementation of changes to electronic systems to provide legal aid on line, improved document and case management to ensure despite no overall decrease in the volume of work that such systems operate at increased ratios of outputs to resource inputs.</i> • <i>An overall saving in the number of staff that have been employed by SLAB since April 2001 when 322 were employed where the projection for April 2006 is that 288 will be employed. No specific staff or posts have been identified as being made redundant but such savings in staff posts result from natural and managed wastage which are factored in as part of the improved administrative systems.</i> 																
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The expenditure by SLAB comprises both grant-in-aid and the Legal Aid Fund. Savings on the Grant-in-aid: The pay remit is a matter of ongoing preparation by SLAB to budget for the staffing costs in the period of 2005-8. Efficiency savings will be incorporated in the calculation of the projected increase in such remit.</i></p> <p><i>Savings on the Legal Aid Fund are to be made by implementing identified legislative changes to regulations as part of the ongoing packages identified in paragraph 8. Further savings have been projected in the region of £400-£500k pa (after spend to save on Grant-in -aid of £100k) from the implementation of initiatives such as additional checking and anti fraud procedures.</i></p> <p><i>Management of both the Legal Aid Fund and Grant-in-aid are supervised by the Access to Justice Division of the Civil and International Group. The Chief Executive and Board of SLAB are accountable for the operation of SLAB.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="456 1675 1415 1832"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation <i>SLAB has not identified any specific staff changes other than the overall reduction in staff identified in paragraph 9.1</i></p>		2005- 06	2006- 07	2007- 08	+				-				Net			
	2005- 06	2006- 07	2007- 08														
+																	
-																	
Net																	

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>For 2005/6, gross recurring savings projected at £9974.5k with offsetting costs at £4478k. Net saving is £5496.5k.</i></p> <p><i>For 2006/7 gross recurring savings projected at £15819.5k with offsetting costs of £5653k. Net saving is £10166.5k.</i></p> <p><i>These figures are subject to continuing review.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The budget of the Justice Department</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>The Legal Aid Fund is demand led but projected savings have been projected and revised in light of legislative changes and trends.</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>N/A</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>The savings will be absorbed into the Legal Aid Fund</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year</p> <p><i>Savings are constantly under review by SLAB to identify areas for efficiency savings and other trends influencing and affecting the demands on the Legal Aid Budget.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>

14. Measurement and Monitoring

14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?

The expected efficiency benefits will be calculated in terms of costs only as the level of output will continue to increase through demands on the Legal Aid Fund with no loss in the quality of service provided. Calculations of the expected efficiency benefits will fluctuate from time to time depending on factors such as the implementation of legislative changes that can be delayed due to negotiations with a number of interested parties, the demand on the Legal Aid Fund, and other legislative changes requiring the provision of legal assistance.

To measure the expected efficiency benefits from such savings does require ongoing monitoring and evaluation. As the Legal Aid Fund will increase given its demand led structure, there are difficulties in measuring the efficiency benefits.

SLAB is currently working on the development of means to evaluate the levels of such savings.

14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)

Internal:

- A report is received on performance and resources by the Executive team of SLAB on a monthly basis.*
- The Board of SLAB receive a report on performance and resources on a quarterly basis.*
- A Trends report is received indicating trends of cases and costs three times a year for assessment by the Board of SLAB and SE.*
- As identified in 14.1, ongoing discussions are taking place at SLAB about the identification and implementation for monitoring systems to measure the expected efficiency benefits.*

External:

- A Vote Monitoring Report is provided to SE monthly that includes actual and anticipated expenditure on the Grant-in-aid and the Legal Aid Fund.*
- Regular meetings with the Head of Justice SE to discuss the Legal Aid Fund and forecasting of expenditure.*
- As identified in 14.1, once such a system has been identified and implemented, it is expected that reports emanating from such will be the subject of regular periodic discussion and review between SLAB and SE.*

Annual Report of SLAB is available publicly.

14.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**
- **What measures will be in place to validate the accuracy of the data. Who will take responsibility for this?**
- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

The aim is to restrain growth of the Legal Aid Fund rather than an overall reduction in its size. The demands on the Legal Aid Fund are always changing so that calculations of efficiency savings can be made only by reference to trends based on historic experience and projected for the future.

The data that forms the basis of these calculations is maintained by SLAB based on their calculation of costs in previous years. It is collected from the case applications received by SLAB and the costs paid out in respect of such cases. This data is assessed to calculate the cost of the average case in different recurring categories. Some data can be assessed from external sources such as the Scottish Court Service or the Crown Office Procurator Fiscal Service.

Once trends and costs are determined for previous years, SLAB provides a projection of future costs. Factored in this calculation will be their own assessment of the likely increase on applications to the fund and increases in types of cases.

There are risks that such calculations are only a projection. External factors such as new legislation and an increase in demand in excess of a projection can and will affect the final savings. Such calculations are the subject of continual review and evaluation to allow for effective planning and identification of potential savings.

1. Portfolio/Number/Name: J/C5 - Efficiency savings in Scottish Prison Service				
2. Programme/Activity: <i>SPS efficiency programme – involving staffing and structural changes together with investment in the creation of a fit-for-purpose prison estate.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	7	10
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Robert Gordon, Head of Group Tony Cameron, SPS, Chief Executive</i>		
5. Project Manager		<i>Willie Pretswell, SPS, Director – Finance & Business Services</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>The impact of the SPS Efficiency Programme is expected to improve the competitiveness of the Scottish Prison Service and release funding for service improvements.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>The savings are dependant on agreement with SPS trade union partners in respect of staffing and structural changes, continued investment in the creation of a fit-for-purpose prison estate and the opening of 2 new prisons. The delivery of savings will also be impacted by the size of the prisoner population. Currently prisons are overcrowded and prisoner numbers are expected to increase on an annual basis.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>The Director of Prison Services (DoPS) will negotiate a resource budget with the Director of Prisons (DoP) for each prison. This will incorporate the measures proposed by the DoP and Governors to meet the efficiency targets and to deliver the service outputs specified by the DoPS. The service outputs and resource budget will then be incorporated in the agreed Performance Contract for each prison.</i> <i>SPS has a Partnership Agreement in place with staff unions and this defines how SPS and union partners will work together to achieve its joint objectives – including the achievement of performance targets. Proposed efficiency measures will be discussed and agreed via this process. It is therefore not possible to be specific at this stage about how these savings will be achieved in 2006-07 and 2007-08. However, due to the maturity of the SPS Efficiency Programme Savings, it is anticipated that significant changes will be required to traditional working practices in order to achieve the efficiency targets and for public sector cost to be competitive.</i> <i>Savings will also be identified by each Director in respect of functions performed by SPS headquarters and incorporated in the agreed resource budgets for each activity. It is anticipated that these will consist of a mixture of staffing and non-staffing efficiencies.</i>			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>As described in 9.1.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p>																
	<table border="1"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td><i>To be defined</i></td> <td><i>To be defined</i></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2005- 06	2006- 07	2007- 08	+		<i>To be defined</i>	<i>To be defined</i>	-				Net			
		2005- 06	2006- 07	2007- 08													
	+		<i>To be defined</i>	<i>To be defined</i>													
	-																
Net																	
<p>Explanation</p>	<p><i>Subject to negotiation with Governors and trade union partners</i></p>																
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>																
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>£7m in 2006-07 and £10m in 2007-08</i></p>																
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Scottish Prison Service</i></p>																
	<p>12.3 Has this saving been built into your budget?</p> <p><i>Yes. The SR2004 baseline for SPS by Ministers assumed that the savings in 3 above would be delivered by SPS.</i></p>																
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>The published SR2004 baseline. £321.7m in 2005-06, £396.3m in 2006-07, £427.7m in 2007-08</i></p>																
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>																
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>None. The savings are required to live within the SR2004 baseline set by Ministers.</i></p>																
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>																

	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A.</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The efficiency benefits will be incorporated in the agreed Performance Contracts for each prison and will be reflected in the resource budget and the level of service outputs to be delivered by the prison in each year.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>The existing Performance Contract management process operated by SPS monitors progress in the delivery of the agreed service outputs. This process will also be used to monitor the delivery of the efficiency savings.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Monthly Performance Contract outputs will be used to measure progress as described in 14.2. In respect of Resource budgets and efficiency savings, this will be linked to the SPS financial management systems.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The Scottish Prison Service operates a system of self-reporting supported by secondary assurance via its own internal audit and assurance processes.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No</i></p>

1. Portfolio/Number/Name: J/C6: Accountant in Bankruptcy				
2. Programme/Activity: <i>The Agency will increase the in-house administration of cases and consequently reduce the number of cases that it pays insolvency practitioners to administer as agents of Accountant in Bankruptcy (AiB).</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	0.5	1
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Robert Gordon		
5. Project Manager		Maureen McGeown		
6. EGDG account manager		Carolyn Girvan		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral. <i>Neutral – the quality of service delivery should not be affected.</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved. <i>Dependent on staff being trained to administer cases. Bankruptcy reform legislation in 2006-07 may have an impact on the number of cases.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc. <i>Instead of paying insolvency practitioners to administer cases on behalf of AiB, the Agency will increase the number of cases administered in-house.</i>			
	9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.) <i>Appropriate training of AiB staff.</i>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation	N/A	<i>The savings will be achieved through streamlining the administration of routine cases.</i>	<i>As 2006-07 plus taking in-house non-routine cases. Staff will be diverted from supervising agents to case administration.</i>	

