

## **Theme 3 – Transforming Communities**

### **Service Options**

**February 2016**

### Theme 3 – Transforming Communities

CMP002	ACC	Customer Flexibility & Choice
CMP006		Transport Review
CMP007		Commercial Excellence Programme
CMP008	NEW	Review of Strategically Funded Organisations

<b>Stirling Council</b> Priority Based Budgeting	<b>Year</b>	<b>2015/16</b>
<b>Service Option</b>	<b>Reference:</b>	CMP002

Link to Council Priorities	1	R. Our financial strategy will reflect the current economic challenges by saving £24M whilst ensuring the delivery of quality services.
	2	K. Examining and delivering on more opportunities for improved models of service delivery.
	3	O. Deliver and improve upon access to and speed of internet access across the Stirling area.

## 1. Background Information

<b>Title:</b>	<b>Community and Customer Access and Services</b>
---------------	---

Our Community and Customer Access & Service programme will help the Council achieve the best possible outcomes for everyone who lives, works and visits the Stirling area. It will make sure that the Council delivers services in a tailored and efficient way. The programme will cover all aspects of how we work with our customers and communities.

What it means for local areas and customers is:

- 1) All phone calls from customers will go through the Contact Centre;
- 2) Service access point consolidation - customers and communities will be able to access community facilities and Council services face to face in a reduced number of locations;
- 3) A Council-wide approach to prioritising and passing on service requests/delivery. This means we will do more at the customer's first point of contact, rather than the customer dealing with numerous departments and issues;
- 4) A unified approach to back office processing of customer transactions and scheduling of work. To achieve this, staff who fulfil similar roles in different services will be brought together in one area so that workflows can be managed successfully;
- 5) Consolidation of how the Council takes payments and manages arrears to simplify the process for customers and improve efficiency for the Council;
- 6) A unified, Council-wide approach to how we communicate with our customers, including communications we send out, such as mail and information packs, as well as how we respond to contact from customers, including service requests, booking requests and all application forms;
- 7) Combining all non-complex advice services to provide a more holistic service, simplifying how advice can be accessed.

<b>Type:</b>	<b>Transformational Change</b>
--------------	--------------------------------

## Impact On Policy

This programme will support policy across all of the Council's strategic priorities and will support improvements across all.

## 2. Benefits

Benefits Matrix			
Improvement in efficiency/effectiveness		Compliance	
✓	More effective process	✘	Change necessary to comply with legislation
✓	Volume Reduction	✘	Required upgrade to system
User Value		Wider public/organisational value	
✓	Increase in customer satisfaction	✓	Trust/reputation
✓	Improved customer experience	✓	Inclusion
		✓	Flexibility
		✓	Future proofing

## 3. Financial Impact

<b>Payback</b>	£1million or more
<b>Complexity of implementation</b>	A number of recognised similar models already exist
<b>Timescale to implement</b>	2 – 3 years
<b>Alignment with Council's Strategic Priorities</b>	Fully supports, (completely aligned with one or more strategic priorities)

## Financial Impact Of The Option - Details

IN YEAR IMPACT ONLY (£000's)					
	2016/17	2017/18	2018/19	2019/20	2020/21
Savings - staff	550	450	400	696	749
Savings - Other			100	92	37
Income:					
<b>Total Savings :</b>	<b>550</b>	<b>450</b>	<b>500</b>	<b>788</b>	<b>786</b>

One off Costs - staff  
One off Costs - Other

IN YEAR IMPACT ONLY (£000's)					
	2016/17	2017/18	2018/19	2019/20	2020/21
One off Costs - staff	405	355	305	305	
One off Costs - Other					
<b>Costs:</b>	<b>405</b>	<b>355</b>	<b>305</b>	<b>305</b>	<b>0</b>

FTE Impact:

0.0	0.0	0.0	0.0	0.0
-----	-----	-----	-----	-----

Cost assumptions

Savings are estimated and will be refined during the life of the programme.

