

Policy Committee

Wednesday, 13 November 2013 at 10:30

County Hall, County Hall, West Bridgford, Nottingham NG2 7QP

AGENDA

- | | | |
|---|--|--------------|
| 1 | Minutes of last meeting held on 16th October 2013 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Savings Proposals 2014-15 - 2016-17 | 7 - 382 |
| 5 | Policy Statement for Schools | 383 -
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| 6 | School Funding: Agreement of the Local Funding Formula for 2014-15 | 401 -
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| 7 | Occupational Therapy Service Policy | 447 -
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| 8 | Surveillance and the Regulation of Investigatory Powers Act | 457 -
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| 9 | Work Programme | 465 -
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Notes

- (1) Councillors are advised to contact their Research Officer for details of any

Group Meetings which are planned for this meeting.

- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Chris Holmes (Tel. 0115 977 3714) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

minutes

Meeting POLICY COMMITTEE

Date Wednesday, 16th October 2013 at 10:30am

membership

Persons absent are marked with `A`

COUNCILLORS

Alan Rhodes (Chairman)
Joyce Bosnjak (Vice-Chairman)

Reg Adair
Richard Butler
Jim Creamer
Kay Cutts
Glynn Gilfoyle
Kevin Greaves
Stan Heptinstall MBE
Richard Jackson
David Kirkham

John Knight
Diana Meale
Liz Plant
Martin Suthers OBE
Gail Turner
Stuart Wallace
Yvonne Woodhead
Jason Zadrozny

ALSO IN ATTENDANCE

Councillor Alan Bell
Councillor Nicki Brooks
Councillor Steve Carroll
Councillor John Cottee

Councillor Alice Grice
Councillor Darren Langton
Councillor Sheila Place
Councillor John Wilkinson

OFFICERS IN ATTENDANCE

Carl Bilbey	(Policy, Planning & Corporate Services)
Mick Burrows	(Chief Executive)
Martin Done	(Policy, Planning & Corporate Services)
David Ebbage	(Policy, Planning & Corporate Services)
Jayne Francis-Ward	(Policy, Planning & Corporate Services)
Justine Gibling	(Children, Families & Cultural Services)
Derek Higton	(Children, Families & Cultural Services)
Chris Holmes	(Policy, Planning & Corporate Services)
Celia Morris	(Policy, Planning & Corporate Services)
Kevin Sharman	(Environment & Resources)
Michelle Welsh	(Policy, Planning & Corporate Services)

FORMER COUNCILLOR ANDY STEWART

At the start of the meeting, the Leader announced the recent loss of former Councillor Andy Stewart. All members stood in silence in his memory.

MEMBERSHIP OF THE POLICY COMMITTEE

The following changes to the membership were reported:-

Temporary Committee Changes

Councillor Liz Plant has replaced Councillor John Peck for this meeting only.
Councillor Richard Butler has replaced Councillor Philip Owen for this meeting only.

Councillor Yvonne Woodhead has replaced Councillor Muriel Weisz for this meeting only.

Permanent Committee Changes

Councillor Jason Zadrozny had been reappointed in place of Councillor Ken Rigby

MINUTES

The Minutes of the last meeting held on 18th September 2013 having been previously circulated were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

Councillor Stan Heptinstall MBE declared a personal and pecuniary interest in Item 7 – Establishment of an Economic Development Capital Fund and Supporting Local Communities Fund as he is a director of SMB (Small Medium Enterprises).

NOTTINGHAMSHIRE CHILDREN'S TRUST EARLY HELP DEVELOPMENT PLAN 2013-2016

RESOLVED 2013/073

That the Nottinghamshire Children's Trust Early Help Development Plan 2013-2016 be approved

TRANSFORMING COMMUNICATIONS AND MARKETING

RESOLVED 2013/074

That the approach to transforming Communications and Marketing as set out in the report in order to achieve £178,000 savings be approved.

COTGRAVE REGENERATION – COLLABORATION AGREEMENT

RESOLVED 2013/075

That the County Council enter into the collaboration based on the proposals set out in paragraph 6 of the report.

ESTABLISHMENT OF AN ECONOMIC DEVELOPMENT CAPITAL FUND AND SUPPORTING LOCAL COMMUNITIES FUND

Having earlier declared an interest Councillor Heptinstall MBE left the meeting during the discussion on this item.

Following a debate the recommendations were put to members and after a show of hands the Chairman indicated that it was carried.

The requisite number of Members requested a recorded vote and it was ascertained that the following 10 Members voted '**For**' the motion.

'FOR'

Joyce Bosnjak
Jim Creamer
Kevin Greaves
Glynn Gilfoyle
David Kirkham

John Knight
Diana Meale
Liz Plant
Alan Rhodes
Yvonne Woodhead

The following 8 Members voted '**Against**' the motion.

'AGAINST'

Reg Adair
Richard Butler
Kay Cutts
Richard Jackson

Martin Suthers OBE
Gail Turner
Stuart Wallace
Jason Zadrozny

RESOLVED 2013/076

That approval be given for changes to the Council's investment in discretionary capital activity through the LIS to be implemented, namely:

- 1) That the capital allocation be reduced to £1.5 million per annum with effect from April 2014
- 2) That the revised capital allocation be split from 2014-15, with £1 million transferring in a new fund to the Economic Development Committee and £0.5 million remaining with the Environment and Sustainability Committee to deliver community based environmental schemes.
- 3) That delegated authority be granted to the Economic Development Committee to approve the scope, criteria and operation of the new 'Economic Development Capital Fund.'

- 4) That delegated authority be granted to the Environment & Sustainability Committee to approve the scope, criteria and operation of the new 'Supporting Local Communities Fund'

Councillor Stan Heptinstall re-joined the meeting.

STAFFING REQUIREMENTS IN DEMOCRATIC SERVICES

RESOLVED 2013/077

That the establishment of a 0.5 post of Researcher/Administrator within Democratic Services on a temporary basis for two years be established.

APPOINTMENT TO OUTSIDE BODY – HOLME PIERREPONT LEISURE TRUST

RESOLVED 2013/078

That the Service Director for Youth, Families & Cultural Services be appointed as the County Council's representative to the Board of the Holme Pierrepont Leisure Trust.

COUNTY COUNCILS NETWORK ANNUAL CONFERENCE 18-19 NOVEMBER 2013, CHESTER

RESOLVED 2013/079

That approval be given for the Leader and Deputy Leader to attend the CCN Annual Conference 18th – 19th November 2013, together with any necessary travel and accommodation arrangements.

WORK PROGRAMME

It was suggested that a report be brought to a future meeting on the progress with the Tarmac contract on highways maintenance.

RESOLVED 2013/080

That the Committee's work programme be noted and that a report to a future meeting on the progress with the highways maintenance contract be included.

The meeting closed at 12.42 pm.

REPORT OF THE LEADER OF THE COUNCIL**SAVINGS PROPOSALS 2014/15 - 2016/17****Purpose of the Report**

1. To highlight the magnitude of the financial challenges facing the Council
2. To seek approval to implement category A proposals as defined in the report
3. To seek approval to consult on category B and C proposals as defined in the report
4. To seek approval to consult on the proposed level of Council Tax for 2014/15
5. To seek approval for the establishment of a Transformation Fund and short term contract extensions in relation to Project Management staff

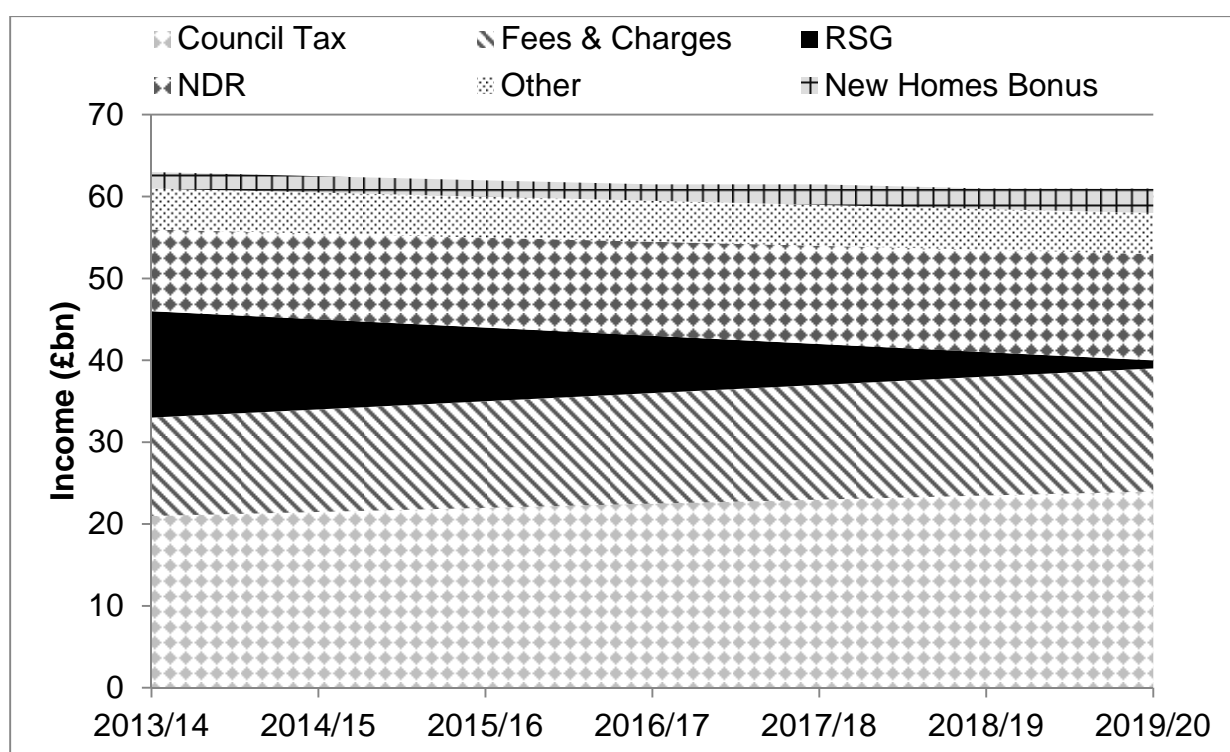
Process

6. On 2 September 2013, the Council formally launched a consultation exercise called the Budget Challenge to help inform and guide the budget setting process. This differs from previous budget consultations in that the Council will undertake the exercise in three distinct stages. The first stage of the budget challenge was designed to provide the context and raise awareness of the financial constraints facing the Council and to seek public opinion on how these challenges should be met. This initial stage will run until 17 January 2014.
7. The second stage of the budget challenge was launched on 18 September 2013 and ran until 25 October 2013. This stage was designed to seek people's views on the values and strategic priorities detailed in the Council's draft strategic plan.
8. The third stage of the consultation will be launched on 13 November 2013 and will seek public opinion on category B and C budget proposals. This will run until 17 January 2014. The consultation findings will be reported to Finance and Property Committee to inform the final budget recommendation to Council.
9. On conclusion of the consultation process in January 2014, the Council will develop its detailed budget proposals. The formal approval of the budget and the setting of the Council Tax will be agreed at the Council budget meeting on 27 February 2014. The Council has a statutory responsibility to issue its precept for 2014/15 by 28 February 2014.