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Saving - £1m net.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Accountant in Bankruptcy's Budget</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>No.</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>N/A</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>Offer savings back to Justice Department.</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>Investigate possibilities of sharing back office support services.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Statistical returns showing the number of cases administered in-house. Analysis of expenditure on agents' fees.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Monthly reports will be produced by Head of Case Operations Branch to Chief Executive and Senior Management Team.</i></p>

	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Numbers of cases and finance returns are already in use for current operations.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The accuracy of the data has already been validated. Comparisons with previous years will be made.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>None identified.</i></p>
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Time-Releasing Efficiency Technical Notes

NEW

1. Justice/Number/Name: <i>J/T6 Review of summary justice</i>			
2. Programme/Activity: <i>Reform of Summary Justice System –speedier and more efficient disposal of cases by making increased use of alternatives to prosecution, and by trying some cases as sheriff summary trials (in which a sheriff sits without a jury) rather than sheriff solemn trials (in which the sheriff sits with a jury).</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
	0	0	£3.3m
4. Accountable Officer for delivery	<i>Robert Gordon</i>		
5. Project Manager	<i>Wilma Dickson</i>		
6. EGDG account manager	<i>Carolyn Girvan</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>These changes should improve service delivery by allowing cases to go through the courts more quickly. For example, using alternatives to prosecution in a larger number of cases means that less prosecution and court time is spent on those cases. This creates additional capacity in the courts service and the procurator fiscal service, allowing them to process cases more speedily and efficiently. The savings to the prosecution from moving solemn cases to summary, for example, are equal to the average cost of prosecuting 8,000 sheriff summary cases. So the savings will create the ability either to cope with any additional workload in sheriff summary cases, and to ensure cases are processed quickly.</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>The changes require legislation, which will be introduced in the lifetime of this parliament.</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>The saving will free up time, allowing the courts system to process other cases more quickly.</i></p>		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><u><i>Increased use of alternatives to prosecution</i></u></p> <p><i>This requires legislation to raise the maximum level of a fiscal fine to £500, and to introduce fiscal compensation orders. This will be done by the summary justice reform team, led by Wilma Dickson. There will also need to be guidance to procurators fiscal on how to use these alternatives to prosecution. This guidance will be issued by the Crown Office.</i></p> <p><u><i>Hearing cases in sheriff summary rather than sheriff solemn</i></u></p> <p><i>This also requires legislation in order to increase the sentencing powers of a sheriff sitting summarily. The legislation will be managed by the summary justice review team, led by Wilma Dickson.</i></p>		

10. Measurement and Monitoring

10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.

Increased use of alternatives to prosecution

Fiscal compensation orders (FCOs), £200 fiscal fines and £500 fiscal fines are all new types of sanction which will be available to procurators fiscal. These new alternatives to prosecution will be applied in cases which would otherwise have gone to court.

The number of cases which are taken out of the courts by the use of fiscal compensation orders and £200 and £500 fiscal fines should therefore be the same as the number of these alternatives which are offered, minus the number of these cases which come back to court as a result of a challenge by the defendant.

We will therefore measure the number of FCOs, £200 fiscal fines and £500 fiscal fines which are offered by the Crown Office and Procurator Fiscal Service. We will not include FCOs which are offered in conjunction with another sanction, since the use of these FCOs will not take cases out of the courts.

We can currently measure the total number of fiscal fine cases which come to court by taking the number of fiscal fines which are not paid at all, and then subtracting the number of these cases which are subsequently marked for "No further proceedings." In 2007 the law will be changed so that people who are offered fiscal fines have to actively challenge them in order for their case to be heard before a court (at present, their case will come to court if they do not respond at all to an offer of a fiscal fine). We expect that this will reduce the number of fiscal fine cases which come to court, but we will measure the number of challenges to fiscal fines, and also the number of challenged cases which are then marked for "no further proceedings". The no of challenges, minus the number of "no further proceedings cases" should tell us how many FCO and fiscal fine cases end up in court.

Of the fiscal fine cases which come to court, some will of course result from fiscal fines in the £25-£100 range. In order to calculate the proportion of court cases which arise from FCOs, £200 fiscal fines and £500 fiscal fines, we may have to make estimates based on research in selected procurator fiscal offices.

The savings we achieve can be calculated by taking the number of cases which are diverted from the courts through these alternatives to prosecution, and multiplying by the cost saving for each case. The intended savings of £360,000 assume that 9,000 cases will be taken out of the courts, and that imposing and enforcing a fiscal fine is at least £40 cheaper than trying someone in the District Court.

Transferring cases from sheriff solemn to sheriff summary

We will measure the number of cases in 2007-08 are marked for trial in sheriff summary courts which would previously have been tried in sheriff solemn courts. We will do this by measuring the increase in the number of sheriff summary cases which receive sentences of between three months and a year (sheriffs can impose sentences of six or nine months in a small number of instances at present, but the number of cases for which these sentences are given should increase significantly in 2007-08). We will be monitoring the impact of the change in sheriff summary sentencing powers to see if there is any evidence of "sentence drift" (where increased sentencing powers means that longer sentences than before get imposed for the same offences). If

"sentence drift" has occurred, then we will need to modify our calculations to take account of this. We are not currently expecting sentence drift to occur – there is no evidence of it having happened when the sentencing powers of sheriffs sitting with a jury were increased from three years to five years.

We will then use 2007-08 data on the costs of court cases to assess how much money is saved by trying cases in sheriff summary rather than sheriff solemn. We will use modified average costs, on the basis that cases which are pushed down to sheriff summary are likely to be less expensive than the average sheriff solemn case.

So, if 850 cases a year are tried in the sheriff summary courts that would previously have been tried in sheriff solemn courts, we will multiply 850 by the estimated savings for each case. In 2004-05 the difference in cost between a sheriff solemn trial and a sheriff summary trial was £7,200. Half of this is £3,600 – which seems to us to reflect better the disparity in costs for the sorts of cases which will move from sheriff solemn. If the difference in cost in 2007-08 were £7,000, then half of that would be £3,500.

The savings would be $850 \times £3,500 = £2,975,000$.

10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)

Data will be monitored using statistics gathered by Crown Office and the Scottish Courts Service, much of which is already published in Costs, Sentencing Profiles and the Scottish Criminal Justice System. Relevant figures will be gathered each year from 2004-05 in order to assess ongoing trends, although in many cases figures will first become available in 2007-08, as this will be the first full year in which the legislation required to make these changes will be in force.

10.3 Monitoring Data: Sources, validation and risks

• What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?

Most of this data is currently collected for Costs, Sentencing Profiles and the Scottish Criminal Justice System. The following new data will be required:

- Information on the number of FCOs, £200 fiscal fines and £500 fiscal fines which are issued.
- Information on the number of challenges to these fines (rather than the number not paid) and an assessment of how many challenges are a consequence of £200 and £500 fiscal fines, rather than fiscal fines in the £25-100 range.
- Information on the cost of imposing and enforcing a fiscal fine.

• What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?

The Justice Statistics team is responsible for publication of Costs, Sentencing Profiles and the Scottish Criminal Justice System. They will validate the accuracy of the data that we use.

The Justice Statistics team is responsible for publication of Costs, Sentencing Profiles and the Scottish Criminal Justice System. They will validate the accuracy of the data that we use.

• **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

The major dangers are as follows:

- *It is difficult to assess with complete certainty the costs of the specific cases which are being transferred from sheriff solemn procedure.*
- *Our methodology for measuring the number of cases transferred from sheriff solemn procedure assumes that no case which receives a sentence of three months or less would previously have been heard in the solemn courts. In some cases, however, this may not be the case, For example, there may be cases where the procurator fiscal would previously have put the case into the sheriff solemn courts in order to give the sheriff the option of issuing a longer sentence. If this is the case, the number of cases transferred will be slightly understated by our measurement process.*
- *There is a possibility that some £200 fiscal fines will be the result of procurators fiscal issuing heavier penalties for offences which would previously have received a £100 or £75 fiscal fine. We do not think that “sentence drift” of this kind is likely to be a particularly significant factor, however.*
- *Calculations of how many court cases arise from challenges to FCOs, £200 fiscal fines and £500 fiscal fines will be based on best estimates, rather than exact figures.*

1. Portfolio/Number/Name: J/T8 – Prison Escorting & Court Custody Savings				
2. Programme/Activity: <i>SPS efficiency programme – involving the award of a contract to a private sector partner to perform a Prisoner Escorting and Court Custody (PECC) service on behalf of the SPS and Criminal Justice partners.</i>				
3. Planned Savings (£m)		2005-06	2006-07	2007-08
		0.9m	0.9m	0.9m
4. Accountable Officer for delivery		<i>Robert Gordon, Head of Group Tony Cameron, SPS Chief Executive</i>		
5. Project Manager		<i>Peter Withers – SPS Director Prison Services</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.</p> <p><i>The impact of the PECC service is expected to improve the efficiency and competitiveness of the SPS (and Criminal Justice partners) and generate time-releasing savings for service improvements. By contracting-out the escort function, prison resources can now be directed towards the delivery of prison services without the risk of disruption resulting from unplanned demand for escort responsibilities (now covered by the contractor)</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>None. Contract already awarded for PECC service. Implementation now completed, but planned savings calculated on 2004-05 baseline.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>The PECC contractor is required to manage all escort demands thereby eliminating the requirement for prison resources to be diverted from delivering other prison services (eg working with prisoners to address their offending behaviour) in order to perform escort duties (eg courts, hospitals etc)</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>None. Already implemented by Governors of each establishment following the successful implementation of the PECC contract across Scotland.</i></p>			
10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>The cash equivalent of the expected efficiency saving was identified as part of the financial evaluation of the PECC service contract award process – amounting to approx 45 full-time equivalents at an average cost of £20k per annum.</i></p>			