Capital Assets:

Asset Description	In Year Financial Impact (£000's)				
	2016/17	2017/18	2018/19	2019/20	2020/21
System costs for CRM, web, master data management and contact centre	1,925	750	700	650	

## 4. Impact on Stakeholders

### Impact On Service Users

#### Description of the Impact on Service Users

Due to the Council-wide nature of this programme, there will be a wide range of impacts on service users. This will make it easier for customers to access Council services through a wider range of channels. The consolidation of community assets will mean that how customers interact with the Council will change and therefore careful consideration and community engagement will be undertaken to ensure that redesigned community assets provides access to all services. This means that there will be an overall reduction in the number of community facilities with some being retained to for face-to-face enquiries from customers as not all are able to access online services.

Age	Neutral	Pregnancy & Maternity	Neutral	Sex	Neutral
Disability	Neutral	Race	Neutral	Sexual Orientation	Neutral
Gender Re-Assignment	Neutral	Religion & Belief	Neutral	Poverty	Neutral

#### Description of the Impact on Employees

The reduction in transactional and administrative tasks will allow employees to focus on higher value activities. This will result in a reduction in FTE with HR activities being undertaken to achieve this through vacancy management, review of temporary contracts and to support redeployment of staff into roles that will most effectively deliver services. Reviews of processes and systems will be taken forward to ensure the workload of staff is properly managed.

Age	Neutral	Pregnancy & Maternity	Neutral	Sex	Neutral
Disability	Neutral	Race	Neutral	Sexual Orientation	Neutral
Gender Re-Assignment	Neutral	Religion & Belief	Neutral	Poverty	Neutral

#### Equality Impact Assessment Status

To Be Completed Yes      In Preparation       Available Yes

**Note: Where a Service Option affects any of the above groups, an Equality Impact Assessment will be required.**

## 5. (RAID) Risks, Assumptions, Issues and Dependencies

### What Risks Will It Create?

Description	Mitigation
<p>1. Public concern may be expressed as a result of the rationalisation of community facilities.</p> <p>2. The acceleration of creating the Customers Hub will ensure that the target savings will be realised but increase the risk to day-to-day operations whilst processes and systems are redesigned.</p> <p>3. Services may already be re-engineering processes covered within this programme and forecasting cost savings.</p> <p>4. A shortage of ICT and web development resources carries a risk that systems cannot be redesigned quickly enough which will increase pressure on day-to-day service delivery in the interim .</p> <p>5. There is a risk that once digital options are introduced customer behaviour does not change and cost savings are not achieved.</p> <p>6. Data quality issues (email addresses, telephone numbers and other service information) may impact on the design for new services.</p>	<p>1. Early engagement with local communities and Elected Members for their input into the design process for Community Facilities and development of a robust communications plan to ensure that the best solutions can be achieved.</p> <p>2. A transition team will be established with representatives from across service areas to review performance and service delivery following the creation of the Customers Hub and during the redesign of processes and systems.</p> <p>3. Align all existing or planned projects under this programme.</p> <p>4. Assess service efficiency projects which may become redundant as a result of automation and decide if there is a benefit to proceeding short-term.</p> <p>5. Regular review meetings following changes to track service usage. Ensure digital services are designed in collaboration with customers to mitigate risk. Test any changes with pilot groups. Place an emphasis on design and simplicity at each stage of re-engineering to encourage uptake. Ensure a robust communication plan is in place to promote digital services.</p> <p>6. Detailed planning activities will consider carefully any data cleansing requirements.</p>

### What Issues need to addressed?

Description	Mitigation

### Assumptions

Provide details of any assumptions made in preparing this Option (financial assumptions should be noted in finance)

1	The costs associated with the implementation of this programme are indicative at this stage. Please refer to the outline business case for more detail on these costs and for information on how these will be refined.
2	Cross-service support will be provided for the creation of the Customers Hub and that staff and resources will be transferred to this new team. A virtual team is not appropriate for this approach as it does not easily support the economies of scale and commonality of process required.
3	Engagement with local communities and Elected Members is required to ensure that community facilities are well designed and meet all of their requirements.
4	

### Notes

Provide any additional information that would be useful in understanding this Option

1	
2	
3	
4	

### Out of Scope

Please note any elements which are specifically out of scope

1	
2	
3	
4	

<b>Stirling Council</b> Priority Based Budgeting	<b>Year</b>	<b>2015/16</b>
<b>Service Option</b>	<b>Reference:</b>	CMP006

Link to Council Priorities	1	C. Regenerate our most in need communities to deliver a full range of positive social, environmental and economic outcomes.
	2	K. Examining and delivering on more opportunities for improved models of service delivery.
	3	R. Our financial strategy will reflect the current economic challenges by saving £24M whilst ensuring the delivery of quality services.