Financial Context

10. This report sets out a three-year financial forecast, as opposed to a four-year plan that the Council normally adopts. The primary reason for this is that the situation regarding local government funding is particularly uncertain at this time. There is no clarity regarding Government funding beyond 2015/16, and although the direction of travel indicates further constraints, it is unlikely that there will be any detailed announcements before the General Election. However, the chart below (Figure 1) shows the Government's own projections for local government funding. The Revenue Support Grant (RSG), the main Government funding for local authorities, is forecast to reduce significantly by the end of the decade. The forecast also assumes an increase in non-domestic rates (NDR). New Homes Bonus may now form part of the Local Enterprise Partnership single growth fund.

Figure 1 – Local Government Income Forecast



11. In addition, it is unclear at present as to the potential impact of the Integrated Health Transformation Fund and the possible support via the NHS for adult social care from 2015/16. The Council already receives a grant of £12.6m from the NHS (nationally this amounts to £1bn) to provide additional support for meeting the costs of adult care services. The Government has confirmed its intention to earmark a further £2.8bn from the Department of Health to meet the costs of new demands on local authorities such as the Care Bill, which also comes into effect in 2015/16. An announcement on how much of this funding will be available for the Council is expected in December, and as such the full four-year Medium Term Financial Strategy will be outlined in the budget reports in February 2014.

Budget Savings

12. In the report to Council in February 2013, the forecast for the following three years was a budget gap of £133m. The announcement in July of further reductions in central government funding for local authorities, added an additional £21m to this gap, hence the Council has planned for the need to make savings of £154m. The breakdown of this gap is shown in Table 1 below:

Table 1 – Three Year Financial Gap

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Cost pressures	13,154	11,707	11,784	36,645
Pay and non-pay inflation	5,063	8,992	9,108	23,163
Reductions in Government funding	29,520	30,810	18,819	79,149
Impact of previous use of reserves*	15,137	0	0	15,137
Total	62,874	51,509	39,711	154,094

* This relates to the need to identify permanent savings where one off reserves have been used

13. The Council has identified a large number of potential savings proposals, which currently total £83m over the next 3 years. In addition to these savings, work is continuing on identifying other savings proposals, including other transformational opportunities. As and when further proposals are developed, they will be brought to the relevant Committee for approval as appropriate.
14. It is also intended to consult on a variety of options on an increase in Council Tax. Revisions to financial planning assumptions (such as challenging the level of cost pressures and inflation) and the use of reserves and balances are also under consideration. The impact of these potential measures will be incorporated into the budget report in February 2014, which will also consider the responses to the public consultation on the savings proposals.
15. The savings proposals are contained in the appendices of this report. Table 2 provides a summary of the savings by Committee.

Table 2 – Summary of Committee Savings Proposals

Committee	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Children & Young People	8,664	7,592	7,697	23,953
Adult Social Care & Health	14,409	13,916	4,947	33,272
Transport & Highways	4,853	3,276	1,399	9,528
Environment & Sustainability	1,278	905	0	2,183
Community Safety	986	195	0	1,181
Culture	810	795	705	2,310
Economic Development	100	250	0	350
Policy	2,649	1,232	359	4,240
Finance & Property	1,892	700	1,419	4,011
Personnel	1,670	0	47	1,717
Total	37,311	28,861	16,573	82,745

16. The proposals have been categorised as follows:

Category A

These are proposals which can be implemented immediately after normal internal consultation processes have been completed in accordance with HR policies and legal requirements.

Category B

Proposals in this category are to be approved in principle, subject to consultation with stakeholders and partners before implementation. It is anticipated that approval to proceed will be sought within the 2014/15 budget report unless an earlier decision making process is approved.

Category C

Proposals in this category will require statutory consultation before implementation. Approval to proceed will be sought within the 2014/15 budget report, or later as appropriate. Proposals in this category are particularly susceptible to change as a result of consultation and subsequent refinement.

Costs of implementation and transformation

17. Additional resources will be required to deliver the saving proposals contained within this report. An assessment of the resource requirements is currently underway. This includes:

- Investment in technology
- External specialist support
- Specialist project delivery, process change and analytical skills currently provided by the Improvement Programme team

Following the resource review, it is proposed to create a Transformation Fund to support the delivery of the savings proposals.

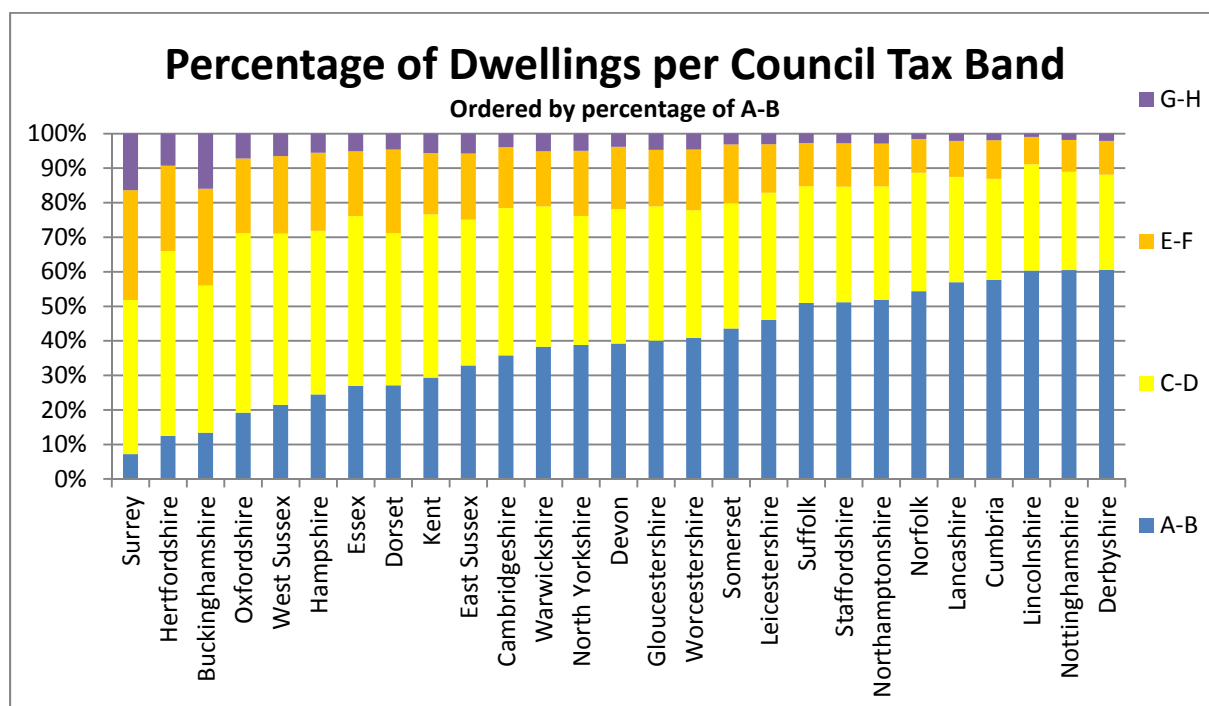
18. The Improvement Programme team are employed on fixed-term contracts, all of which expire on 31 March 2014. It is intended that, with the exception of management posts, these contracts be temporarily extended to 31 July 2014. This will secure continuity of support for all projects existing and new, pending the review of resource requirements. It is however expected that there will be reductions in this team and the Section 188 notice reflects this.

Council Tax

19. Council Tax has been frozen since 2009/10. The Government has placed a limit on local authorities that means that any increase above 2%, has to be subject to a local referendum. The maximum increase that could be proposed, without a referendum is therefore 1.99%.
20. Whilst Nottinghamshire does have the highest Band D Council Tax of all County Councils, further analysis demonstrates that this is a factor of the Council's ability to generate Council Tax from its tax-base i.e. the mix of properties and the subsequent council tax yield. The graph below shows that Nottinghamshire has the second highest percentage (60.52%) of properties of any County Council in Bands A-B (the lowest bands) and only 1.81% of properties in Bands G-H (the highest bands). This is in stark comparison to Surrey, which has the

lowest percentage of properties in Bands A-B at only 7.21%, and 16.35% in Bands G-H.

21. The implications of this are that whilst the Band D Council Tax is the highest, the actual average Council Tax paid by Nottinghamshire residents is £1,004.38 i.e. the vast majority of Nottinghamshire residents actually pay significantly less than the Band D tax. This would place Nottinghamshire 11th out of the 27 County Councils in terms of average Council Tax paid.



22. A series of government consultation documents were released in July which indicated that funding for a further council tax freeze in 2014/15 and 2015/16 would be made available. It is expected that this will be provided at 1% and would equate to £3.1m for Nottinghamshire. However, it is still unclear as to whether this would be added to base funding for future years, and may therefore only be a one off grant. This increases the level of uncertainty the Council is facing, and as such increasing Council Tax:

- provides additional funding for the Council over and above the amount it would receive via the freeze grant,
- provides a much greater degree of certainty to aid future service and financial planning

23. The impact of a 1.99% increase in Council Tax is set out in the table below. This would equate to an average increase of 38 pence per week and would contribute £5.5m towards the Council's funding gap.

Table 3 – Impact of 1.99% increase in Council Tax

Band	2013/14 Council Tax (£)	2014/15 1.99 % impact (£)	Equivalent weekly increase (£)	No of Dwellings
A	795.45	811.28	0.30	140,730
B	928.03	946.50	0.36	72,580
C	1,060.60	1,081.71	0.41	60,340
D	1,193.18	1,216.92	0.46	39,900
E	1,458.33	1,487.35	0.56	21,990
F	1,723.48	1,757.78	0.66	10,540
G	1,988.63	2,028.20	0.76	5,910
H	2,386.36	2,433.85	0.91	460

Note, the number of dwellings is the total listed on the Valuation Office website (http://www.voa.gov.uk/corporate/statisticalReleases/130919_CTValuationListSummary.html)
It is not possible to use this raw data to calculate the precept as this is based on a Band D equivalent which takes into account non collection, Single Person Discount and other benefits.

24. The Council will be consulting on a range of options in terms of a potential increase in Council Tax. For each of these options, the average increase in the weekly Council Tax that Nottinghamshire residents would pay, is as follows:

Table 4 – Average increase in weekly Council Tax options

% increase	Average increase per week (£)
1.99	0.38
3.00	0.58
4.00	0.77
5.00	0.97

Staffing implications

25. The precise staffing implications of the various proposals included in this report are significant and will require careful management. A Section 188 notice has been issued which begins the statutory consultation involving employees and the recognised trades unions.
26. Post reductions will be managed through agreed HR processes which include:
- strict vacancy control over the coming months
 - deletion of vacant posts
 - turnover
 - redeployment
 - retraining and re-skilling where appropriate
 - job seeker support
 - voluntary redundancies including consideration of bumping opportunities where possible

- compulsory redundancies – all reasonable measures will be applied to keep the number to a minimum
27. The following table provides an indication of the potential reduction in posts in 2014/15.

Table 5 – Potential Reduction in posts by Department

Department	Potential decrease
Children, Families & Cultural Services	236.80
Adult Social Care, Health & Public Protection	241.45
Environment & Resources	208.81
Policy, Planning & Corporate Services	60.10
Performance Teams*	10.85
Total	758.01

*This is to reflect the cross cutting approach to Performance as shown in the Section 188 notice.