	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>The PECC service contract implementation ensured that the efficiency savings were delivered as part of the overall implementation programme managed by SPS.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>The cash equivalent of the expected efficiency saving was identified as part of the financial evaluation of the PECC service contract award process. The PECC service contract implementation ensured that the efficiency savings were delivered as part of the overall implementation programme managed by SPS. The financial evaluation of the PECC service contract (and the resulting efficiency savings) was prepared by independent financial advisers as part of the PECC service project managed by SPS.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The financial evaluation of the PECC service contract (and the resulting efficiency savings) was prepared by independent financial advisers as part of the PECC service project managed by SPS.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No. The data quality was validated as part of the work performed by an independent financial adviser.</i></p>

1. Portfolio/Number/Name: <i>J/T9 Time releasing efficiency savings in the Police Service</i>			
2. Programme/Activity: <i>The Police Service is committed to improving services and also to improving efficiency, effectiveness and value for money. Since 2002- 03, the Police Service has published an annual best value report. Future planned savings will continue to be made through combining local efficiencies with an increasingly strategic focus on best value, such as the awarding of a contract to a private sector partner to perform a prisoner escorting and court custody service and the introduction of Airwave . Airwave will provide all forces with a national, digital mobile radio communications service.</i>			
3. Planned Savings (£m)	2005-06	2006-07	2007-08
	£10m	£35m	£50m
4. Accountable Officer for delivery	<i>Robert Gordon</i>		
5. Project Manager	<i>Alastair Merrill</i>		
6. EGDG account manager	<i>Carolyn Girvan</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is too positive, negative or neutral.</p> <p><i>It is expected that there will be a neutral or positive impact on service delivery. For instance, Airwave will enable officers to have access to data while mobile, and thus improve their ability to deal with incidents by giving officers information about the persons involved. By contracting out prisoner escorting, forces will be able to deploy more officers on front line duties.</i></p>		
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>Savings are not dependent on legislation but may be dependent on other structural changes being made.</i></p>		
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made?</p> <p><i>The principal aim of time-releasing efficiency saving is to free up police time through rationalisation, civilianisation, process re-engineering, spreading best practice and the use of new technology – for example, contracting out prisoner escorting enables officers to spend more time on front line services. Savings will also be made through delivering more output for the same input. Savings will be delivered through a wide range of actions and projects, ranging from nationally planned activities to local initiatives.</i></p>		
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The actions will depend upon the projects which are undertaken to deliver the efficiency savings, but in respect of Airwave it will be necessary for users to undergo suitable training.</i></p>		
10. Measurement and Monitoring	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>Where appropriate, individual forces will measure the impact and progress of the various projects. Information will also be available through the annual best value reports.</i></p>		

	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>There will be ongoing monitoring within forces and nationally. Best Value is monitored by a Scottish Police Services Best Value Group which is chaired by the Association of Chief Police Officers in Scotland and also involves representatives from the Scottish Executive, Her Majesty's Inspectorate of Constabulary, Audit Scotland and the Police Authority Conveners' Forum.</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>The data used to measure progress will be provided by individual forces. It may be that all the required information is not quantifiable and readily available. In which case, proxy measures and estimates may be used as we do not want to offset the benefits by being overly bureaucratic in terms of collecting data.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Forces will be responsible for the integrity of the data they collate and how they use it, and audit procedures within individual forces will ensure that the data are validated as to accuracy. The data will be open for analysis and inspection by Her Majesty's Inspectorate of Constabulary where appropriate.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>While there are some differences in the way in which police forces measure expenditure, every effort will be made to ensure that the information provided is as consistent as possible.</i></p>

11. TOURISM, CULTURE AND SPORT

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: TCS/C1 - Efficiency savings from Cultural and Sport NDPBs				
2. Programme/Activity: Please include a short description				
<p>Ministers will take forward work on value for money in the operation of the publicly funded cultural non-departmental public bodies and the scope for greater collaboration between them, in the light of the recommendations of the Cultural Commission which will report in Summer 2005.</p> <p>The cultural NDPBs include Scottish Arts Council, Scottish Screen, National Museums of Scotland, National Galleries of Scotland, National Library of Scotland, Bord na Gaidhlig and Sportscotland. All these bodies have undergone extensive review and reorganisation in recent years. Further internal efficiencies will therefore be challenging to achieve. Sharing of administrative support and common service activities as well as improved use of ICT will be key areas for delivery of efficiencies.</p>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	0	0.75
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Mike Ewart		
5. Project Manager		Gavin Barrie		
6. EGDG account manager		Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p>Efficiency measures should not affect the quality of the services provided by these NDPBs. Efficiency measures will be directed at support services, sharing of support services, sharing of common service delivery, improved efficiency in service delivery, and ICT.</p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p>The Cultural Commission is reviewing the infrastructure of the cultural sector and is due to report in Summer 2005. Performance and Financial Management Reviews of the National Museums of Scotland, the National Galleries of Scotland and the National Library of Scotland will be concluded after the Commission has reported.</p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p>Pending the report of the Cultural Commission, each of the 5 major cultural NDPBs – Scottish Arts Council, Scottish Screen, National Museums of Scotland, National Galleries of Scotland, National Library of Scotland, and Sportscotland – has been asked to make proposals for efficiencies of £200,000, with Scottish Screen being asked for proposals for £50,000.</p> <p>The sector has a track record of delivering improvements in operation. Scottish Arts Council and Sportscotland have already restructured and streamlined their structures to provide a more responsive service to client and partner groups and Scottish Arts Council and sportscotland have each consolidated their operations into their HQ building, in Scottish Arts Council's case for example producing an annual saving of £130,000. National Museums of Scotland is embarked on an ongoing programme of restructuring</p>			

	<p>and modernisation and has rationalised its estates strategy, these efficiencies have freed up resources which have been redeployed to increased spending on education and learning, upgrading of galleries and provision for visitors and support for the non-national sector. National Museums and National Galleries share their storage site at Granton. National Library of Scotland made savings in its operations within recent years and is also undergoing a programme of modernisation.</p>																
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>In terms of actions for the future, the National Institutions are looking at shared services covering: finance; human resources; public affairs, press and marketing; ICT provision and facilities. The National Galleries of Scotland has conducted a Best Value Review which made recommendations on improvements in its operations including more effective use of resources in the area of security. Sportscotland is continuing its agenda of improving service delivery with less bureaucracy, looking in particular currently at ICT systems. The tourism, culture and sport NDPBs have formed a liaison group to identify and co-ordinate areas where they have a common interest.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="459 1032 1417 1189"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation <i>It is not currently possible to assess what the impact of these efficiency measures will be on staffing levels in each of the NDPBs.</i></p>		2005- 06	2006- 07	2007- 08	+				-				Net			
	2005- 06	2006- 07	2007- 08														
+																	
-																	
Net																	
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>																
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>£750,000 cumulative saving over the spending Review Period, which will be recurrent from 2007-08.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The efficiency saving and any associated expenditure for delivering that saving will fall against the budgets for the respective NDPBs.</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>No.</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>N/A</i></p>																

	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>Savings will be retained by the cultural non-departmental public bodies to redeployed to front-line service delivery so will have no overall effect on Tourism, Culture and Sport budget. Savings will be expected to be re-deployed by non-departmental public bodies on Ministers' National Cultural Strategy objectives of education, widening access to culture, and information and communications technology.</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>Cultural non-departmental public bodies have been asked for proposals for total savings of £1,050,00 to provide a margin over the target of £750,000.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The efficiency benefits will be measured by monitoring the decrease in certain administration budgets and subsequent increases in other front-line service budgets.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Monitoring and reporting will draw on NDPBs existing financial management systems which will be reviewed quarterly to ensure the reallocation of money between budgets.</i></p> <p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Financial data taken from NDPB accounts will be used to measure progress. This information is quantifiable and readily available.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>NDPB accounts are independently audited annually. The Executive also scrutinises NDPB Corporate plans including financial forecasts for forward years, NDPB Pay Remits, and NDPB Annual Reports.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No</i></p>

1. Portfolio/Number/Name: TCS/C2 - Efficiency Savings in Tourism network				
2. Programme/Activity: <i>This project has integrated 14 Area Tourist Boards with VisitScotland to produce an integrated tourism network for the whole of Scotland. Efficiency savings will be delivered through realising the benefits of integration.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	1.0	1.0
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Michael Ewart		
5. Project Manager		Mairi Macpherson		
6. EGDG account manager		Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>These efficiency measures will not have any negative impact on the quality of service provided to tourism businesses. The quality of service will be maintained/improved as a consequence of integration.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>The structural changes necessary for these efficiencies to be delivered have recently been completed.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The £1 million efficiency savings will comprise cash savings resulting from the consolidation of support services and other functions.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>These savings will flow in the course of 2005-06 from actions already taken.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+	0	0	0
	-	20 – 25	20 – 25	20 – 25
	Net	-20 – -25	-20 – -25	-20 – -25
	Explanation	See 9.1		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>			

12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>The savings will amount to £1 million a year from 2006-07. There is no recurring offsetting expenditure.</i>
	12.2 Against what budget does this expenditure and saving fall? <i>The savings will fall against VisitScotland's running costs.</i>
	12.3 Has this saving been built into your budget? <i>No</i>
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>N/A</i>
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>VisitScotland propose to use the additional cash made available by these efficiency savings to increase marketing activity.</i>
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>None</i>
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. <i>N/A</i>
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. <i>N/A</i>
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>The efficiency benefits will be measured through the reduction in running costs, which will appear in the VisitScotland accounts. There should also be a corresponding increase in the amount spent on marketing.</i>
	14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>Monitoring and reporting will draw on VisitScotland's existing financial management systems, which will be reviewed quarterly to ensure the re-allocation of money between budgets.</i>
	14.3 Monitoring Data: Sources, validation and risks <ul style="list-style-type: none"> What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <i>Financial data taken from VisitScotland's accounts will be used to measure progress. This information is quantifiable and readily available.</i>