### 1. Background Information

<b>Title:</b>	Transport Review
---------------	------------------

Stirling Council will undertake a full transport review across all services with an aim of providing the best sustainable and financially viable transport solutions that will meet the needs of our urban and rural communities. The review will gather all service data and current information on how services and solutions are delivered. Part of the review will be to consult with residents and communities to understand better the needs of individuals, families and the most vulnerable with in both our rural and urban neighbourhoods. For example; demand responsive transport is a solution for isolated communities to provide transport to shops, health appointments, service and leisure activities where no transport or suitable transport is available. Our key objectives is to improve access and develop and ensure community transport remains viable and meets the needs of local communities, building on initiatives that are currently being tested such as community use of school transport. Booking for DRT is now coordinated in house by the council, which means that the infrastructure and staffing is now in place for the expansion of the service into areas such as school, social care and taxi card. Consideration will be made to finding financially and sustainable solutions that also meet the needs of individuals, families and communities across the area. Consultation and engagement will be a key feature of the approach to ensure that savings are made in an appropriate way.

<b>Type:</b>	Transformational Change
--------------	-------------------------

### Impact On Policy

This project will support the continued development of policy and the implementation of services that more fully meet those policy requirements.

### 2. Benefits

Benefits Matrix			
Improvement in efficiency/effectiveness		Compliance	
✓	More effective process	✓	Change necessary to comply with legislation
✓	Volume Reduction	✓	Required upgrade to system
User Value		Wider public/organisational value	
✓	Increase in customer satisfaction	✓	Trust/reputation
✓	Improved customer experience	✓	Inclusion
		✓	Flexibility
		✓	Future proofing

### 3. Financial Impact

<b>Payback</b>	£100k - £200k
<b>Complexity of implementation</b>	Established best practice
<b>Timescale to implement</b>	1 year
<b>Alignment with Council's Strategic Priorities</b>	Fully supports, (completely aligned with one or more strategic priorities)

## Financial Impact Of The Option - Details

	IN YEAR IMPACT ONLY (£000's)				
	2016/17	2017/18	2018/19	2019/20	2020/21
Savings - staff			50		
Savings - Other			50		
Income:					
<b>Total Savings :</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>

	IN YEAR IMPACT ONLY (£000's)				
	2016/17	2017/18	2018/19	2019/20	2020/21
One off Costs - staff					
One off Costs - Other		25			
<b>Costs:</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>FTE Impact:</b>	0.0	0.0	0.0	0.0	0.0
--------------------	-----	-----	-----	-----	-----

Cost assumptions **The costs are required for data analysis and community engagement activities.**

Capital Assets:	In Year Financial Impact (£000's)				
	2016/17	2017/18	2018/19	2019/20	2020/21
Asset Description					

### 4. Impact on Stakeholders

#### Impact On Service Users

**Description of the Impact on Service Users**

**The aims of this project are to provide a more efficient and effective transport service. The full impact on service users cannot be quantified until more detailed proposals are developed. Further detailed equalities impact assessments will be completed once these proposals have been developed.**

Age	Neutral	Pregnancy & Maternity	Neutral	Sex	Neutral
Disability	Neutral	Race	Neutral	Sexual Orientation	Neutral
Gender Re-Assignment	Neutral	Religion & Belief	Neutral	Poverty	Neutral

**Description of the Impact on Employees**

**The aims of this project are to provide a more efficient and effective transport service. The full impact on employees cannot be quantified until more detailed proposals are developed. Further detailed equalities impact assessments will be completed once these proposals have been developed.**

Age	Neutral	Pregnancy & Maternity	Neutral	Sex	Neutral
Disability	Neutral	Race	Neutral	Sexual Orientation	Neutral
Gender Re-Assignment	Neutral	Religion & Belief	Neutral	Poverty	Neutral

**Equality Impact Assessment Status**

To Be Completed Yes      In Preparation       Available Yes

**Note: Where a Service Option affects any of the above groups, an Equality Impact Assessment will be required.**

**5. (RAID) Risks, Assumptions, Issues and Dependencies**

**What Risks Will It Create?**

Description	Mitigation
1. There is a risk that if data analysis is not compiled accurately then information used to develop the best transport solution will be undermined. 2. There is a risk that if communities are not engaged then the transport solution will not be successful.	A small amount of development money will be required to: 1. Bring in a data analyst who will undertake a review of all data collecting current and accurate information to allow the best solution to be developed. 2. Ensure community engagement is implemented in all areas for the best transport solution.