Cross-cutting activity

28. In addition to the development of service-based savings proposals, the potential for achieving savings through common approaches that can be applied on a cross-cutting basis has also been reviewed. In order to avoid the risk of double-counting potential savings, specific targets have not been allocated to these activities, but they will significantly increase the likelihood of departments being able to achieve their target reductions, whilst minimising the impact on front-line service delivery.
29. **Process improvement:** As reported to Policy Committee in July 2013, good progress has been made on implementing a corporate approach to process improvement. Approximately 120 people across the organisation have now been trained in the use of LEAN+ and two full-scale pilot projects have been completed. These identified substantial scope for achieving savings, whilst improving customers' experience of the service. This approach will be used to deliver a significant number of the savings proposals appended to this report.
30. **Channel shift:** Work is under way to put the tools in place to enable more customer transactions to take place electronically, thus reducing administrative costs as well as enabling customers to access services at a time and place to suit them. Support will also be provided to services to enable them to maximise the benefits of this approach.
31. **Business support review:** All services recognise the need to ensure that administrative support is provided in the most efficient way possible and there are a number of savings proposals that relate to the provision of business support services. In order to reduce the potential for duplication of effort, a corporate approach is being taken to process improvement across business support functions. In addition, there will be more integration of management arrangements for business support activities, where this is appropriate.
32. **Strategic management framework:** Similarly, there are a range of proposals that relate to performance management arrangements, both corporately and

within service departments. Implementation of these will be managed as part of the development of the strategic management framework that will improve efficiency and consistency across the organisation. This will include centralisation of relevant teams.

33. **Shared services and alternative delivery models:** A number of the savings proposals relate to the development of shared services with other public sector bodies or the implementation of alternative structural models for the delivery of services, for example the use of Mutuals. There is a significant risk of duplication of effort, if services undertake research and development activity on the various options on an individual basis, so a central information and support hub will be maintained to minimise this risk and ensure that learning is shared.

Budget Consultation

34. As stated in paragraph 6 of the report, the consultation process has been undertaken in three stages. As at 1 November, 2,736 individual responses have been received (1,158 stage one and 1,578 stage two). The feedback from stage one can be summarised as:-

- Having read the information about the Budget Challenge on the Council's website, 77% of respondents feel more informed.
- Given that the Council has to reduce its budget, the majority of respondents would reduce (*respondents were allowed to give more than one answer*):
 - Subsidies for local bus and community transport services (51%)
 - Providing street lighting (45%)
 - Trading standards and consumer protection/advice (41%)
 - Protecting the environment - air quality and recycling (39%)
 - Tackling drug and alcohol misuse (38%)
 - Providing library services (34%)
 - Improving road safety and reducing traffic congestion (33%)
 - Providing country parks and open spaces (32%)

The services which the majority of respondents least want to reduce are 'Maintaining roads and pavements' and 'Support for older people (including adults with physical or learning disabilities/mental health needs)'

- Given the inevitable impact on services, most respondents would be prepared to (*respondents were allowed to give more than one answer*):
 - **Accept a reduced level of service** eg reduced opening hours/days (65% agree: 25% disagree: 10% neither agree nor disagree)
 - **Accept reduced eligibility** to access services (53% agree: 31% disagree : 16% neither agree nor disagree)
 - **Travel further** to access services (44% agree: 38% disagree: 18% neither agree nor disagree)
 - **Pay more** for services (44% agree: 41% disagree: 15% neither agree nor disagree)
 - **Become part of a community group** that takes over the running of some services (32% agree: 42% disagree: 26% neither agree nor disagree).

35. The feedback to date from stage two can be summarised as:-

- Core values:
 - 91% of respondents agree with the core value '**Value for money**' (3% disagree and 6% neither agree nor disagree)
 - 88% of respondents agree with the core value '**Treating people fairly**' (3% disagree and 9% neither agree nor disagree)
 - 81% of respondents agree with the core value '**Working together**' (5% disagree and 14% neither agree nor disagree)
- Key priorities:
 - 83% of respondents agree with the priority '**Supporting safe and thriving communities**' (4% disagree and 13% neither agree nor disagree)
 - 81% of respondents agree with the priority '**Providing care and promoting health**' (7% disagree and 12% neither agree nor disagree)
 - 77% of respondents agree with the priority '**Supporting economic growth and employment**' (6% disagree and 17% neither agree nor disagree)
 - 69% of respondents agree with the priority '**Protecting the environment**' (12% disagree and 19% neither agree nor disagree)
 - 57% of respondents agree with the priority '**Helping you reach your potential**' (18% disagree and 25% neither agree nor disagree)
- All comments/suggestions received are available as a background paper.

36. As part of the consultation on the draft Strategic Plan, the 2013 Nottinghamshire Annual Residents Satisfaction Survey was used to gather residents' views. This consisted of face-to-face interviews with a representative sample of county residents throughout October 2013. Results from this element of the consultation are broadly consistent with the findings above.

37. The County Council also has a statutory duty to consult with the Business Community regarding expenditure plans for the coming financial year. This is being conducted through the Nottinghamshire Business Engagement Group (which includes the Federation of Small Businesses and the Chamber of Commerce), Business Clubs, and on-line.

Statutory and Policy Implications

38. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Public Sector Equality Duty implications

39. Public authorities are required by law to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation

- advance equality of opportunity between people who share protected characteristics and those who do not
 - foster good relations between people who share protected characteristics and those who do not
40. Decision makers must understand the effect of policies and practices on people with protected characteristics. Equality impact assessments (EqIAs) are the mechanism by which the authority considers these effects.
 41. Equality implications have been considered during the development of the budget proposals and equality impact assessments have been undertaken where necessary. In addition the Human Resources (HR) policies that will be applied to any staffing reductions have been the subject of EqIAs. All EqIAs are available as background papers.
 42. It is essential that Members give due regard to the implications for protected groups in the context of their equality duty in relation to their decisions.

Recommendations

- 1) That the savings proposals set out in Appendix A be approved for early implementation.
- 2) That approval is given to the commencement of consultation on the savings proposals in Appendix B and C.
- 3) That the Council Tax options set out in this report be issued for consultation.
- 4) That the establishment of a Transformation Fund and the temporary contract extensions as described in paragraphs 17 and 18 be approved.

**COUNCILLOR ALAN RHODES
LEADER OF THE COUNCIL**

Financial Implications (PDS 30/10/13)

The financial implications are set out in the report. The full impact of these proposals, and the consultation responses to them, as well as the implications of the Government Settlement in December, will be considered in the Budget reports in February 2014.

Constitutional Comments (JFW 31/10/2013)

Policy Committee has the authority to agree these recommendations. Approval of the Budget is reserved to Council.

Background Papers Available for Inspection

Equality Impact Assessments

Budget Consultation Feedback

Appendix A - Category A Outline Business Cases

Reference	Department	Service area	Title	Equality Impact Assessment Required & Undertaken
A01	ASCH&PP	Older Adults	Living at Home Phase II	Yes
A02	ASCH&PP	Older Adults	Dementia Quality Mark	Yes
A03	ASCH&PP	Younger Adults Commissioning	Use of Public Health funding	No
A04	ASCH&PP	Younger Adults Commissioning	Development of reablement in Physical Disability services	No
A05	ASCH&PP	Joint Commissioning, Quality & Business Change	Reduction in staff posts in the Joint Commissioning Unit	Yes
A06	ASCH&PP	Joint Commissioning, Quality & Business Change	Reduction in staff posts in the Performance Improvement Team	Yes
A07	ASCH&PP	Joint Commissioning, Quality & Business Change	Major redesign and restructure of business support function	Yes
A08	ASCH&PP	Joint Commissioning, Quality & Business Change	Reduction in staffing in the Framework Development Team	Yes
A09	ASCH&PP	Joint Commissioning, Quality & Business Change	Restructure of Adult Care Financial Services (ACFS) and a reduction in posts	Yes
A10	ASCH&PP	Promoting Independence & Public Protection	Reduction in Emergency Planning staffing	Yes
A11	ASCH&PP	Promoting Independence & Public Protection	Registration Service Income Generation	No
A12	ASCH&PP	Horizontal	Group Manager Restructure	Yes
A13	CFCS	Support to Schools Service	Support to Schools	Yes
A14	CFCS	SEND Policy and Provision	SEND Hub	Yes
A15	CFCS	Business Support	Business Support Service	Yes
A16	CFCS	School Access	School Access	Yes
A17	CFCS	Targeted Support & Youth Justice	Targeted Support and Youth Justice	Yes
A18	CFCS	Children's Social Care	Children's Social Care Management Review	No

A19	CFCS	Planning, Perf & Quality Assurance	Planning, Performance and Quality Assurance Group	No
A20	CFCS	Department wide	CFCS Management Structure Review	No
A21	E&R	HR and Customer Services - Business Support Centre	Restructure, efficiencies and cost reductions in the Business Support Centre	No
A22	E&R	HR and Customer Services - Operational and Strategic HR	Review Human Resources activity & support - increased self service	No
A23	E&R	HR and Customer Services - Health and Safety	Review Health & Safety service - income generation and sharing of services	No
A24	E&R	HR and Customer Services - Job Evaluation and Organisation Design	Deletion of Senior Analyst post - Job Evaluation	No
A25	E&R	HR and Customer Services - Occupational Health and Wellbeing Service	Cease counselling service and signpost employees to alternative providers	No
A26	E&R	HR and Customer Services - Workforce and Organisational Development team	Review of integrated Learning & Development activity - to further streamline structures; commission more training externally and with others	No
A27	E&R	Review & transfer of services to Customer Service Centre	Customer Service Centre - efficiencies and shift to more cost effective access channels	No
A28	E&R	Efficiency savings & shared services at the Customer Service Centre	Customer Service Centre - generation of additional income and sharing of services with other public sector providers	No
A29	E&R	Review of face to face service provision	Review of face to face customer service provision across the county	No
A30	E&R	Transport Property & Environment - Catering & Facilities Management	Reduction in County Offices Maintenance	No
A31	E&R	Transport Property & Environment - Property	Reduction in Property Staffing	No

A32	E&R	Transport Property & Environment - Property	Rationalisation and staffing reductions	No
A33	E&R	Transport Property & Environment - Property	Reduction in Planned Maintenance Budget	No
A34	E&R	Highways	Highways Contract savings	No
A35	E&R	Highways	Increased efficiency by Highways Operations Group	No
A36	E&R	Highways	Efficiencies through more effective pothole repair & patching service	No
A37	E&R	Highways	Reduce contribution to Highways Safety Shared Service	No
A38	E&R	Highways	Shared Service for Central Processing Unit	No
A39	E&R	Highways	Renegotiation of contribution to the Urban Traffic Control Shared Service	No
A40	E&R	Highways	Removal of Robin Hood Line subsidy	No
A41	E&R	Highways	Reduce Street Lighting Energy Costs	Yes
A42	E&R	Highways	Increased Highways Income from additional housing development activity	No
A43	E&R	Highways	Increased income from various service areas	No
A44	E&R	Highways	Increased income from providing services to neighbouring local authorities	No
A45	E&R	Highways - Safety, Signals and Lighting	Restructuring - staff reductions	No
A46	E&R	Highways - Programme Design and Delivery	Restructuring - staff reductions	No
A47	E&R	Highways - Planning, Access and Commissioning Group	Restructuring - staff reductions	No
A48	E&R	Highways - Highways Management	Restructuring - staff reductions	No
A49	E&R	Finance & Procurement	Finance & Procurement Staffing Reductions	No
A50	E&R	ICT Services	Contract Savings	No

A51	E&R	ICT Services	Savings in provision of online @home service	No
A52	E&R	ICT Services	Termination of licence agreement	No
A53	E&R	ICT Services	Reduction in provision of ICT equipment replacement	No
A54	E&R	Business Support and Development	Staffing reductions in the Business Support and Development team	No
A55	E&R	Transport Property & Environment - Transport & Travel Services	Staffing Reductions in Transport & Travel Services	No
A56	E&R	Highways	Establishment of fund for replacing worn out integrated transport measures	Yes
A57	E&R	Highways	Reduction of discretionary spend	No
A58	E&R	Highways	Use of financial contributions (Commuted Sums) from developers	No
A59	E&R	Highways	Gully cleaning	No
A60	PPCS	Conservation	Restructuring - staff reductions	No
A61	PPCS	Legal Services	Redesign staffing structure	No
A62	PPCS	Democratic Services	Cease holding of Member Forum meetings.	No
A63	PPCS	Democratic Services	Reorganise Civic Office support staff and reconfigure support activities.	No
A64	PPCS	Democratic Services	To provide governance & democratic support service to the PCP and PCC.	No
A65	PPCS	Democratic Services	To move to partial electronic only provision of committee papers.	No
A66	PPCS	Complaints & Information	Streamline corporate complaints	No
A67	PPCS	Office of the Chief Exec	Redesign staffing structure	No
A68	PPCS	Policy, Performance & Research	Redesign staffing structure	No
A69	PPCS	Comms & Marketing	Refocus communications and marketing activity	No
A70	PPCS	Comms & Marketing	Alternative delivery of translation and interpretation services.	Yes
A71	PPCS	Comms & Marketing	Income generation	No
A72	PPCS	Departmental Management	Review PPCS management structure	No

SUMMARY PROPOSAL

Proposal Ref.