	<ul style="list-style-type: none">• What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>VisitScotland's accounts are independently audited annually. The Executive also scrutinises VisitScotland's corporate plans, including financial forecasts for forward years, pay remits and annual reports.</i></p> <ul style="list-style-type: none">• Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p>No</p>
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12. TRANSPORT

Cash-Releasing Efficiency Technical Notes

REVISED

1. Portfolio/Number/Name: <i>T/C1 - Rail Franchise – Procurement</i>				
2. Programme/Activity:				
<p><i>During the re-franchising process, bidders were asked to come up with innovative ideas for service delivery and quality improvement in the ScotRail Franchise. First ScotRail's response was a detailed proposal for at least £40m of capital investment secured over the life of the new rail franchise. These investments are cost neutral to the Executive. The franchisee is at risk on cost overruns for most commitments. The capital investment is focussed on benefits for passengers. In addition, the franchise has committed to improvements which will mean substantial revenue expenditure on the same basis which will see some train refurbishment. This passenger – and staff – focussed expenditure is forecast to be of circa £18m in value over the life of the franchise. However, unlike the capital investment the revenue commitments are output rather than expenditure based.</i></p>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	10	7.8	6.9
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Eddie Frizzell</i>		
5. Project Manager		<i>Jonathan Moore</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>Over the life of the franchise, and in particular years 2004-08, this level of investment should mean that passengers will see a significant improvement in the quality and cleanliness of facilities on trains and at stations. Work to improve reliability of trains should feed through to better punctuality. The additional numbers of staff to be employed in satisfaction of these obligations will contribute to perceptions of security on services and at stations.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>Savings are not dependent on legislation or structural changes – this saving is generated through the franchise agreement.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The franchise will create the specified assets, deliver its specified services or create and maintain the necessary new posts to support their commitments.</i></p> <p><i>The number and location of physical assets will be finalised as detailed proposals are worked up and agreed.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The Franchise Management Unit in the Scottish Executive will need to oversee the franchisees delivery of these assets, services and new posts. The primary responsibility does, however, rest with the franchisee to deliver.</i></p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).																						
		2005- 06	2006- 07	2007- 08																			
	+	110	110	110																			
	-	0	0	0																			
	Net	110	110	110																			
Explanation	<p><i>The franchisee has contracted to create and maintain a number of new posts, most significantly:</i></p> <ul style="list-style-type: none"> <i>4 additional managerial posts</i> <i>20 repair/handymen</i> <i>5 service quality auditors</i> <i>87 additional ticket collectors</i> 																						
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>																						
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The gross recurring saving will be in the order of £5 million a year.</i></p> <p><i>The sole recurring expenditure associated with this saving is the additional cost of a Franchise Performance Manager for so long as this post is maintained.</i></p>																						
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The saving falls against the Transport Group: Rail Services in Scotland: Rail Franchise budget by virtue of the fact that this private sector investment means these improvements do not need to be funded through the public purse. The additional expenditure will fall against First Scotrail's budget.</i></p>																						
	<p>12.3 Has this saving been built into your budget?</p> <p><i>Yes. All of the saving is built into the subsidy line for the franchise and, thus, into the rail franchise budget.</i></p>																						
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>In order for this efficiency to be delivered, the additional expenditure will be:</i></p> <table border="1"> <thead> <tr> <th></th> <th><i>Capital</i></th> <th><i>Revenue</i></th> <th><i>Total</i></th> </tr> </thead> <tbody> <tr> <td><i>2005-06</i></td> <td><i>7.706</i></td> <td><i>2.3</i></td> <td><i>10.006</i></td> </tr> <tr> <td><i>2006-07</i></td> <td><i>5.534</i></td> <td><i>2.3</i></td> <td><i>7.834</i></td> </tr> <tr> <td><i>2007-08</i></td> <td><i>4.517</i></td> <td><i>2.4</i></td> <td><i>6.917</i></td> </tr> <tr> <td><i>Total</i></td> <td><i>17.757</i></td> <td><i>7.0</i></td> <td><i>24.757</i></td> </tr> </tbody> </table>				<i>Capital</i>	<i>Revenue</i>	<i>Total</i>	<i>2005-06</i>	<i>7.706</i>	<i>2.3</i>	<i>10.006</i>	<i>2006-07</i>	<i>5.534</i>	<i>2.3</i>	<i>7.834</i>	<i>2007-08</i>	<i>4.517</i>	<i>2.4</i>	<i>6.917</i>	<i>Total</i>	<i>17.757</i>	<i>7.0</i>	<i>24.757</i>
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<i>Total</i>	<i>17.757</i>	<i>7.0</i>	<i>24.757</i>																				
<p><i>The Scottish Executive's budget for the Rail Franchise is:</i></p> <p><i>2005-6 £256.360m</i></p> <p><i>2006-7 £263.900m</i></p> <p><i>2007-8 £269.500m</i></p>																							

	<p>12.5 If not, how do you propose to invest the additional cash back into public services? N/A</p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>The original estimate of the efficiency savings was £40 million over the life of the franchise (8 years), which lead to the estimate of a recurring saving of £5 million a year. However, the capital investment is likely to vary from year to year with savings of £7.706m in 2005-06, £5.534m in 2006-07 and £4.517m in 2007-08. Over the course of the financial year, these are subject to a deviance of + or – 20% carried forward. The revenue expenditure, which was not included in the original estimate and is worth around £18 million over the life of the franchise, is likely to lead to efficiency gains of the order of £2.3m in 2005-06, £2.3m in 2006-07 and £2.4m in 2007-08.</i></p> <p><i>The generation and collection of the forecast additional revenue generated is a matter for the franchisee. Where, however, in any year the additional revenue contributes to push the franchisee above the revenue share threshold, the saving will be exceeded and any additional savings will be used to reduce the necessary franchise subsidy from the Executive.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3. N/A</p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. N/A</p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The rolling series of franchise management meetings, reports and audits will allow the Executive to measure the delivery of the committed assets, services and posts. Invoices will be required of the franchisee to monitor expenditure where relevant. Quality will be monitored through the quality regimes included in the franchise and general compliance will be subject to audit.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Progress will be monitored against the annual forecast budgets in the franchise and also by the meeting and report cycle referred to. The Rail Franchise Management Unit (RFMU) will have lead responsibility for reporting progress.</i></p> <p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>The reports generated by the franchisee will be used to measure progress as will be findings of service quality inspections in the field. The necessary information is, or can be made, readily available.</i></p>

	<ul style="list-style-type: none">• What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <i>Information generated by the franchisee will be validated by RFMU, information generated by the service quality inspectors will be validated by RFMU.</i>• Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <i>We do not foresee any issues or risks relating to how we plan to use the data.</i>
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1. Portfolio/Number/Name: T/C2 - Concessionary Fares				
2. Programme/Activity: <i>The current scheme for concessionary fares is for buses, is complex and could be changed to create a more simple and cost effective scheme. This would drive out efficiency savings.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0	5	5
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Eddie Frizzell</i>		
5. Project Manager		<i>Tom MacDonald</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>New financial arrangements, central administration, validation and verification procedures should enhance the quality of service.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>The introduction of the new national bus concessionary travel scheme from April 2006; passage of the Transport Bill in 2005; establishment of the new transport agency in 2005; successful outcome of negotiations with Local Authorities about GAE revisions; and successful introduction of national citizen's card (Smartcard) are all critical to the delivery of this saving.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Savings will be achieved through improved national administration; consolidation of additional operator capacity costs in the scheme reimbursement rate; savings in GAE expenditure; and reductions in irregularity and fraud by use of Smartcard technology.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>A new concessionary travel unit needs to be set up as part of the Scottish Transport Agency to fully develop and effectively manage a national scheme with the bus operators. Assistance from CoSLA, SPT and other Local Authorities would greatly assist in securing satisfactory arrangements. Delivery of the Smartcard project is also crucial.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation	N/A			

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The gross recurring saving by 2007-08 is £5 million. There is no offsetting recurring expenditure.</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Transport: Concessionary Travel Budget</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>2006-07 - £159m 2007-08 - £163m</i></p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>Saving would increase if the business areas in which savings may occur realised greater savings.</i></p>
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Detailed information on administration costs, passenger journeys, average fares and reimbursement rates applied will be gathered by the Transport Agency as part of the reimbursement process.</i></p>

	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Detailed financial monitoring will take place on at least a quarterly basis. The Transport Agency will be responsible for monitoring and reimbursement processes and high quality systems will need to be in place by April 2006. Transport Division 2 is currently taking forward the work to set up a concessionary travel unit involving transport consultants, CoSLA, SPT and other Local Authorities.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>Detailed information on concessionary passenger journeys will need to be captured and analysed by the Transport agency.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>High quality IT, validation and verification systems will be required to ensure the integrity of the scheme. The use of Smartcard technology will be a feature, but other systems such as operator audits, passenger surveys and “mystery passengers” will also play a part in the process. The extent of other activity will depend on the degree that Smartcard and other “smart” solutions are available.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No.</i></p>