**What Issues need to be addressed?**

Description	Mitigation

**Assumptions**

Provide details of any assumptions made in preparing this Option (financial assumptions should be noted in finance)

- 1
- 2
- 3
- 4

**Notes**

Provide any additional information that would be useful in understanding this Option

- 1
- 2
- 3
- 4

**Out of Scope**

Please note any elements which are specifically out of scope

- 1
- 2
- 3
- 4

<b>Stirling Council</b> Priority Based Budgeting Service Option	Year	2015/16
	Reference:	CMP007

Link to Council Priorities	1	K. Examining and delivering on more opportunities for improved models of service delivery.
	2	K. Examining and delivering on more opportunities for improved models of service delivery.
	3	R. Our financial strategy will reflect the current economic challenges by saving £24M whilst ensuring the delivery of quality services.

### 1. Background Information

Title:	Commercial Excellence Programme
--------	---------------------------------

This programme will change how the Council spends its money, ensuring best value and generating benefits for communities. Savings will be achieved through a focus on reducing spending via procurement cards. Fewer Council staff will have cards, spending limits for cardholders will be reduced and there will be reduced categories that cardholders can spend against i.e. off contract spend with suppliers. In addition to this, the costs of all contractual and commissioning arrangements will be reviewed and renegotiated; the focus will be on contract specifications, rates and agreeing discounts and rebate. This work will be undertaken in a transparent way, with the focus initially being on high value contracts. The programme will impact on how all Council services do things and makes buying choices e.g. stopping choice in supplies and stationery; this includes schools. The programme will also involve a review of staffing. Work with local suppliers - to include the third and independent sectors in particular - will also take place so that barriers that prevent them effectively bidding for contracts are reduced. This will, for example, be achieved by amending the quick quote processes, introducing supplier forums and a local supplier development programme.

Type:	Transformational Change
-------	-------------------------

### Impact On Policy

A review has been undertaken by the Scottish Government (SG). As a result of this independent review, the SG have presented an action plan for the Council which details opportunities and activities that should be undertaken to support the Council to transform the purchasing processes and other aspects of our approach to procurement enabling significant improvements and efficiencies to be made.

### 2. Benefits

Benefits Matrix			
Improvement in efficiency/effectiveness		Compliance	
✓	More effective process	✘	Change necessary to comply with legislation
✘	Volume Reduction	✘	Required upgrade to system
User Value		Wider public/organisational value	
✘	Increase in customer satisfaction	✓	Trust/reputation
✘	Improved customer experience	✘	Inclusion
		✓	Flexibility
		✓	Future proofing

### 3. Financial Impact

Payback	£1million or more
Complexity of implementation	Established best practice
Timescale to implement	2 – 3 years
Alignment with Council's Strategic Priorities	Fully supports, (completely aligned with one or more strategic priorities)

## Financial Impact Of The Option - Details

IN YEAR IMPACT ONLY (£000's)					
	2016/17	2017/18	2018/19	2019/20	2020/21
Savings - staff					
Savings - Other	450	500	450	400	400
Income:					
<b>Total Savings :</b>	<b>450</b>	<b>500</b>	<b>450</b>	<b>400</b>	<b>400</b>

Savings - staff  
Savings - Other  
Income:  
**Total Savings :**

IN YEAR IMPACT ONLY (£000's)					
	2016/17	2017/18	2018/19	2019/20	2020/21
One off Costs - staff					
One off Costs - Other	40				
<b>Costs:</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

One off Costs - staff  
One off Costs - Other  
**Costs:**

<b>FTE Impact:</b>	0.0	0.0	0.0	0.0	0.0
--------------------	-----	-----	-----	-----	-----

**FTE Impact:**

Cost assumptions

**CMP001 , CMP004, CMP005 have been combined to form CMP001**

Capital Assets:	Asset Description	In Year Financial Impact (£000's)				
		2016/17	2017/18	2018/19	2019/20	2020/21