A01

1 SERVICE AREA

Older Adults - Residential Care

2 WHAT IS THE PROPOSAL?

This proposal is to increase the target currently in place for the Living At Home (LAH) programme to reduce the number of Older Adults living in long term care who are financially supported by the County Council.

There is a current programme of work already in place to assist people to live as independently as possible at home called the "Living at Home Programme." To deliver on this programme of work we will need to financially support fewer people in long term care in the future. As a Council we currently support more people in long term care than similar Councils. This proposal seeks to divert more people away from long term care over the next 3 years. This will result in an additional saving of £952k by 2016/17.

Proposal previously agreed – no further consultation necessary.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Nottinghamshire County Council (NCC) currently admits a higher proportion of older people into residential care homes than its comparator authorities, and earlier; the national average age on admission is 86 years, compared to 83 years in Nottinghamshire. The Living at Home (LAH) Programme will enable older people to live within their own home environment safely for longer, with the help of a range of flexible care support services.

The LAH Programme consists of 6 projects:

- 1.Extra care housing - the intention is to develop, in partnership, 4-6 Extra Care Housing facilities, providing the Council with up to 160 nomination rights for people who would be at risk of being admitted into long term care.
- 2.Partnerships with Health - exploring ways of integrating services with Health.
- 3.Assistive Technology - utilising different types of technology to support people to live at home.
- 4.Care and Support Centres - utilising existing buildings and staff to provide more specialist short term support for people.
- 5.Re-ablement - maximising our use of reablement services to promote independence.
- 6.Looking at how we manage admissions into care, and how we can divert people away as appropriate; improving our crisis management services and our admissions panels.

All of these projects will test and further develop a range of support services to offer greater choice and control to older people. It will also change culture within (and also external to) the Authority, in order to enable older people to live within their own home environment safely for longer, by:

- maximising older people's independence;
- enabling them to take risks and choose from a menu of flexible support services that can be tailored to their needs.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

71,124

NET
£000

41,850

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	2268	1,622	3,890
LESS Loss of Income	0	-837	-599	-1,436
LESS Costs of Reprovision	0	-876	-627	-1,503
NET SAVING	0	555	397	952

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 2.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Dedicated project management, project officer and business support would be required, as secured as part of the existing Living at Home Programme (currently approved until March 14).

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users and their carers may be expected to accept a higher level of risk, as the price for being supported in their own home.

Carers and relatives may have additional responsibilities for caring.

Service Users will have greater choice about whether they stay at home or not. People will retain their independence for longer, should they remain in the local community.

ON OTHER ORGANISATIONS

This would impact on a reduction in demand for the providers of long term care.

It would also lead to a potential increase in the need for community based care and support services.

Health services and the Voluntary sector may experience an increase in demand for services.

ON OTHER PARTS OF THE COUNTY COUNCIL

A further reduction in residential placements would add demand pressure to services delivered in the home, e.g. START services. However, a separate proposal seeks to target START services on people who are likely to be eligible for on-going social care services without undergoing a period of reablement.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Service users affected by this proposal are older adults living at home and their carers. A refreshed equality impact assessment has been developed on the current Living at Home Programme, and this has informed development of the Equality Impact Assessment that has been undertaken on this new savings proposal.

11 RISKS AND MITIGATING ACTIONS

The existing programme already has a populated risk log.

The existing programme already has a challenging target and there is a risk that the targeted reduction may not be achievable given the increase in service users whose needs can only be met within a residential setting.

Other Authorities who have achieved similar reductions in their population in long term care have taken 6-7 years to achieve this.

A reduction in the number of service users requiring long term care placements could lead to the closure of some care homes, due to their loss of income impacting upon their viability. Mitigation - Market Development to work with providers to develop alternative models of care e.g. short term care.

The use of assessment beds in residential care homes may help relieve pressure on hospitals, but could lead to a higher number of people entering long term care as residents often become long term residents once they enter care homes on a temporary basis. Mitigation - continually review the outcomes resulting from transfer to assessment beds and admissions into long term care and explore the use of alternative facilities from assessment beds e.g. Extra Care housing

SUMMARY PROPOSAL

Proposal Ref.

A02**1 SERVICE AREA**

Older Persons - Dementia Quality Mark

2 WHAT IS THE PROPOSAL?

As part of the review completed during 2012 of the local 'Fair Price for Care' fee framework and fee levels for older persons' care homes, the Council consulted on the proposal to introduce a Dementia Quality Mark.

Previously, all older persons' care homes that provide care for people with dementia were allocated an enhanced payment for dementia on the basis that high quality dementia care requires higher staffing levels and a consistent and well-trained staff group. However, it is evident through the annual quality audit process that many of these homes are not providing high quality dementia care.

It was proposed that the dementia premium payment would only be awarded to those care homes which are successful in achieving the Dementia Quality Mark. Additionally, the criteria for allocating the dementia premium payment for individuals is to be tightened so that the payment is only allocated for those residents where dementia is the primary reason for them requiring a care home placement.

Proposal previously agreed – no further consultation necessary.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The dementia premium payment to date has been paid to all those care homes providing dementia care to residents assessed as needing that dementia care, irrespective of the quality of the dementia care received.

The rationale behind this proposal is that the premium payment should only be paid where it can be evidenced that the dementia service being provided is of high quality.

In addition, since the introduction of enhanced dementia payment, the threshold for the diagnosis of dementia has reduced, i.e. people are being diagnosed earlier and are therefore not requiring as much additional support as someone with more complex behaviours.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,155

NET
£000

2,155

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	563	0	0	563
LESS Loss of Income	-63	0	0	-63
LESS Costs of Reprovision	0	0	0	0
NET SAVING	500	0	0	500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

23.2%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

This proposal will incur initial one-off costs of approx. £45k to secure the services of an independent organisation to complete the Dementia Quality Mark audit of all the care homes that want to apply for the dementia premium payment.

Future auditing will need to be undertaken within the Market Development and Care Standards Team and will be contained within current resources/budgets.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

This proposal will impact across all areas of Nottinghamshire.

The main group affected will be older people in residential and nursing care homes.

The purpose of this initiative is to ensure that service users who have dementia are being provided with high quality services and that their dementia care needs are being met appropriately. The initiative should provide a financial incentive to care home providers to improve the quality of the care they receive.

The impact of the proposal on service users has been considered in the Equality Impact Assessment undertaken to accompany this outline business case.

ON OTHER ORGANISATIONS

Some care home providers will no longer receive a premium payment for residential and nursing care placements for people with dementia. It is possible that some care home providers may challenge the Council if they are not successful in obtaining the dementia quality mark.

Some packages of care may be jointly funded with Health. Additionally, their 'Any Willing Provider' fee rates are currently at the Council's fee rates. Any reductions in our rates may benefit Health partners. However, they may also be subject to challenge by some providers.

ON OTHER PARTS OF THE COUNTY COUNCIL

N/A.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The main group affected by this proposal will be older people with dementia in residential and nursing care homes. The proposal should bring some positive impacts to service users, as it will require providers to be suitably qualified to deliver services to them, and provide a higher quality service to meet their dementia specific care and support needs.

However, as some providers will not receive the premium or enhanced dementia payment, this may result in them experiencing financial pressures. If subsequently a provider takes the decision that it is no longer financial viable to deliver the service, then the service would have to be re-commissioned to another provider, which will impact directly on the service user.

The Equality Impact Assessment on this proposal considers its potential impact on service users and protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Providers were consulted on the proposal to introduce the Dementia Quality Mark as part of the extensive 'Fair Price for Care' consultations undertaken during 2012. They have also been notified in writing of the initiative prior to it being implemented during the first half of 2013/14. The enhanced payment will be allocated to those care homes that are successful in achieving the Dementia Quality Mark and it will be backdated to the start of April 2013.

The fee increase applied to all older persons' care homes in April 2013 means that all providers will have received a fee uplift. However, the increase will be marginal for those care homes that were previously receiving the dementia premium payment but that are not successful in achieving the Dementia Quality Mark. There is a risk that some homes, primarily homes in Band 1, will not be able to sustain their services because of financial viability, and this could result in the closure of some of the homes. The Council has clear plans and processes in place in the event of home closures, and will work with health partners and providers to ensure that if a home is to close, then the residents are moved to suitable alternative care homes.

If a home is not successful in obtaining the DQM, then the home may request that the service user be moved to a DQM assessed home, as they may have challenging behaviour. There may be complaints where service users with dementia are in homes that are not assessed as meeting the DQM criteria. This may also require staff time, in the transition between homes. To mitigation against this, the Council will work with the successful providers to support them to improve the quality of their dementia care services.

SUMMARY PROPOSAL

Proposal Ref.

A03**1 SERVICE AREA**

Younger Adults residential rehabilitation services for substance misuse

2 WHAT IS THE PROPOSAL?

From April 2013 Public Health teams formerly responsible to Nottinghamshire County Primary Care Trust (PCT) and Bassetlaw PCT transferred into the Local Authority. Commissioning of health services within Nottinghamshire County and Bassetlaw PCTs devolved to the NHS Commissioning Board (NHSCB) and Clinical Commissioning Groups (CCGs), and all PCTs were disbanded.

As part of this transition, Nottinghamshire County Council took on full responsibility for commissioning various Public Health initiatives, including Drug and Alcohol, Sexual Health and Social Intervention Services, amongst others. This transfer of Public Health functions included the transfer of £30 million of Public Health funding.

Discussions have taken place between Public Health and Adult Social Care, Health and Public Protection staff on joint priorities, joint tendering arrangements and pooling of funding in order to maximise its impact on service users.

One outcome of such discussions is the shared priorities of the substance misuse work that is commissioned by the Department's Mental Health service, leading to an offer by Public Health to contribute £200k annually towards the cost of delivering substance mis-use residential rehabilitation provision.