REVISED

1. Portfolio/Number/Name: T/C3 - Rail Franchise - Introduction of ticket machines				
2. Programme/Activity: <i>As part of the new trains procurement, the Executive secured the commitment of the then franchisee to introduce automatic ticket barriers at Waverley, Haymarket and Queen Street stations by March 2004. Together with the installation of 10 ticket vending machines, these measures will reduce fare evasion. The barriers were forecast, by the then franchisee to increase revenues by around £1.5m per year (net of equipment leasing costs). This has been realised in the new franchise, with a positive impact on the rail franchise subsidy requirement from the Executive although the savings realised have been slightly less than anticipated.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	1.2	1.2	1.2
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Eddie Frizzell</i>		
5. Project Manager		<i>Jonathan Moore</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The ticket vending machines and barriers were expected to make positive impact in terms of service delivery. The ticket vending machines reduce the queues that build up at ticket offices at peak times. The ticket barriers can also reduce the time spent inspecting tickets by on train conductors, who are then able to deal with other duties including better revenue collection from people boarding at intermediate stations.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>Savings are not dependant on legislation or other structural changes being achieved – this was solely introduced through a contractual mechanism.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>The saving is to be made by reducing the number of travellers that can board or leave a train without a ticket, this including attempts at deliberate ticket fraud.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The ticket machines and barriers need to be in working order to ensure that the savings are made. This is a responsibility for the franchisee.</i></p>			

10. Impact on Staffing to achieve the efficiency gain	If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).			
		2005- 06	2006- 07	2007- 08
	+	90	90	90
	-	0	0	0
	Net	90	90	90
	Explanation	<i>First Scotrail has recruited an additional 90 ticket examining staff.</i>		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>			
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>The gross recurring saving is estimated at £2.2m, the recurring costs, captured within the franchise subsidy requirement are £1m..</i></p>			
	<p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>Transport Budget: Rail Services in Scotland</i></p> <p><i>All costs associated with the procurement, maintenance and operation of the ticket barriers and ticket machines procured under the new trains deal are borne by the franchisee, financed from the subsidy requirement.</i></p>			
	<p>12.3 Has this saving been built into your budget?</p> <p><i>Yes</i></p>			
	<p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>The recurring costs of £1m are the maximum allowable expenditure for the saving to be delivered. The saving from the barriers and gates is captured over the coming seven years as a commensurate reduction in the subsidy requirement of the franchise.</i></p>			
	<p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p><i>N/A</i></p>			

	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>We funded an additional 5 ticket machines at stations which were unmanned. The sales per machine are anticipated to exceed £5k per week.</i></p> <p><i>The initial estimate of the value of this efficiency saving, at the time of preparation of the relevant business case, was circa £1.5m. Due to the nature of the re-franchising process, it is the new franchisees view of the likely revenue generated which has been contractualised. The new franchisee reckons that the actual additional revenue collected will be closer to £2.2m, with an offset of £1m for recurring lease costs meaning the actual saving to the subsidy requirement is £1.2m for each of the years in question rather than £1.5m.</i></p> <p><i>It is worth noting that actual revenue growth during the first year of the new franchise has been higher than anticipated. This means that the Executive will benefit from the revenue share mechanism in the franchise agreement so that, to the extent the franchisee may have underestimated the level of revenue generated, the Executive may be capturing up to 80% of this additional revenue via the revenue share mechanism.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3.</p> <p><i>N/A</i></p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings.</p> <p><i>N/A</i></p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>The franchisee is now at risk on realising the savings anticipated as the forecast savings formed an element of their fixed price bid for the franchise. The quality inspection regimes in the franchise will however check that the franchisee is using the ticket machines and barriers effectively and will fine them (at a rate of up to £150k per four week period) if they fail to do so.</i></p> <p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Currently, First ScotRail have to report to the Strategic Rail Authority on a monthly basis. These reports identify current performance levels. At the same time, SPTE acting on their own behalf and on behalf of the SRA will manage the quality inspection regime. There is, strictly speaking, no “progress” to measure beyond this.</i></p> <p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>All the required information is both quantifiable and readily available.</i></p>

	<ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>The fact that SRA and SPTE check and may audit the reports of the franchisee, and that the franchisee is incentivised (through for example appealing penalty notices) to check the operation of the quality inspection regimes should help ensure the accuracy of the data.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>The quality inspection regimes, and the operations of the SRA and SPTE are both well established. No difficulties in accuracy or reliability are foreseen.</i></p>
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1. Portfolio/Number/Name: T/C5 - Highlands and Islands Airport (HIAL) Limited				
2. Programme/Activity: <i>Savings will be made largely from travel and subsistence budgets and repairs and maintenance budgets which will present a challenge to HIAL to maintain operational efficiency. Performance and Financial management Review to be undertaken during 2005, which will include review of regulatory requirements and HQ costs.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	0.5	0.5	0.5
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		Eddie Frizzell		
5. Project Manager		Ken Crawford		
6. EGDG account manager		Iain Dewar		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The effect of these efficiency measures on the quality of service that customers receive will be neutral.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>These savings are not dependant on legislation or other structural changes.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>Savings will be made largely from reductions in travel and subsistence costs and repairs and maintenance budgets and from improved procurement of utilities etc.</i></p>			
	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>The HIAL Board has approved the revised budgetary priorities.</i></p>			
10. Impact on Staffing to achieve the efficiency gain	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p>			
		2005- 06	2006- 07	2007- 08
	+			
	-			
	Net			
Explanation	N/A			
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p>N/A</p>			

12. Gross/Net Cash Savings	12.1 Please set out the gross recurring saving and any offsetting recurring expenditure. <i>The gross recurring saving is £0.5 million by 2007-08. There is no offsetting expenditure associated with this saving.</i>
	12.2 Against what budget does this expenditure and saving fall? <i>Transport: Air Services in Scotland: HIAL Deficit and Capital Grant</i>
	12.3 Has this saving been built into your budget? <i>No</i>
	12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered? <i>N/A</i>
	12.5 If not, how do you propose to invest the additional cash back into public services? <i>The resource saving will be transferred to capital works, such as the upgrading of the terminal building at Benbecula.</i>
	12.6 What plans do you have to exceed the required saving? Explain by how much in each year. <i>None.</i>
13. Time – release savings	13.1 Please explain any time-releasing savings indicated at question 3. <i>N/A</i>
	13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. <i>N/A</i>
14. Measurement and Monitoring	14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)? <i>The efficiency benefits will be measured by measuring expenditure on operating costs and expenditure on capital costs.</i>
	14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?) <i>Progress will be monitored through monitoring HIAL monthly management accounts and annual accounts. These accounts will be reviewed quarterly and reported to the Board to ensure that HIAL is on course to deliver the efficiencies.</i>
	14.3 Monitoring Data: Sources, validation and risks <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <i>Data will be taken from HIAL's operating costs and capital programme figures in management accounts.</i>

	<ul style="list-style-type: none">• What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>HIAL's annual accounts are subject to Board scrutiny and will also be audited by external auditors.</i></p> <ul style="list-style-type: none">• Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>No.</i></p>
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1. Portfolio/Number/Name: T/C 6 - Caledonian MacBrayne

Moved to list of efficiency projects with expected savings less than £0.5m- see page 227 for information.

Time-Releasing Efficiency Technical Note

NEW

1. Portfolio/Number/Name: <i>T/T1 Management and Maintenance of the trunk road network</i>				
2. Programme/Activity: Please include a short description				
<i>This efficiency measure will deliver £5 million more output from trunk roads maintenance through the implementation of robust Asset Management Plans (AMPs). Comprehensive AMPs promote the improved targeting of resources and improved efficiencies. For example, earlier maintenance interventions can reduce the amount of major reconstruction required an enable greater spend on lower cost resurfacing to extend the life of the asset.</i>				
3. Planned Savings (£m)		2005-06	2006-07	2007-08
		0	2.5	5
4. Accountable Officer for delivery		<i>Eddie Frizzell</i>		
5. Project Manager		<i>Jim Barton</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	Describe any impact on the quality of service delivery. Be specific and explain if the expectation is to positive, negative or neutral.			
	<i>The impact on the quality of service is expected to be positive. There will be better targeting of allocated resources to achieve optimum outputs and levels of service focussing on customer service, value for money and effective management</i>			
8. Dependencies	Explain if your savings are dependant on legislation or other structural changes being achieved.			
	<i>No legislative or structural changes required.</i>			
9. Description of efficiency and actions to be taken	9.1 How will the saving be made?			
	Description of Efficiency			
	<ul style="list-style-type: none"> • Remedial treatments to the road pavement and maintenance to structures and bridges will be better targeted to ensure cost effective maintenance is carried out, i.e. 'the right treatment and maintenance in the right place at the right time'. • Life cycle replacement programmes will be developed and implemented for inventory items to ensure cost effective treatments are carried out. • The level of service afforded to the travelling public (whether on foot, cycle, bus or car) will be better targeted from a safety, comfort and reliability point of view. • A consistent standard of trunk road network will be achieved by matching plans to realistic and affordable expectations. • An AMP will allow us to maximise benefits by balancing competing demands. • There will be an enhancement of our ability to track performance against levels of service 			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p>Actions</p> <p><i>Already actioned</i></p> <ul style="list-style-type: none"> • <i>Undertaken a comprehensive review of current processes and used this to develop an Action Plan which will lead to the implementation of a comprehensive AMP over the next 3 years.</i> • <i>Implemented a programme of compiling a detailed inventory of the trunk road network as a fundamental building block of an AMP.</i> • <i>Commissioned a rigorous analysis of the road condition information we hold in our Pavement Management System (PMS) in order to further refine our approach to targeted road maintenance.</i> • <i>Established a close dialogue with other roads authorities including the Highways Agency which will act as a platform for the development of Best Appropriate Practice (BAP) through risk based benchmarking.</i> • <i>Enhanced our IT systems to enable us to better identify needs and priorities.</i> • <i>Provided input into the development of an asset management framework which is recognised by UK authorities as best practice guidance.</i> <p><i>Over the spending review period we will:</i></p> <ul style="list-style-type: none"> • <i>Develop structural maintenance condition indicators which will allow us to track road condition across a range of treatments.</i> • <i>Develop performance measurement for road structures and bridges</i> • <i>Formally implement a comprehensive AMP.</i> • <i>Continue to review the performance and enhance our IT systems to enable us to better identify need, priorities and assess life cycle costs.</i> • <i>Carry out further surveys of our inventory to establish more accurate life cycle and condition data.</i> • <i>Carry out customer surveys to identify the standard of service that is expected by our stakeholders, balancing quality (level of service) with price (willingness to pay).</i>
<p>10. Measurement and Monitoring</p>	<p>10.1 How are you proposing to measure the expected efficiency benefits and the cash equivalent of these benefits.</p> <p><i>In order to measure the expected efficiency gains from the AMP it is necessary to measure if greater output has been produced for the same input on existing contracts or if the same or greater output is gained from less input on new contracts. More information on the assets from the AMP means that resources can be allocated more efficiently e.g. a road can be repaired at a time closer to the “optimal” time. For future maintenance contracts, the information from the AMP would tend to mean less risk associated with carrying out a successful tender and, therefore, the tender price would be reduced. There are a number of performance indicators that are likely to be helpful in this exercise such as the volume and quality of work outputs. There are also a series of road pavement structural maintenance condition indicators and road structure and bridge performance measures and indicators that will assist. Further work is being done to determine the methodology that will be used to measure the actual efficiency benefits and the cash equivalent of these benefits. However, since the overall effect of these savings is to produce increased or better outputs for the same inputs these savings are being treated as “time-releasing”.</i></p>