Capital Assets:

### 4. Impact on Stakeholders

#### Impact On Service Users

##### Description of the Impact on Service Users

**Limited impact on end service user as the changes are to internal process and procedures; please see earlier information in background description with respect to local suppliers, the third and independent sectors.**

Age	<b>Neutral</b>	Pregnancy & Maternity	<b>Neutral</b>	Sex	<b>Neutral</b>
Disability	<b>Neutral</b>	Race	<b>Neutral</b>	Sexual Orientation	<b>Neutral</b>
Gender Re-Assignment	<b>Neutral</b>	Religion & Belief	<b>Neutral</b>	Poverty	<b>Neutral</b>

##### Description of the Impact on Employees

**Change to operating procedures required; the full impact however will be confirmed through a EQHRIA process.**

Age	<b>Neutral</b>	Pregnancy & Maternity	<b>Neutral</b>	Sex	<b>Neutral</b>
Disability	<b>Neutral</b>	Race	<b>Neutral</b>	Sexual Orientation	<b>Neutral</b>
Gender Re-Assignment	<b>Neutral</b>	Religion & Belief	<b>Neutral</b>	Poverty	<b>Neutral</b>

##### Equality Impact Assessment Status

To Be Completed

**Yes**

In Preparation

Available

**Yes**

**Note: Where a Service Option affects any of the above groups, an Equality Impact Assessment will be required.**

## 5. (RAID) Risks, Assumptions, Issues and Dependencies

### What Risks Will It Create?

Description	Mitigation
1. Service buy in. 2. Possible savings duplication and lack of clarity around allocation of savings. 3. If actual savings are capital spend, actual revenue savings will decrease. 4. Lack of spend analysis-decisions, particularly relating savings targets, may not be as well informed as they should be, which could impact on delivering savings. 5. Business Analysis/process review skills may not be available to progress the project. 6. Integration requirements for other Council systems are unknown, including any associated costs which would result in additional skills and increased costs. This would also have an impact on the timescales for project delivery.	1. Ensure directors and service managers are on board and information communicated to service areas. Develop a communications plan by the end of July. 2. Confirm and monitor savings targets with finance and how savings can be realised. 3. Continual monitoring of savings in consultation with finance 4. Further spend/data analysis to be carried out by project team. Establish benefits tracking methodology. 5. Discuss and agree resource requirements with project board 6. Identify requirements as soon as practically possible. Analysis of data per service and processes throughout service areas. Estimate and ensure a budget is available for interface developments.

### What Issues need to addressed?

Description	Mitigation

### Assumptions

Provide details of any assumptions made in preparing this Option (financial assumptions should be noted in finance)

1	A review of contracted and non contracted spend is being undertaken at this time as the basis for assumptions
2	
3	
4	

### Notes

Provide any additional information that would be useful in understanding this Option

1	Please refer to project documentation for a detailed breakdown of risk evaluations.
2	
3	
4	

### Out of Scope

Please note any elements which are specifically out of scope

1	
2	
3	
4	

<b>Stirling Council</b> Priority Based Budgeting	<b>Year</b>	<b>2015/16</b>
	<b>Service Option</b>	<b>Reference:</b>

Link to Council Priorities	1	K. Examining and delivering on more opportunities for improved models of service delivery.
	2	R. Our financial strategy will reflect the current economic challenges by saving £24M whilst ensuring the delivery of quality services.
	3	

### 1. Background Information

**Title:** Review of Strategically Funded Organisations

Wholesale review of Arms Length and strategically funded organisations to achieve a 20% reduction of the total funding pot. The review will include assessing the strategic alignment, progress in relation to strategic objectives and the likely impact that withdrawal of funding may have (e.g. on equalities). The scope of the review will include all organisations to which the Council provides financial support of over £75k where a contract is not in place. Consideration will be given to any previous reduction or increase in funding over the last five years.

**Type:** Stop / Reduce

### Impact On Policy

The review will consider funding and its alignment with the Councils strategic objectives and fully represents the principles of best value.