This proposal therefore seeks to utilise this funding, releasing Younger Adults funding.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Optimising use of additional funding sources such as this by working in partnership with other organisations ensures that the costs of care are reflected in proportionate contributions from the Authority and other agencies.

It also results in improved alignment of priorities and funding with partner agencies towards joint outcomes, thereby increasing its effectiveness.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

294

NET
£000

294

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	0	0	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	0	0	200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

68.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)
None.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The proposal will apply across the whole of Nottinghamshire.

There will be no direct impact on service users. The procurement of residential rehabilitation services is included within the current tender for the commissioning of substance misuse services.

ON OTHER ORGANISATIONS

Integrating the commissioning and delivery of all substance misuse services within a single framework will improve the pathway for services and simplify processes for providers.

ON OTHER PARTS OF THE COUNTY COUNCIL

No impact foreseen.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, there will be no direct impact on service users and no disproportionate, adverse or negative impact on them.

11 RISKS AND MITIGATING ACTIONS

There are no risks for the county council in relation to this option.

SUMMARY PROPOSAL

Proposal Ref.

A04

1 SERVICE AREA

Physical Disability and Asperger's - Reablement

2 WHAT IS THE PROPOSAL?

This proposal seeks to further develop the work of Promoting Independence Workers in Younger Adults Commissioning Teams to deliver re-ablement support to individuals with newly acquired physical disabilities and long-term health conditions.

This will complement a separate savings proposal (reducing demand in Younger Adults). In tandem, the desired outcomes are to:

- Reduce the number of people requiring on-going social care support.
- Ensure that all people who use social care funded services are eligible for support at the level required and only receive support for as long as is required.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

In 2012, 16 FTE Promoting Independence Workers (PIWs) transferred from Physical Disability Day Services to Younger Adult commissioning teams. The PIWs provide re-ablement services to: individuals with newly acquired physical disabilities; those with long-term conditions such as Multiple Sclerosis, Muscular Dystrophy, and other chronic conditions, which often present high usage (and therefore cost) of health and social care provision with numerous admissions and re-admissions to hospital and community facilities; and those with Asperger's.

The aim is to enhance people's independence through provision of short-term interventions, focussing on developing confidence, making links with mainstream community services and assisting people to access education and employment. Ultimately, this aims to prevent or reduce longer-term support needs in future.

During 2012/13, the service focussed on existing service users, to review care packages and improve people's quality of life, with a view to reducing care packages for existing service users and more efficient use of resources. This year (2013/14), the focus has shifted to interventions to manage new demands coming into the service, leading to new service users either needing no or reduced care packages.

Whilst the service has assisted over 200 individuals with improved outcomes and has delivered some cashable benefits, in the majority of cases interventions have led to cost-avoidance or non-cashable savings.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

64,159

NET
£000

54,718

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	150	150	0	300
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	150	150	0	300

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

0.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

The posts are currently funded on a temporary basis with the intention that the cost of the posts can be offset by reductions in demand on commissioning budgets in addition to the required level of saving.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The re-ablement services support service users with new physical disabilities, long-term conditions and Asperger's, who benefit from short-term intensive support, early intervention and prevention services, alongside similar interventions that are delivered to Older Adults. This brings the following benefits to them:

- Help with maximising their function and independence, usually after a period of illness or loss of confidence.
- Assisting some people to retain or regain skills, thereby helping them to 'do things for themselves' rather than 'having things done for them'.
- Improved outcomes in respect of employment, accommodation, relationships, thereby increasing their participation in society and their contribution to their communities.

ON OTHER ORGANISATIONS

N/A

ON OTHER PARTS OF THE COUNTY COUNCIL

There is limited overlap with the work of the START team, which provides very short-term re-ablement support to Older and Younger Adults, in that some individuals who are on the START programme may subsequently be referred to the Physical Disability (PD) Reablement service. The review of the end to end reablement pathway in PD will identify if any improvements can be made to the interface with the START programme.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

There should be no direct impact on service users and so no disproportionate / adverse or negative impact on people with protected characteristics is anticipated.

11 RISKS AND MITIGATING ACTIONS

Risk; The majority of the reablement work to date has delivered cost-avoidance or non-cashable savings on existing cases known to the teams. Unless the focus of the team changes, there is a risk that the PIWs will not be used as intended and savings won't be achieved. **Mitigation;** focussing of the roles of the PIWs on meeting priority outcomes in a timely fashion, managing new demands coming into the service, leading to new service users either needing no or reduced care packages.

Risk; the reablement intervention may result in a need for long term services to be commissioned, and / or result in packages of care (and thus costs) increasing. **Mitigation;** However, this is unlikely to be as a consequence of the PIW intervention, but rather that the intervention has identified and clarified a long-term and / or increased need.

Risk; The cost of the PIW posts will not be offset by reductions in demand. **Mitigation;** The PIW posts are currently funded on a temporary basis. If the expected reduction in demand on commissioning budgets cannot be achieved, then the posts will have to be disestablished.

SUMMARY PROPOSAL

Proposal Ref.

A05**1 SERVICE AREA**

Adult Social Care, Public Protection and Health, Joint Commissioning, Quality and Business Change, Joint Commissioning Unit Staffing

2 WHAT IS THE PROPOSAL?

To realise £183k savings from staffing reductions of 4.5 FTE posts in the Joint Commissioning Unit (JCU).

ASCH&PP commissions approximately 80% of its social care and support services from independent and voluntary sector providers. It has contracts in place with over 400 independent and voluntary sector providers for a whole range of services. The JCU undertakes needs analysis, specifies, monitors and manages these contracts, working with providers to ensure value for money. The Unit also works to develop a diverse local market including for services that people can arrange and purchase themselves (through Direct Payments or as self funders).

The Market Development and Care Standards Team (MD&CST), based within JCU, completes 400 yearly quality audits on the directly contracted providers for residential/nursing care, home care, supported living, day care and housing related support. It follows up improvement actions required arising from these, signposting providers to advice and support, and also responds to approximately 300 annual referrals of concern, which either come through the Multi-Agency Safeguarding hub or direct from people, their families, and staff from a range of agencies.

Post reductions proposed: 0.5 FTE Commissioning Manager , 2 FTE Commissioning Officer/Market Development posts; and 2 FTE Quality Development Officers.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Consideration has been given to reducing the JCU staffing by 30%. This would equate to reductions of 10.5FTE. This, however, has been reviewed in light of the emphasis in the Care Bill on the need for Local Authorities to work jointly with partners to strengthen arrangements to address issues of care standards, value for money, quality and failing providers, as well as developing local markets. The Bill will formalise these responsibilities into statutory Local Authority duties to:

- promote the diversity and quality of local services, so that there is a range of high quality providers in all areas allowing people to make the best choice to satisfy their own needs and preferences; and
- co-operate with other local organisations, work to integrate services to promote well-being, and improve quality and outcomes.

As the majority of the JCU staff are within the Market Development and Care Standards Team, a 30% level of reduction would have a high impact on capacity to undertake this work and, for example, would mean that the quality audits currently undertaken on providers annually would need to be reduced and completed every two years.

A project is underway to streamline and reduce the time required to undertake quality audits. However, as more contracts are established within the independent sector, the number of quality audits required and referrals are rising. In addition, a number of posts with short-term funding, such as the Micro Market Development co-ordinator role, the Choose My Support web based directory implementation post, and Think Local Act Personal Commissioning Officers are due to end in Mar 14, and this work is planned to be mainstreamed and absorbed into the unit, without any additional staffing capacity.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,895

NET
£000

1,871

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	34	0	149	183
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	34	0	149	183

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

9.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

33.9

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

4.5

8 COSTS (significant one off costs associated with implementing the project)
No

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There is the potential for a reduction in monitoring, and more time may be required to follow up concerns raised about providers.

Reduction in capacity/posts that support user engagement will reduce opportunities for service users to input to evaluating existing and shaping future services.

Reduction in capacity/posts that deliver person centred planning training is likely to impact on the quality of assessment, support planning and communication with service users across the department.

ON OTHER ORGANISATIONS

Providers - reduced access to support and advice to improve their services.

- reduced access to information and facilitation to develop local markets.

Health & Care Quality Commission - reduction in number of quality audits and monitoring may impact and require amendment of their aligned monitoring processes.

Partnerships/Health and Wellbeing Board - reduction in capacity to engage in partnerships and projects could lead to missed opportunities for integration that could potentially benefit all partners by commissioning joint streamlined services, with improved outcomes at reduced costs.

ON OTHER PARTS OF THE COUNTY COUNCIL

Operational teams - the Market Development and Care Standards Team has a key role in providing information to, and following up, safeguarding investigations. Reduced capacity to do this may impact on operational teams.

Corporate Procurement - reduced capacity to evaluate, review and specify new services, as well as develop the local market may impact on work schedule.

Public Health - reduced capacity to undertake needs analysis work may impact on Joint Strategic Needs Analysis work plan led by Public Health.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal involves internal staffing changes. Any potential disproportionate, adverse or negative impact on staff has been considered as part of the Equality Impact Assessment that has been undertaken on this proposal, as part of consideration of all proposals affecting staffing changes within the Department. However, at this stage it is not believed that the proposal will have a disproportionate / adverse or negative impact on staff with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk: Insufficient capacity to undertake quality audits could lead to poor quality and negative outcomes for service users. **Mitigation:** review is already underway with partners to streamline the quality audit process to take less time and align with partners' processes.

Risk: Insufficient capacity to manage contracts and relationships with providers leads to gaps in market, failure to deliver contracts and inadequate capacity of care and support services to meet local need. **Mitigation:** where possible, reduce number of providers and volume of contracts to manage. Continue to explore all options for merging multiple small similar contracts both within the Council, jointly commissioning and managing contracts with partners and establishing joint commissioning post(s). Also ensuring optimum numbers of providers are selected to deliver sufficient capacity for direct contracts, rather than maximum/any willing provider. Staff reduction is timed for the end of savings programme, due to level of work required to undertake contract reductions as part of other savings projects.

Risk: Reduction in ability to engage in partnerships, identify integrated commissioning opportunities and support Health and Wellbeing Strategy priorities. **Mitigation:** prioritisation of JCU work to be agreed by the Adult Social Care, Health & Public Protection Dept's Senior Leadership Team. Exploration of potential for jointly funded posts with partners.

Risk: Work with service users becomes less person centred due to reduced resources to support this. **Mitigation:** explore potential to raise income from charging external agencies for training in person centred planning and approaches

Risk: Relationships with partners. **Mitigation:** will need to be managed through discussion throughout the process.

SUMMARY PROPOSAL

Proposal Ref.

A06

1 SERVICE AREA

ASCH&PP - Performance Improvement Team (PIT)

2 WHAT IS THE PROPOSAL?

The Performance Improvement Team provides key management information to enable the Senior Leadership Team to make informed decisions and operational staff to manage their workload and improve performance. The team also responds to external requests for data, and completes all the statutory returns required by the Department of Health.

The Council is piloting the use of a new information reporting system 'SWIPE' as part of the Corporate Business Reporting project. The implementation of this system will reduce the amount of time taken to retrieve management information reports across the authority. Therefore, this proposal seeks to reduce the number of posts within the Performance Improvement Team from 7.85 FTE posts to 5.5 FTE posts. This would be achieved by restructuring the team. Savings would also be made against photocopying, printing and associated staffing overhead costs.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Council is piloting the use of SWIPE as part of the Corporate Business Reporting (CBR) Project. This will improve business intelligence across the Council to aid decision making.