	<p>10.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>Dependent upon the final requirements of the AMP. Measurement of performance and hence efficiency savings will form an intrinsic part of the AMP as well as part of the annual reporting requirements of the new Transport Agency.</i></p> <p><i>Jim Barton TRNMD Head of Division</i></p>
	<p>10.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>For existing contracts, volume and quality of outputs achieved. Condition and performance indicators including customer focussed, and route specific Key Performance Indicators. These will require to be developed, trialled and tested.</i></p> <p><i>For new contracts, full information on previous and accepted tenders, including indications of prices, size and scope, number of tendering firms and a suitable construction price index.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? <p><i>Self monitoring and auditing supported by the Performance Audit Group</i></p> <p><i>Jim Barton, TRNMD Head of Division</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>None apparent at this stage.</i></p>

13. OTHER

Cash-Releasing Efficiency Technical Notes

1. Portfolio/Number/Name: O/C1 : Non NHS Procurement				
2. Programme/Activity:				
<p>eProcurement Scotl@nd programme (see also www.eprocurementscotland.com)</p> <p>Procurement as a discipline is concerned with managing relationships with suppliers to ensure that an organisation receives the appropriate goods and services at the lowest whole life cost (as distinct from lowest price). In the public sector this has to be achieved within a regulatory framework.</p> <p>The aim of the eProcurement Scotl@nd (ePS) programme is to utilise best of breed tools and techniques to stimulate improvements in the business culture and effectiveness of Public Sector procurement and the efficiency of staff involved in purchasing across:</p> <ul style="list-style-type: none"> • All Public Sector bodies in Scotland including: <ul style="list-style-type: none"> ○ Scottish Executive and the Agencies; ○ Non-Departmental Public Bodies (NDPBs); ○ Local Authorities; ○ National Health Service Scotland (NHSS); ○ Other Public Bodies (e.g. Police and Fire). • Suppliers of goods and services to the Public Sector in Scotland. <p>Total addressable public sector annual spend is estimated to be £6 billion with a target of £3-4 billion in scope by 2006/2007.</p> <p>The eProcurement Scotl@nd service provides tools, techniques and support to achieve the aim and thereby to enable the public sector to deliver sustainable cost reductions</p>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	50	100	150
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery	John Aldridge			
5. Project Manager	<p>Nick Bowd</p> <p>The programme governance is based on PRINCE 2 methodology with specific roles as follows:-</p> <p><u>Senior Responsible Owner:</u> SE. Finance Director <u>Programme Owner:</u> SE Director of Procurement (N.J. Bowd) <u>Programme Sponsor:</u> Ian Burdon (SPD, Branch Head – eProcurement) <u>Service Delivery Manager:</u> Steve Murray, (CISD Branch Head – eCommerce) <u>P2P and Supplier Development:</u> Tom Wilson (SPD, Branch Head - Special Projects).</p> <p>A Steering Group, chaired by the SRO and comprising senior SE staff and Local Authority and NHS Chief Executives and Finance Directors is responsible for strategic decision making. The composition of the Steering Group and other governance issues are currently under consideration as part of the McClelland review of Scottish public sector procurement</p>			
6. EGDG account manager	Rowena Simpson			

<p>7. Quality Impact</p>	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The expectation is that e-Procurement Scotland will deliver a positive impact on the quality of the procurement process across the public sector in Scotland. Specifically, the following will contribute to improved service delivery: :</i></p> <ul style="list-style-type: none"> • <i>Stimulate collaborative buying over £3-4 billion in scope spend through natural clusters of organisations (e.g. NHSScotland) or where there is common interest in particular commodities, delivering sustainable cost reductions of £200 million per annum by 2006/2007;</i> • <i>Implement eProcurement Scotl@nd in 50 customer organisations by end 2005 and 125 by 2007. These will vary in size and some organisations will be implemented as part of a larger entity (for example a number of NDPBs and Agencies will be implemented as part of the Scottish Executive);</i> • <i>Expand coverage (user communities, commodities and suppliers) of existing and future eProcurement Scotl@nd customers;</i> • <i>Where collaborative opportunities are identified, introduce and exploit enabling sourcing technologies (e.g. eTendering and eAuction) to deliver procurement benefits and eTransactions and interfaces with other systems to lock those benefits into place;</i> • <i>Review and re-engineer as appropriate p2p processes and ensure best of breed p2p tools and techniques are available and utilised;</i> • <i>to provide management information to the public sector to deliver further benefits;</i> • <i>to take a step by step approach to improving processes in the public sector and in relationships with suppliers, both to improve commercial awareness in the public sector and to improve the eBusiness capabilities of suppliers and to seek cost reductions for suppliers, including SMEs, thereby allowing them to maintain competitiveness</i>
<p>8. Dependencies</p>	<p>Explain if your savings are dependant on legislation or other structural changes being achieved.</p> <p><i>eProcurement Scotl@nd is a business change programme and success is tied to the degree to which structure and practice changes. There is, therefore, a key dependency on the public sector participating in the programme and taking responsibility for implementing business change in a “whole of public sector” environment and thereby realising the savings opportunities afforded through the ePS programme.</i></p>

9. Description of efficiency and actions to be taken

9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.

Sustainable cost reductions will be realised through a number of implementing measures including the roll-out of e-PS across the public sector and an increase in collaborative buying. Specific targets attached to the uptake and use of e-Procurement Scotl@nd are set out below.

Objective	Timeline (Calendar Year)			
	2004	2005	2006	2007
<i>Customer take-up (cumulative)</i>	40	50	80	125
Actual take up	39	-	-	-
<i>Target In-scope spend volume</i>	£0.9 bn	£1.5bn	£2 bn	£3 bn
Actual in-scope spend	£0.86 bn			
<i>Target actual spend throughput</i>	£0.1bn	£0.6bn	£0.9 bn	£1.2bn
Achieved spend throughput *	£0.084 bn	-	-	-

**adjusted to exclude blanket orders placed*

Achievement of the benefits is heavily dependant upon the public sector adopting and using the ePS service to obtain consistent data and deliver collaborative procurement, locking the benefits into place through a common service. This means that achievement is dependent upon the pace of roll out and the accumulation of opportunities.

The target of stimulating collaborative buying of £3-4 billion delivering sustainable cost reductions of £200 million per annum is based on the accumulation of opportunity in the form of addressable spend and the targeting of the key saving opportunities.

Objective	Timeline (financial year)			
	2004/5	2005/6	2006/7	2007/8
<i>Collaborative opportunity</i>	£0.5 bn	£1.5 bn	£3 bn	£3-4 bn
<i>Sustainable cost reduction p.a.</i>	£30m	£100m	£200m	£200m

Of these targets, £50m has been identified as appropriate for the NHS and a separate technical note has been produced detailing the measures in place to achieve this. The £3m target for the Executive is also the subject of a separate technical note.