### 2. Benefits

Benefits Matrix			
Improvement in efficiency/effectiveness		Compliance	
✓	More effective process	✓	Change necessary to comply with legislation
✓	Volume Reduction	✓	Required upgrade to system
User Value		Wider public/organisational value	
✓	Increase in customer satisfaction	✓	Trust/reputation
✓	Improved customer experience	✓	Inclusion
		✓	Flexibility
		✓	Future proofing

### 3. Financial Impact

<b>Payback</b>	£100k - £200k
<b>Complexity of implementation</b>	A number of recognised similar models already exist
<b>Timescale to implement</b>	1 year
<b>Alignment with Council's Strategic Priorities</b>	Fully supports, (completely aligned with one or more strategic priorities)

## Financial Impact Of The Option - Details

IN YEAR IMPACT ONLY (£000's)					
	2016/17	2017/18	2018/19	2019/20	2020/21
Savings - staff					
Savings - Other	75	75			
Income:					
<b>Total Savings :</b>	<b>75</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>

Savings - staff  
Savings - Other  
Income:  
**Total Savings :**

IN YEAR IMPACT ONLY (£000's)					
	2016/17	2017/18	2018/19	2019/20	2020/21
One off Costs - staff					
One off Costs - Other					
<b>Costs:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

One off Costs - staff  
One off Costs - Other  
**Costs:**

<b>FTE Impact:</b>	0.0	0.0	0.0	0.0	0.0
--------------------	-----	-----	-----	-----	-----

**FTE Impact:**

Cost assumptions

**Savings are estimated and will be defined through the life of the programme**

Capital Assets:	Asset Description	In Year Financial Impact (£000's)				
		2016/17	2017/18	2018/19	2019/20	2020/21

### 4. Impact on Stakeholders

#### Impact On Service Users

##### Description of the Impact on Service Users

**An EQIA has been completed for the programme in its entirety. To ensure the care and support of individuals is safeguarded, affected organisations will be subject to an individual EQIA.**

Age	<b>Neutral</b>	Pregnancy & Maternity	<b>Neutral</b>	Sex	<b>Neutral</b>
Disability	<b>Neutral</b>	Race	<b>Neutral</b>	Sexual Orientation	<b>Neutral</b>
Gender Re-Assignment	<b>Neutral</b>	Religion & Belief	<b>Positive</b>	Poverty	<b>Negative</b>

##### Description of the Impact on Employees

**Employees of each organisation may be affected, and this will be assessed within the individual EQIAs. There will be no anticipated impact on Council staff.**

Age	<b>Neutral</b>	Pregnancy & Maternity	<b>Neutral</b>	Sex	<b>Neutral</b>
Disability	<b>Neutral</b>	Race	<b>Neutral</b>	Sexual Orientation	<b>Neutral</b>
Gender Re-Assignment	<b>Neutral</b>	Religion & Belief	<b>Neutral</b>	Poverty	<b>Neutral</b>

##### Equality Impact Assessment Status

To Be Completed **Yes**      In Preparation **Yes**      Available **No**

**Note: Where a Service Option affects any of the above groups, an Equality Impact Assessment will be required.**

## 5. (RAID) Risks, Assumptions, Issues and Dependencies

### What Risks Will It Create?

Description	Mitigation
That a reduction in funding will affect an organisations ability to continue to deliver services, that services users might be negatively affected.	The completion of a full EQIA prior to any efficiency saving being relinquished. This will assess impact on individuals, the community and the organisation itsefl.

### What Issues need to addressed?

Description	Mitigation
Each organisation will require to be reviewed in detail by each service area to mitigagte any concerns or possible risks	This can be achieved through the completion of an EQIA and through exploration of alternative models of service delivery. The programme will oversee such support.

### Assumptions

Provide details of any assumptions made in preparing this Option (financial assumptions should be noted in finance)

1	That all service information is correct and up to date
2	That current administrational or funding arrangements allow the reduction to be achieved
3	That a full EQIA is completed to mitigate risk
4	

### Notes

Provide any additional information that would be useful in understanding this Option

1	The option of focusing on all organisations funded in excess of 75, 000. Consideration may also be given to those funded between 60,000 and 75,000 dependent on progress made.
2	
3	
4	

### Out of Scope

Please note any elements which are specifically out of scope

1	Organisations in a current contract or framework where a long term legal agreement has been made
2	
3	
4	