The implementation of SWIPE reduces the amount of time taken to retrieve management information reports. This will enable the team to focus on the analysis of information rather than the retrieval of data and will enable the delivery of efficiencies.

In addition, front line social care team managers will be able to directly access relevant management information. Whilst the remaining posts are likely to be based in the department, the expectation is that they will be managed corporately from 2014/15.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

290

NET
£000

290

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	92	0	0	92
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	92	0	0	92

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

31.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

7.85

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.35

8 COSTS (significant one off costs associated with implementing the project)

The only costs will be redundancy costs for 2.35 FTE staff.

The costs for the implementation of SWIPE are being met from the Improvement Programme budget.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Services users are all client groups served by the ASCH&PP Department. Service users should see no direct impact from these proposals.

There will be reduced capacity to monitor performance in relation to referrals, assessments and packages of care, and to focus on performance improvement. The implementation of SWIPE will help to mitigate this risk as the performance management information reports will be accessible to all operational managers. This means that managers can manage the quality of service delivery.

ON OTHER ORGANISATIONS

Emphasis will be put on the completion of statutory returns for the Department of Health rather than developing joint performance frameworks with the Health and Wellbeing Board and the integrated Commissioning Groups. There will be reduced capacity to work with partner organisations and other Councils to share and promote good practice.

ON OTHER PARTS OF THE COUNTY COUNCIL

The Senior Leadership Team will receive less dedicated time from performance analysts to focus on specific service information. In addition, the level of performance reports to monthly performance boards is likely to be reduced. The reduction of the team could impact on the reputation of the Council if there is less time to focus on improved service delivery with other agencies.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal involves internal staffing changes and will not impact directly on external service users.

Any potential disproportionate, adverse or negative impact on staff will be considered as part of the Equality Impact Assessment that will be undertaken on this proposal as part of consideration of all proposals affecting staffing changes within the Department. However, at this stage it is not believed that the proposal will have a disproportionate / adverse or negative impact on staff with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There may be a loss of skills and capacity within the team to monitor, review and improve service delivery within the department and in conjunction with other agencies. In addition, a single manager post managing performance across the Council will require a challenging skills set. Prioritisation of tasks for and by the department will have to be given adequate weighting, given the levels of complexity. SWIPE will need to be fully implemented and rolled out not only to the PIT Team but also to Group and Team Managers. SWIPE will also need to provide all the information to enable completion of statutory returns.

There will be an expectation that front line Social Care managers take responsibility for checking performance reports regularly and address areas of poor practice directly, rather than waiting for monthly performance reports.

The work of the team will also be prioritised to ensure that sufficient time is spent working with other agencies, particularly Health, to ensure that there are joined up ways of measuring outcomes for service users.

Early indications from the government suggests it is considering introducing a new performance assessment framework. This will place additional requirements on Councils to provide performance data and to be measured on their performance. Such activities have previously been undertaken by the Council's Performance Information Team, and resources would need to be reviewed should additional measures be introduced.

A lot of strategic and operational decisions, including those associated with the new savings options, are made based on the benchmarking and performance information provided by the team. The capacity to provide this level of information will reduce as a result of the proposed reduction to the team.

SUMMARY PROPOSAL

Proposal Ref.

A07

1 SERVICE AREA

Adult Social Care, Health & Public Protection - Business Support

2 WHAT IS THE PROPOSAL?

The Adult Social Care, Health & Public Protection (ASCH&PP) Business Support service provides support to the strategic and operational functions of the department. It is currently separate from the corporate function, although there are strategic links between the business support services of departments and joint working on a range of corporate initiatives.

This proposal seeks to make efficiency savings by undertaking a major redesign of the department's business support structure, and reducing the business support complement overall.

The proposal will be developed in conjunction with colleagues in Children, Families and Cultural Services, and will seek to maximise efficiencies from integrated working, both in localities and at County Hall.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Department's business support function was reduced by approximately 30% in 2011, in line with corporate guidance on structures and appropriate levels of business support workers.

Other business cases propose that a number of operational and strategic services provided by ASCH&PP are changed. As a result, the business support provided to those services should be altered accordingly, particularly where the function is to be reduced or where process reviews indicate that work can be undertaken more efficiently or from different locations.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,172

NET
£000

4,081

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	411	400	0	811
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	411	400	0	811

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

19.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

181.9

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

38.7

8 COSTS (significant one off costs associated with implementing the project)
Redundancy costs will be incurred.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users may be impacted by the reduced support to operational and strategic teams. This impact would fall within any area where employees are working with service users and where the changed business support provision means they are required to undertake business support tasks themselves, in addition to the operational and/or professional tasks for which they are paid and skilled.

Other, more general impacts for service users are the potential for a reduction in the quality of communication from the authority, and longer response times.

ON OTHER ORGANISATIONS

Organisations working with the authority, particularly where co-location or partnership arrangements are in place (such as for Mental Health and Intermediate Care Teams), may experience different customer service and response times. This will be a reduced service either directly from business support staff, or from the operational staff for whom workload has increased as a result of providing their own business support.

ON OTHER PARTS OF THE COUNTY COUNCIL

Within the department, strategic and operational service areas and senior managers will be affected by receiving a reduced level of business support - they would be required to undertake a number of administrative, systems and property duties themselves. The remaining business support service would also be less flexible to meet urgent business needs.

Examples of some of the areas where the department overall will receive less support includes duties associated with managing risk, health and safety, business continuity, emergency planning, representing services' interests in strategic property matters and maintenance, and support to the Nominated Property Officer role with its health and safety compliance responsibilities. This brings associated risks to the Department, including reputational issues arising from delays in progressing activities. Mitigating measures can be viewed in the 'risks' section below.

The departmental and corporate systems review, which will ultimately reduce the amount of time staff spend inputting and retrieving data from its business systems, will facilitate a reduction in the business support establishment. Process reviews prior to the business support service being altered will also ensure that staff time at all levels is spent as efficiently and productively as possible.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal involves internal staffing changes.

Any potential disproportionate, adverse or negative impact on staff has been considered as part of the Equality Impact Assessment undertaken on this proposal.

11 RISKS AND MITIGATING ACTIONS

A number of risks have been listed in the sections above. The department's business support function was reduced by 30% in 2011. Some savings options put forward by other services within the department will require business support staff to assist in their implementation, and could change future business support requirements, particularly in view of the requirement to ensure that more senior or operational staff are undertaking tasks which are suitable for their skills and grade. Additional administrative duties for non-business support staff could make their workload unsustainable and lead to poor staff retention and wellbeing; distract them from priority activity; and lead to higher unit costs.

If strategic or operational posts were reduced with a view to passing activities onto more appropriate levels of staffing to achieve lower unit costs, this could imply a need for further business support posts. There is therefore a risk that redundancy payments are incurred, only to have to recruit additional business support capacity in future, which could lead to challenge. To mitigate these risks as far as possible, changes to the business support establishment will take place largely after process reviews have identified efficiencies, and other service reviews have realised savings, to permit an appropriate level of business support to be retained.

The changes and extended duties arising from the Care Bill will need to be considered in terms of future business support requirements. It is anticipated that some additional funding will be made available from Government to mitigate for the increased workloads.

SUMMARY PROPOSAL

Proposal Ref.

A08

1 SERVICE AREA

ASCH&PP - Framework Development Team

2 WHAT IS THE PROPOSAL?

The Framework Development Teams provide the Council (Adult Social Care, Health and Public Protection and Children, Families and Cultural Services) with a database capable of monitoring delivery of services to its service users. One Team sits within the Adult Social Care Health & Public Protection (ASCH&PP) Dept. and another within Children Families & Cultural Services (CF&CS).

This proposal seeks to reduce the ASCH&PP Team from 10.8 FTEs to 8.8 FTE,s and to discontinue the use of Enlight software across both ASCH&PP and CF&CS.

It is anticipated that savings of £79,000 will be achieved by the end of 2014/15 (£11k from ceasing of the software, and £68k from staff reductions).

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Frameworki is the care management system used by ASCH&PP and CF&CS to maintain social care records. The costs for maintenance and development of the system are shared across both departments, and there is very close working between both Framework Development teams. There are, however, some differences in the way the departments use the systems.

As part of this savings proposal, consideration was given to merging the ASCH&PP and CF&CS Framework Teams, which would have resulted in 1.0 Team Manager savings (split 50/50 across both Teams). However, the impact on developments across both departments would be considerable and high risk. As such it is proposed not to merge the two teams at this point in time.

Savings will be made from restructuring the ASCH&PP Framework Team and identifying any vacant posts.

Finally, the Enlight Software has been in existence since 2009 and was intended to be a Help Facility for staff using Framework. Whilst initially the system brought some benefits to operational staff, over time its effectiveness has reduced. This view is shared across both ASCH&PP and CF&CS.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

908

NET
£000

908

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	79	0	0	79
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	79	0	0	79

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 8.71%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

10.8

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.0

8 COSTS (significant one off costs associated with implementing the project)

Redundancy costs will apply to disestablished posts but may be reduced by any vacant posts

There are no penalty costs associated with ending the Enlight Software contract.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There is potential for minimal impact on external service users as a result of these proposals, but the likelihood is low and the implementation of the new reporting system 'SWIPE' does significantly reduce the risk.

Internal 'customers' serviced by the ASCH&PP Team are its Senior Leadership Team and staff. For example, the Team provides management information to enable SLT to make informed decisions and operational staff to manage their workload.

The loss of staff resource could therefore result in the Team being less able to respond to customer requests and developments.

ON OTHER ORGANISATIONS

A reduced Framework resource will also impact on the support to Health partners in providing joint information, including support to colleagues such as in Mental Health services and Rampton Hospital. Development work will continue, but it is likely that the Team will be less able to respond in a timely manner to requests for changes to Framework, or new reports to be generated.

ON OTHER PARTS OF THE COUNTY COUNCIL

The loss of resource could result in an impact on the Multi Agency Safeguarding Hub (MASH), particularly if further management information reports are required and the SWIPE Team is unable to deliver these requirements due to competing priorities.

The loss of Enlight Software should not impact on staff in either department as usage has declined significantly as the benefits have reduced.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal involves internal staffing changes and should not significantly impact on external service users.

Any potential disproportionate, adverse or negative impact on staff will be considered as part of the Equality Impact Assessment that will be undertaken on this proposal, as part of consideration of all proposals affecting staffing changes within the Council. However, at this stage it is not believed that the proposal will have a disproportionate / adverse or negative impact on staff with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The loss of resource could reduce the quality and timeliness of data provided to operational staff. The ability to provide accurate budget commitments could also be at risk. Challenges from service users could also be an outcome if a reduction in resource translates into the security of social care records being potentially compromised.

In mitigation, the implementation of SWIPE should ensure that more frequent data quality checks can be undertaken by operational managers. In addition, as part of the review of E Support Worker roles, ensuring the quality of data has been identified as a high priority, and more robust checking of the Framework system will be carried by the remaining post out on a regular and planned basis. This will mitigate to some extent the potential for data protection issues, but will not totally remove all risk.

As knowledge and skills develop in the use of SWIPE, it is anticipated that the improvements stated above will take place over a period of time.

To mitigate any risks associated with the removal of the Enlight Software, work is underway to identify complexities within the system and to streamline and simplify where feasible, resulting in longer term benefits.

SUMMARY PROPOSAL

Proposal Ref.