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>ePS is based on an analysis of the needs of Scotland and the need to ensure appropriate disciplines and control in a public sector which is responsible for spending £6billion of taxpayers' money. We need to be certain that this money is spent effectively and efficiently and that suppliers are enabled to compete for business in the knowledge that their requirements are recognised and addressed.</i></p> <p><i>This involves proper analysis and management of demand across the whole range of goods and services which the Scottish government purchases; identifying existing contracts which buyers are entitled to utilise or the letting of contracts locally, regionally or nationally which are optimised for the use of the greatest appropriate aggregation of purchasers; the negotiation of those contracts once for the benefit of many rather than multiple times for the 'benefit' of one only; and compliance with those contracts once established. It involves looking at the day to day purchasing processes and the levels of administration involved in the process from purchase order to payment and using the best available tools and techniques to reform administrative processes as required while retaining proper regularity and auditability.</i></p> <p><i>However all of this is dependent on local organisations adopting the service and then ensuring that they have appropriate structures in place to implement the service and deliver benefits.</i></p> <p><i>The ePS programme office is equipped to support the change; delivery of the benefits requires the commitment of the users of the service. The greater the managed demand the greater the benefits; the lower the managed demand, the lower the benefits.</i></p> <p><i>The timing of collaborative purchasing is dependent upon existing timetables and limits on recompeting existing commodity contracts.</i></p>		
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p>		
	2005- 06	2006- 07	2007- 08
+			
-			
Net			
Explanation	<p><i>Any issues relating to operational deployment of local staff are entirely a matter for local management in Local Government, the NHS or central government and local circumstances.</i></p>		

11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>Funding for the eProcurement Scotland programme is to provide the central resource necessary to support the implementation of ePS which is fundamental to driving and securing the necessary collaboration and improvements in procurement practice across the public sector, which will enable the public sector to deliver sustainable cost reductions of £200 million per annum. These cost reductions take a number of forms. For Efficient Government purposes these benefits can be treated as 'cash releasing'.</i></p>						
12. Gross/Net Cash Savings	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Non-NHS procurement will deliver £150 million cost reduction per annum as a contribution to the £200m cost reduction per year from public sector procurement</i></p> <table border="0" style="margin-left: 40px;"> <tr> <td>2005/06</td> <td>£50m</td> </tr> <tr> <td>2006/07</td> <td>£100m</td> </tr> <tr> <td>2007/08</td> <td>£150m</td> </tr> </table> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p>12.3 Has this saving been built into your budget?</p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p>12.5 If not, how do you propose to invest the additional cash back into public services?</p> <p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p>	2005/06	£50m	2006/07	£100m	2007/08	£150m
2005/06	£50m						
2006/07	£100m						
2007/08	£150m						
13. Time – release savings	<p>13.1 Please explain any time-releasing savings indicated at question 3. N/A</p> <p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. N/A</p>						
14. Measurement and Monitoring	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>There are a number of benefits streams contributing to cost reductions measured by various means, for example 'before' and 'after' expenditure levels per commodity, measured process costs, assessments of costs avoided etc.</i></p>						

14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)

Accurate figures for procurement spend in Scottish Local Authorities are not available: such figures as exist from various sources for local government expenditure which is, or ought to be, subject to professional procurement management are not easily reconcilable. This is one of the key problems which ePS aims to rectify through the accumulation of consistent management data which can then be used as the basis for strategic decision making. The ePS programme office already publishes a monthly report to customers indicating movement against various KPIs. As early implementation sites are now increasing transaction volumes these KPIs will be expanded to include benefits tracking including financial benefits tracking. The ePS team will publish progress at <http://www.eprocurementscotland.com> – where a number of case studies are already published – and to the Efficient Government team on a quarterly basis.

14.3 Monitoring Data: Sources, validation and risks

- **What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this?**
- **What measures will be in place to validate the accuracy of the data? Who will take responsibility for this?**
- **Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection)**

It is the responsibility of customer organisations to report to the ePS programme office and ePS customer managers are now in place to assist customers as appropriate. Assistance includes the dissemination of templates and models against which benefits should be tracked: these templates are currently being reviewed with customers before being finalised.

The programme office routinely performs random sample checking on data to ensure consistency.

When customer sites are busy implementing and resource is scarce, benefits reporting can drop down the local priority list. ePS customer managers will assist here. Data is also more likely to be reported retrospectively and after local auditing for accuracy which introduces a delay. Data is more likely to be available at natural points in the business/financial cycle such as the end of financial periods.

Validation of the target figures is based on analysis of savings already delivered by or as a consequence of the eProcurement Scotl@nd programme since its inception in November 2001 and the other benefits achieved to date.

1. Portfolio/Number/Name: O/C2 - Scottish Water savings				
2. Programme/Activity: <i>The savings will come from a combination of a continued reduction in operational costs and in capital procurement costs.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	75	85	95
	Time Releasing (£m)	0	0	0
4. Accountable Officer for delivery		<i>Richard Wakeford</i>		
5. Project Manager		<i>Rosemary Greenhill</i>		
6. EGDG account manager		<i>Iain Dewar</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>The quality of service to be delivered by Scottish Water from 2006-07 onwards was set out in the Ministerial statement of water industry objectives in February 2005. The subsequent Strategic Review of Charges process will identify the lowest reasonable cost at which these can be achieved and so the overall effect on service delivery should be neutral.</i></p>			
8. Dependencies	<p>Explain if your savings are dependant on legislation or other structural changes.</p> <p><i>The savings cannot be confirmed until the Strategic Review of Charges for 2006-2010 has been completed in November 2005. The savings included here are based on the latest delivery plan for 2005-06 from Scottish Water, and the first draft business plan produced by Scottish Water for 2006-2010. A further draft business plan will be produced in April, followed by a draft determination of water charges by the Water Industry Commissioner in June, followed by a final business plan and final determination of charges to be completed by November. This will finalise the efficiency savings that can be expected over the three years.</i></p>			
9. Description of efficiency and actions to be taken	<p>9.1 How will the saving be made? Be specific about number/size of contracts, staff, posts dates etc.</p> <p><i>There are two main types of efficiencies.</i></p> <p><i>Operational efficiencies. It is too early to finalise the baseline for operating costs for 2004-05, but nominal operating costs are reported as £300.6m for 2003-04 in Scottish Water's annual report. It is anticipated that this will reduce by a further £45m over the next three years on a like for like basis (i.e. after taking into account new operating costs associated with additional assets, inflation and legislative requirements). This will be achieved by continuing to make operating cost efficiencies across most areas of the business, through a major business transformation programme. This includes providing an improved service with less people (achieved through a voluntary redundancy programme), rolling out Promise to Resolution (P2R), an innovative system for delivering customer service, and reaping the benefits of merged systems such as for billing.</i></p> <p><i>Capital efficiencies. Scottish Water is using an innovative partnership – Scottish Water Solutions - to deliver the agreed £1.8 billion capital investment programme. By using best practices from throughout the water industry, Scottish Water's procurement will be brought closer to the efficiency levels found in England. It is anticipated that these will deliver a recurring saving of around £50m each year.</i></p>			

	<p>9.2 What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are outwith your immediate management chain (e.g. in an NDPB.)</p> <p><i>In order to deliver these efficiencies, continued focus by Scottish Water's Board on delivering an efficient water and sewerage service is needed. Continued pressure from the Water Industry Commissioner to improve Scottish Water's efficiency in comparison with other water companies is also required.</i></p>																
<p>10. Impact on Staffing to achieve the efficiency gain</p>	<p>If there are to be any changes in staff numbers (at activity level) to achieve the efficiency gain, please indicate how many full time equivalents and how far you expect savings to be achieved by natural wastage (show additions as + and reductions as -).</p> <table border="1" data-bbox="467 633 1407 790"> <thead> <tr> <th></th> <th>2005- 06</th> <th>2006- 07</th> <th>2007- 08</th> </tr> </thead> <tbody> <tr> <td>+</td> <td></td> <td></td> <td></td> </tr> <tr> <td>-</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation <i>Not yet finalised, but may involve further voluntary redundancies.</i></p>		2005- 06	2006- 07	2007- 08	+				-				Net			
	2005- 06	2006- 07	2007- 08														
+																	
-																	
Net																	
<p>11. Benefits</p>	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>These efficiencies savings fall outside the Departmental Expenditure Limits. Therefore, the benefit of these efficiencies is reduced water prices to Scottish Water customers. Water services are being enhanced, and the assessment of efficiency savings will take into account the costs of providing the enhanced service.</i></p>																
<p>12. Gross/Net Cash Savings</p>	<p>12.1 Please set out the gross recurring saving and any offsetting recurring expenditure.</p> <p><i>Net operating efficiencies: £25m/£35m/£45m Net capital efficiencies: £50m/£50m/£50m</i></p> <p>12.2 Against what budget does this expenditure and saving fall?</p> <p><i>The efficiency savings will be achieved by action throughout Scottish Water's business. The detail of how they will be achieved will be set out in Scottish Water's business plans.</i></p> <p>12.3 Has this saving been built into your budget?</p> <p><i>Yes for 2005-06, and will be for the subsequent years when the Strategic Review of Charges is completed in the autumn.</i></p> <p>12.4 If so, what is the maximum allowable expenditure against the budget data, in each year, for that saving to be delivered?</p> <p><i>For 2005-06, Scottish Water's maximum revenue is just over £1 billion, with maximum borrowing from the Executive of £181 million.</i></p> <p><i>For 2006-07 onwards, maximum revenue from customers and borrowing from the Executive will be finalised in November 2005, as the culmination of the Strategic Review of Charges.</i></p> <p><i>The detail of how resources are allocated to various budgets within the business is set out in Scottish Water's Business Plans.</i></p>																