A09**1 SERVICE AREA**

ASCH&PP - Adult Care Financial Services (ACFS)

2 WHAT IS THE PROPOSAL?

This proposal seeks to restructure ACFS. Currently there are four teams within ACFS; the Visiting Team; the Community Assessment Team; the Residential Assessment Team; and the Client Finance Team. It is proposed that the functions of the Visiting Team and the Client Finance Teams are reduced and that these two teams merged in to other teams, thereby reducing from 4 to 2 teams. This will bring the following changes:

Visiting Team - Home visits to carry out financial assessments will be reduced and will only be provided to those service users where there is no family support. For other service users with family support, assessments will be made over the telephone, online or by post. A reduced number of staff from this team will be transferred to the Community and Residential Assessment Teams to continue home visits to the most vulnerable service users.

Client Finance Team - It is proposed to transfer responsibility for Deputyship to the Safeguarding Adults Team and to transfer responsibility for Appointeeship to the Residential Assessment Team. Management of Direct Bank accounts will cease.

Savings will be made through restructuring ACFS and disestablishing 7 FTE posts.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Lean+ review of ACFS has identified a number of processes within the service that can be streamlined to significantly reduce the number of home visits that are carried out to complete financial assessments. Recommendations from the review include:

- Introducing screening to cease visits for service users who do not receive a chargeable service or who have a service with a fixed fee such as meals or transport.
- Systems will be designed to support financial self assessment and completion of financial assessment forms by service users, relatives and carers.

The Client Finance Team currently undertakes Deputyship and Appointeeship for service users who lack mental capacity. The team is responsible for paying approximately £5 million in care charges both to the County Council and direct to care providers, which may not be paid in full. Whilst these are discretionary services, it is considered that the risks in terms of safeguarding are too high to propose a ceasing of this activity. However, a reduction to the number of Team Leaders in ACFS necessitates a reduction in line-management responsibilities for the remaining Team Leaders to avoid spans of control being too wide and unmanageable. It is therefore proposed to transfer responsibility for Deputyship to the Safeguarding Adults' Team, as other Local Authorities have done, and to transfer responsibility for Appointeeship to the Residential Assessment Team, for the following reasons:

- Deputyship: the emphasis will be on safeguarding individuals from financial abuse, so the transfer of responsibility for this service aligns more readily with the Safeguarding Adults' Team.
- Appointeeship: this is generally provided for service users in residential care and is predominantly a process of making applications to the Department for Work and Pensions, collecting benefits and paying care charges. It therefore seems appropriate to transfer responsibility to the Residential Assessment Team.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,339

NET
£000

1,234

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	93	121	0	214
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	93	121	0	214

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 17.3%

NB: This OBC incorporates benefits identified in the Lean + review and these should therefore not be counted separately.

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

41.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

7.0

8 COSTS (significant one off costs associated with implementing the project)

ACFS has a Temporary Team Manager in post for 12 months, due to cease at the end of November 2013. This post was funded by departmental reserves to improve advice and information to the public on charging following the implementation of personal budgets.

It is proposed to extend this post for 16 months until March 2015, to support business reengineering required to implement the new structure. This will cost £67k which would be met from existing ICT reserves.

In addition there will be redundancy costs associated with the 7 FTE post reductions, which will have to be met from Corporate Reserves.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users will not receive the same level of support to complete applications for additional benefit entitlement. They will also not receive detailed explanation on charging provided at face to face meetings. This may result in

- An increase in the number of enquiries coming into the service, thus hindering the streamlining of the service.

- The amount of money that service users contribute towards their care is changeable due to the changes in the amount of services received, sometimes on a week by week basis. There may also be an increase in the number of complaints from service users and/or carers if they are not provided with up to date or timely information about their contributions arising from the changes in their services.

This will impact across all service user groups who are receiving a care service funded by the County Council.

A full Equality Impact Assessment and consultation on the proposals has been undertaken, to inform decision making.

ON OTHER ORGANISATIONS

There will be reduced capacity for the Team to be represented at stakeholder meetings, e.g. Independent Sector Provider Forums, Carer Forums and community based drop in sessions on charging and funding for the general public. Once again, this may increase the number of enquiries coming into the service, thus hindering the streamlining of the service.

ON OTHER PARTS OF THE COUNTY COUNCIL

The transfer of responsibility of the deputyship work into the Safeguarding Adults' Team has been factored into the separate Outline Business Case relating to that area of service.

ACFS will have reduced capacity to offer support and advice to frontline social care staff.

The workload for Income and Credit Control may increase in terms of queries from the public and carrying out debt recovery on accounts.

There will be reduced capacity to be involved in development of services, e.g. Direct Payments Pilot for Residential Care.

As a result of the streamlining of processes, stemming from the Lean+ review, this proposal should not result in more enquiries to the Customer Service Centre.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Currently, the visiting teams go to people's houses to undertake financial assessments. In future, service users will either have to visit the team or have an assessment undertaken over the phone. This will impact across all service user groups who are receiving a care service funded by the Council.

11 RISKS AND MITIGATING ACTIONS

- Despite streamlining of the processes, the demand for visits may still be too high. To mitigate against this, clear communication of changes to social care staff, careful planning and road testing for online and hard copy assessment forms will be available.
- No capacity for managers to support IT developments, e.g. Framework (key operational system for the management of social care), ABACUS (IT application used by ACFS to manage income collection around adult social care services), BEDS (provides details of Notts care homes and identifies self funders who can be supported with prompt financial advice) and CASPAR (will manage service users finances, where we act as deputies). In mitigation, priorities will be given to implementing recommendations from the IT service review and system changes which will produce cashable benefits.
- Unmanageable spans of control and insufficient resource to plan for upcoming legislation on Funding Reform, Welfare Reform and Pensions. In mitigation, the Temporary Team Manager post would assist with business re-engineering and implementation of new structure.
- Training, supervision and development of staff will be affected due to reduction in the team leader posts. This will be mitigated against through the use of group supervision and training sessions in place of one to one sessions, where possible.
- Re-evaluation of changed jobs may result in higher staffing costs. In mitigation, careful consideration will be given to job roles and responsibilities when implementing the restructure, to limit the need to submit new evaluation requests where possible.
- Loss of staff with high level of knowledge, expertise and experience may affect ability to deliver service. This will be mitigated to some extent through handover arrangements before staff leave and through staff training and development.

SUMMARY PROPOSAL

Proposal Ref.

A10

1 SERVICE AREA

EMERGENCY PLANNING AND SAFETY OF SPORTS GROUNDS

The purpose of the service is to ensure that the County Council and communities within Nottinghamshire are resilient to the impact of emergencies of all kinds, and that the Council fulfils its duties to ensure the safety of spectators at major sports grounds within the county.

2 WHAT IS THE PROPOSAL?

This proposal is to reduce the number of staff within the Emergency Planning Team by 15%. This will reduce the establishment from 6.6 to 5.6 FTE's.

This would be achieved by making 1 Emergency Planning Officer post redundant. The Service will utilise the ability of colleagues in other parts of the Council to manage emergency response with reduced support from an emergency planning officer. The Service will prioritise the work of emergency planning staff and the support available to significant public events.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

As part of the existing savings and efficiency measures, the Service has targeted resources and support to communities in dealing with significant emergencies. Therefore, this proposal seeks to continue this as follows:

- Reduce support activities to the Council's Departments.
- Extend the normal review period of emergency plans from 3 to 4 years
- Reduce the number of routine sports ground inspections undertaken.
- Tighten the criteria for attendance at Event Safety Advisory Groups, in order to reduce attendance.

Any further reductions in staff would impact on the service's ability to fulfil the duties under the legislation, and to maintain current income generated by providing emergency planning support to District and Borough Councils.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

324

NET
£000

260

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	35	0	0	35
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	35	0	0	35

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

13.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

6.6

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)

The proposal will require dedicated management time to develop advice and guidance available to support County Council departments to manage the reduction in support, and to increase advice available for the public on the Council's website.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The emergency planning function serves all residents and visitors to Nottinghamshire who may be affected by the impact of major emergencies of all kinds. Therefore, this proposal impacts across all geographical areas of the County.

The Service will have reduced capacity to establish and sustain support to the full spectrum of County Council responses to an emergency that impacts on the local community.

Sports clubs and spectators at major sporting and crowd events will have reduced support from safety management expertise within the Emergency Planning Team.

The impact of the proposal on service users has been considered in the Equality Impact Assessment undertaken to accompany this outline business case.

ON OTHER ORGANISATIONS

The service will have reduced capacity to support the emergency services and other emergency response partners in planning and preparing for emergencies, training staff and exercising plans. The Service will be unable to sustain the current response to emergencies.

The service will have reduced capacity to fulfil its commitments currently detailed in joint emergency plans and mutual aid agreements with other areas.

The service will have to prioritise capacity to deliver the current enhanced Service Level Agreement with District and Borough Councils, to maintain current income levels.

The emergency services and other agencies that have a part to play in implementing safety at sports grounds would have reduced support and leadership from the service.

ON OTHER PARTS OF THE COUNTY COUNCIL

Reduced emergency planning resources will cause some costs and duties to be driven into other County Council services, in order to maintain adequate preparedness for emergencies and business continuity incidents. More support will be needed from across the Council when responding to an actual emergency or incident.

There will be reduced capacity to support and facilitate the corporate 'Risk, Safety and Emergency Management Board', 'Business Continuity Forum' and departmental groups.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Older people, people with disabilities, pregnant women and parents with young children generally require more support during emergencies or in the event of a failure of safety management at a sports ground. There will be a disproportionate negative impact on these groups.

The Equality Impact Assessment on this proposal considers its potential impact on service users and protected characteristics.

11 RISKS AND MITIGATING ACTIONS

RISK: Reduced capacity to maintain safety of sport grounds **MITIGATING ACTIONS:** The risk can be reduced by increasing the skills of staff in the Council, to assist with safety in sports grounds.

RISK: Risk of not realising previous levels of income **MITIGATING ACTIONS:** Promote and develop additional income streams and funding sources.

RISK: Risk of difficulty in maintaining level of support to partners through the Councils' Service Level Agreements, leading to loss of income: **MITIGATING ACTIONS:** Ensure remaining emergency planning staff time is prioritised to ensure delivery of SLA commitments.

RISK: The Council's response to statutory emergency planning work would be severely compromised. **MITIGATING ACTIONS:** Prioritise the work on the team to deal with the highest risk, most frequent emergencies, and those that have greatest detriment to the public.

RISK: Risk of prosecution as Emergency Planning and Safety of Sports Grounds work would be reduced. **MITIGATING ACTIONS:** The impact can be reduced by increasing the public's and organisation's own resilience to emergencies. To work with partner emergency services and other agencies to increase their resilience in implementing safety at sports grounds.

RISK: Reduced capacity to support and facilitate the corporate Risk Safety and Emergency Management Board, Business Continuity Forum and department groups. **MITIGATING ACTIONS:** To reduce the frequency of the Boards and Forum to utilise ICT solutions to monitor progress against the Strategic Plan.

RISK: Capacity to undertake assessments and deal with core business activities.

MITIGATING ACTION: Through the Ways of Working Programme, mobilisation of the workforce, ICT led improvements and a Lean+ review, further efficiencies will be found to maximise staff's time to undertake core business activities.

SUMMARY PROPOSAL

Proposal Ref.