	<p>12.5 If not, how do you propose to invest the additional cash back into public services? N/A</p>
	<p>12.6 What plans do you have to exceed the required saving? Explain by how much in each year.</p> <p><i>Potential to exceed the required saving will become clear on completion of the Strategic Review process.</i></p>
<p>13. Time – release savings</p>	<p>13.1 Please explain any time-releasing savings indicated at question 3. N/A</p>
	<p>13.2 Please describe the method you plan to use to calculate the cash equivalent of those time release savings. N/A</p>
<p>14. Measurement and Monitoring</p>	<p>14.1 How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Expected outputs and quality of service have been set by Ministers, and it is the costs of delivering these outputs that will be measured.</i></p>
	<p>14.2 What monitoring & reporting procedures will be put in place to measure the efficiency savings (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?)</p> <p><i>The existing monitoring and reporting procedures of the Water Industry Commissioner will be used to measure the efficiency savings. Scottish Water provide considerable cost and output information to the Water Industry Commissioner throughout the year, which the Commissioner uses to analyse progress over time and to benchmark Scottish Water against the performance of English and Welsh water companies. The Commissioner will report progress on both operational and capital efficiencies for the previous financial year in his Costs and Performance report each autumn.</i></p>
	<p>14.3 Monitoring Data: Sources, validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? • What measures will be in place to validate the accuracy of the data? Who will take responsibility for this? • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>The existing economic regulatory system for Scottish Water ensures that the necessary data is already being produced. It is validated by Reporters acting for the Water Industry Commissioner, engineering consultants with a specific remit to validate the accuracy of the information being provided by Scottish Water. In his subsequent analysis of the data, the Commissioner takes into account the confidence levels attached to the accuracy of the data.</i></p>

Time-Releasing Efficiency Technical Notes

NEW

1. Portfolio / Number/ Name: O/T1 (J/T1) Registers of Scotland				
2. Programme / Activity: <i>Registers of Scotland (RoS) is pursuing an ambitious programme of change to improve service delivery and quality, dealing with an increasing workload, including upgrading IT, re-engineering processes and greater use of on-line services.</i>				
3. Planned Savings		2005-06	2006-07	2007-08
	Cash (£m)	-0.007	1.626	4.369
	Time Releasing (£m)	0.335	0.346	1.772
4. Departmental Accountable Officer		<i>Jim Meldrum</i>		
5. Project Manager		<i>Frank Manson</i>		
6. EGDG account manager		<i>Carolyn Girvan</i>		
7. Quality Impact	<p>Describe any impact on the quality of service delivery. Be specific and explain if the expectation is positive, negative or neutral.</p> <p><i>We expect a significant, positive impact upon our performance. Our customers expect accurate, up-to-date registers and accurate information provision. Through consultation and surveys we seek to anticipate our customers' changing expectations and to satisfy them through our change programme.</i></p>			
8. Dependencies	<p>Explain if your savings are dependent on legislation or other structural changes being achieved.</p> <p><i>Certain elements of the change programme are dependent on legislative change, specifically the enablement of electronic documents to permit automated registration and de-materialisation of the Land Certificate.</i></p>			
9. Description of efficiency and actions to be taken	<p>How will savings be made? Be specific about number/size if contracts, staff, posts dates etc.</p> <p><i>The savings will be generated as an outcome of an extensive programme of business change. Each element of this programme will generate time releasing and /or /cash saving efficiencies. The savings are based on a projection of future activity in the Scottish Property market and the staffing RoS would require to meet that demand.</i></p> <p>What action is critically needed to secure delivery of this saving? Be specific, and name the key action managers if they are out with your immediate management chain</p> <p><i>RoS has long recognised the need to create a framework to support effective business transformation and has put in place organisational structures to support this. A major output from this activity is our Organisational Change Plan and associated Benefits Realisation Plan, collectively designed to manage all the transformational activities and interdependencies. Critical to our success is the delivery of a refreshed IT infrastructure and the adoption of new working practices. The introduction of electronic workflow and automated registration of land and property will improve operational performance and deliver staff savings. All of the action managers are within our management chain</i></p>			

10. Impact on Staffing to achieve the efficiency gain				
		2005- 06	2006- 07	2007- 08
	Gross	-0.5	58.2	175.9
	Net	-10.5	48.2	126.1
	Explanation	<i>Staff will be reduced through natural wastage, redeployment and not recruiting.</i>		
11. Benefits	<p>In general, the benefits of the Scottish Executive Efficiency Plan are the enhanced outputs from the resources Ministers have been able to allocate in SR04. But if there is a direct connection between this efficiency saving and the enhancement of a particular service please describe it here.</p> <p><i>N/A</i></p>			
12. Gross/Net Cash Savings	<i>RoS is not on the vote. It is financed by fees and charges for its services and operates by analogy to a Trading Fund.</i>			
13. Time – release savings	<p>£335,000 for 2005/06, £346,000 for 2006/07 and £1,772,000 for 2007/08</p>			
14. Measurement and Monitoring	<p>o How are you proposing to measure the expected efficiency benefits (e.g. in terms of costs, level of output or quality of service)?</p> <p><i>Each part of the change programme has a business case, which contains the benefits that will be realised through implementation. A benefits realisation plan has been developed. The realisation of these benefits will be measured through monitoring:</i></p> <ul style="list-style-type: none"> • <i>Staff levels against the baseline</i> • <i>Non staff costs against budget</i> • <i>Increased workrates</i> <p><i>The data required to measure these benefits is already collected and reported on in our executive information and the financial systems. Monthly and quarterly reports are produced for the relevant governing boards to review performance against the business case.</i></p>			

	<ul style="list-style-type: none"> ○ What monitoring & reporting procedures will be put in place to measure the efficiency savings? (How often will progress towards the target be monitored? Who will have lead responsibility for reporting progress and what procedures will be in place?) <p><i>These efficiency savings will be generated by a portfolio of projects that will deliver specific benefits in the coming years. To ensure the effective management of the portfolio and the achievement of predicted benefits, individual projects are structured within an integrated change management programme based upon guidance issued by the Office of Government Commerce.</i></p> <p><i>RoS uses Prince 2 as its project management methodology, supported by the OGC Gateway process and in-house Managing Business Change Guidelines. (RoS won the Prince 2 prize in 2002 in recognition of the innovative ways in which it had been implemented within RoS.</i></p> <p><i>Monitoring and reporting take place within RoS's executive governance structures on a monthly, quarterly and by exception basis. RoS will not rely on specific individuals to monitor progress but has created systems that allow appropriate governance boards to meet on a regular basis to review progress towards the achievement of the change programme.</i></p>
	<p>14.3 Monitoring Data: Sources, Validation and risks</p> <ul style="list-style-type: none"> • What data will be used to measure progress? Is all the required information quantifiable and readily available? If not what action will be taken to rectify this? <p><i>The data required to measure progress is essentially operational data relating to staff numbers and costs. Data will be collected and stored in RoS executive information and finance systems, supported by appropriate project documentation. The provision of real time management information is part of the change programme. This will quicken the organisation's ability to monitor performance and take appropriate action.</i></p> <ul style="list-style-type: none"> • What measures will be in place to validate the accuracy of the data. Who will take responsibility for this? <p><i>RoS operates internal quality assurance procedures. In addition, all of this data is subject to scrutiny by both internal and external audit. As all of this data falls within the ambit of efficiency and effectiveness, ultimate responsibility rests with the Accountable Officer.</i></p> <ul style="list-style-type: none"> • Are there any issues or risks relating to how you plan to use the data? (e.g. accuracy, difficulties in collection) <p><i>RoS does not underestimate the difficulties in recording accurate data in some areas, for example, time allocation. However a number of years collecting and assuring this type of data has given RoS confidence in recording the relevant data accurately for the purpose of benefits realisation. In addition RoS operates a sophisticated risk management regime which covers both its everyday activities and its change programme and is monitored by both internal and external audit.</i></p>

Efficiency Projects with expected savings less than £0.5m

We have decided to apply a minimum threshold to projects for which we publish efficiency technical notes. In future, although they will still be counted, we will not publish full technical notes for any project where the total saving in 2007-08 is below £0.5m. The following table lists those projects that have fallen under the threshold and gives detail of the savings each project will contribute to the overall targets.

NB Technical Notes for some of these projects have been published previously.

PORTFOLIO	Project Reference	Project Title	Year 1 2005-06	Year 2 2006-07	Year 3 2007-08
COMMUNITIES	C/Time 3 <i>(New)</i>	Improving the targeting, effectiveness & efficiency of housing investment	0.011	0.023	0.046
	C/Time 4 <i>(New)</i>	Reduce regulatory burden, particularly on RSLs	0.009	0.009	0.009
	C/Time 7 <i>(New)</i>	Modernise Building Standards	0.02	0.02	0.02
		<i>total</i>	<i>0.04</i>	<i>0.052</i>	<i>0.075</i>
CROWN OFFICE AND PROCURATOR FISCAL SERVICE	COPFS/ Cash 3	Increase Sheriff's solemn sentencing power to 5 years	0.4	0.4	0.4
	COPFS/ Time 1 <i>(New)</i>	Closer working with police & Scottish Court Service	0	0.1	0.1
	COPFS/ Time 2 <i>(New)</i>	Improvements in Case Handling	0	0.2	0.2
		<i>total</i>	<i>0.4</i>	<i>0.7</i>	<i>0.7</i>
ENTERPRISE AND LIFELONG LEARNING	ELL/Cash 2	Scottish Science Centres Programme	0.47	0.47	0.47
		<i>total</i>	<i>0.47</i>	<i>0.47</i>	<i>0.47</i>
FINANCE AND PUBLIC SERVICE REFORM	FPSR-C/ Cash 1	Standards Commission	0.016	0.016	0.016
	FPSR-C/ Cash 2	Inspectorate of Prosecution	0.02	0.02	0.02
		<i>total</i>	<i>0.036</i>	<i>0.036</i>	<i>0.036</i>
JUSTICE	J/Cash 1	Fire Central Government	0.1	0.1	0.1
		<i>total</i>	<i>0.1</i>	<i>0.1</i>	<i>0.1</i>
TRANSPORT	T/Cash 6	Caledonian MacBrayne	0.268	0.275	0.282
		<i>total</i>	<i>0.268</i>	<i>0.275</i>	<i>0.282</i>