A11

1 SERVICE AREA

REGISTRATION AND CELEBRATORY SERVICES

The service is responsible for the registration of births, stillbirths and deaths, notices of marriage and civil partnerships, production of legal documentation and the approval of premises for marriages and partnerships. The Service is also responsible for Citizenship Ceremonies and other ceremonies; including baby naming, renewal of vows and civil funerals.

2 WHAT IS THE PROPOSAL?

That the service becomes cost neutral by further developing income streams, to ensure that charges reflect the total cost of the service to the Council.

This will involve maximising the current range of services offered to the public and the introduction, delivery and marketing of enhanced and new registration services.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Service is already moving towards being cost neutral.

Moving to a full cost recovery model is a realistic and achievable ambition. To achieve this, a further £47K of income is required to fully cover the total cost of running the service. This will be achieved by:

- Increased income from enhanced marriage and civil partnership ceremonies, by gaining increased market share
- Expansion of income-generating non-statutory ceremonies business, e.g. baby naming ceremonies and renewing of vows
- Introduction and optimisation of income from a new Nationality Checking Service
- Substantial increase in volume of copy certificate business
- Property rationalisation to reduce revenue spending
- Increase in fees income
- Increased cost recovery by sale of advertising and attracting sponsorship.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,291

NET
£000

47

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	47	0	0	47
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	47	0	0	47

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 100.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

38.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

The proposal will require dedicated management time to increase income, to rationalise property and to reduce costs. Commercial analysis support from the Improvement Team will be required to develop income opportunities and/or to optimise the service offer.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The public would be impacted on by any increase in the fees charged for registration and celebratory services.

ON OTHER ORGANISATIONS

The profits of premises licensed by the Council for civil ceremonies will be reduced if fees are significantly increased, and low volume venues are liable to stop offering marriage and civil partnership ceremonies.

ON OTHER PARTS OF THE COUNTY COUNCIL

If registration staff focused on income generating activities, this would reduce their time to administer the Tell Us Once Service. This would increase costs on other departments e.g. Adult Social Care, the Department of Work and Pensions, as well as District Councils and central Government.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

No potential disproportionate, adverse or negative impact on service users with protected characteristics is anticipated.

11 RISKS AND MITIGATING ACTIONS

RISK: The public will choose not to purchase enhanced services. **MITIGATING ACTION:** Enhanced marketing of the range of services available.

RISK: Unable to realise revenue savings from disposal of properties. Revenue costs will continue if it is not possible to find a buyer for the Basford Office.

MITIGATING ACTION: Marketing and use of the premise for registrations.

RISK: Reduced income. **MITIGATING ACTION:** The enhanced website which will go live this year will increase the potential revenue through advertising, and selling products (via an online shop facility). In addition, other income streams include: nationality checking service, copy certificate business, family records service, same sex marriages and extended times people can have a ceremony.

SUMMARY PROPOSAL

Proposal Ref.

A12

1 SERVICE AREA

Horizontal - Group Management structure

2 WHAT IS THE PROPOSAL?

There are currently 16.8 FTE Group Managers in the Department covering a range of responsibilities and activities. In response to the service changes and reductions proposed in the department's overall savings and efficiencies programme, together with changes to the local and national policy agenda, it is proposed that some of the areas of service and activities are realigned or merged as part of an interim structure. This will enable a reduction of 3 Group Manager posts.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

An interim structure is required that will be fit for purpose for the Department's future direction of travel.

The key drivers will be a structure that:

- Is cost effective. The council is facing unprecedented reductions in funding which requires a review of every area of expenditure. In order to ensure that all available resources are directed to the delivery of high quality services, we need to ensure that management and support costs are as lean as possible.
 - Is sensitive to local commissioning and provision of services, whilst maintaining sufficient capacity to provide robust management and leadership to the organisation .
 - Is aligned with the new social care model and the future Care Bill. The department is currently consulting on a new model of social care for Nottinghamshire, which leads to different ways of working and a change in the way that resources (both human and financial) are utilised. The Care Bill, which will be enacted within the next 12 months, brings new responsibilities alongside a requirement for different approaches to the commissioning and delivery of care services. The department will need to be ready to respond flexibly to these changes.
 - Leads towards integration with the local NHS. National policy is moving toward further and increased integration between health and social care services. The government has signalled that future funding and performance frameworks will be explicitly linked to the delivery of joint outcomes across health and social care at a local level.
 - Fits with Corporate and departmental changes in leadership and areas of responsibility.
- The departmental senior leadership team is being realigned on an interim basis to provide a more coherent and consistent approach to relationships with external partners and in particular local NHS services. The savings and efficiencies proposals being developed and consulted upon will change responsibilities and the delivery / management of services both within the department and across the council.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,081

NET
£000

1,081

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	0	0	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	0	0	200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 18.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

16.8

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

3.0

8 COSTS (significant one off costs associated with implementing the project)
Redundancy costs will apply.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The changes relate to internal management structures and there should not be any significant impact on service users and on communities. However, processes will need to be revised and realigned, to ensure that potential delays in response times in relation to correspondence, including concerns and complaints, are mitigated.

ON OTHER ORGANISATIONS

Group Managers currently represent the Department at various meetings and events with different organisations and a reduction in the numbers of Group Managers will mean that managers will need to prioritise attendance at some of these meetings. However, the realigned structure should also mean that relationships with key partners can be developed through regular or consistent representation from the Department based on local knowledge of the entirety of social care and public protection services.

ON OTHER PARTS OF THE COUNTY COUNCIL

Group Managers also represent the Department at various meetings within the Council and a reduction in the numbers of Group Managers will mean that some of these meetings will have to be prioritised.

There will be fewer opportunities for Group Managers within the Department to support and represent one another, and cover for the out of hours rota will have to be shared between fewer managers.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal involves internal staffing changes and will not impact directly on external service users.

Any potential disproportionate, adverse or negative impact on staff has been considered as part of the Equality Impact Assessment that has been undertaken on this proposal, as part of consideration of all proposals affecting staffing changes within the Department. However, at this stage it is not believed that the proposal will have a disproportionate / adverse or negative impact on staff with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk; The department will be delivering a large number of savings and efficiencies projects many of which will involve a reduction in numbers of staff. This will be at a time when there will be an increase in activities arising from the implementation of the overall savings programme. In mitigation, there will be some changes in roles and activities arising from:

- implementation of the new social care model.
- a streamlining of systems and processes arising from Lean+ reviews.
- a re-alignment of responsibilities in accordance with Health integration.

Risk; The reduction in Group managers will impact on the ability to cover corporate initiatives and countywide responsibilities, such as service reviews, emergency planning, etc. Mitigation; Activities will be prioritised, a matrix management approach will be adopted, where appropriate, and delegation of some responsibilities will be made.

Risk; Activity and finance reporting will not be aligned to management responsibility.

Mitigation; Systems and processes will be developed to allow for management information to be collected, collated and reported for both local purposes and national reporting.

Accountability for finance and performance will be made explicit within roles and functions.

SUMMARY PROPOSAL

Proposal Ref.

A13

1 SERVICE AREA

Support to Schools Service

2 WHAT IS THE PROPOSAL?

To redesign the Support to Schools Service around statutory duties whilst realising necessary savings. Some of the savings will be secured by reducing the amount of county council funding allocated to addressing maintained schools causing concern, particularly schools in an Ofsted category or at risk of being in an Ofsted category. By including a sold service element of £320K the service will be able to provide additional capacity in relation to securing all schools as good or outstanding and further contributing to the Closing the Gap agenda (reducing the attainment gap between the poorest and richest pupils in Nottinghamshire). It is also proposed that Governing Body Services (a sold service supporting School Governors) will join the Support to Schools Service. Savings will be generated from:

- Reduction in school improvement service core staff structure saving c£450k
- Reduction in the School Targeted Support budget from £526k to £320k saving £206k
- Reduction in the School Improvement Partners budget from £310k to £100k saving £210k
- Reduction in the Closing the Gap budget from £225k to £50k saving £175k
- General non staffing budget savings of £36k
- New Income generation target of £320k (includes business support costs of £27k)

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

In order to achieve savings targets the service will be required to reduce its capacity and reduce non staff budgets which are currently used to support school improvement. However the redesigned service will need to continue to:

- ensure that every child has a school place;
- review the support for the admission of vulnerable pupils;
- ensure that the strategic planning for School Place Planning is delivered effectively using Basic Need funding appropriately;
- ensure that appropriate support and challenge can be provided by the Council's school improvement team;
- ensure that the data of all Nottinghamshire schools (academies, free school, maintained schools) is appropriately analysed to identify any school failing to provide a good and outstanding level of education to children and young people in Nottinghamshire and broker / provide appropriate support and challenge to secure improvement.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,310

NET
£000

3,891

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,000	370	0	1,370
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,000	370	0	1,370

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 35.2%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

42.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

6.4

8 COSTS (significant one off costs associated with implementing the project)

There are no significant expenditures associated with the proposed plan although additional resources would be required from HR to provide support and advice around a restructuring process. The cost of associated redundancies and potential protected pay would also need to be considered as some roles will be re-evaluated

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The main service users of the Education Improvement Service are schools and other external agencies such as Ofsted, the Department for Education and the Standards Testing Agency. As the proposed new structure focuses on core responsibilities, service users should not perceive significant change. By building in a budget to use associate officers and advisers, it should be possible to broadly maintain the current level of support and challenge in relation to statutory duties and to respond to Ofsted judgements.

In relation to Place Planning and Admissions, key service users are schools, other settings, parents and the wider community. It is essential that responsibilities for Strategic Place Planning and Admissions are not compromised. The proposed restructuring also aims to address issues around capacity and succession planning as these services are currently compromised when key single post holders leave the Council.

ON OTHER ORGANISATIONS

The proposed plan ensures that communicating with external key agencies such as the Department for Education, Ofsted and the Standards Testing Agency can be maintained.

In relation to Place Planning and Admissions, the proposals also ensure that communications with District Councils, and other external partners such as developers and the Education Funding Agency are also maintained

ON OTHER PARTS OF THE COUNTY COUNCIL

A reduction in senior officers will reduce the ability to contribute as comprehensively to corporate projects or initiatives. The reduction of senior officers within the proposed new structure may also reduce the capacity of the service to respond to requests from senior officers and councillors within expected timelines.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An equality Impact assessment is required for this proposal given the proposed reduction in budgets regarding school targeted support, Closing the Gap and School Improvement. Assessments will need to identify how these reductions will be allocated so that those families with vulnerable characteristics are not adversely effected.

It is important to note that the revised structure in the Strategic Place Planning and Admissions Team seeks to address current shortfalls and so has an element of service improvement which will create new posts.

11 RISKS AND MITIGATING ACTIONS

The proposed restructure of the Place, Planning and Admissions Team aims to continue to meet statutory requirements and at the same time address succession planning concerns. The challenges of the increasing numbers of school aged children resulting in the need to plan strategically will require the consolidation and restructuring of the team to ensure expertise is retained.

The refocusing of the Education Improvement Team within the Support to Schools Service will ensure that Council responsibilities in relation to the school improvement strategy, can be fulfilled. The Partnership approach with Maintained Schools, Teaching Schools, National and Local Leaders of Education, will support all schools in Nottinghamshire to be good and outstanding.

Whilst there will be a reduction of Council funding to support schools causing concern, direct Department for Education funding to such schools through the Teaching School Alliances will reduce the immediate impact.

SUMMARY PROPOSAL

Proposal Ref.

A14

1 SERVICE AREA
SEND Hub

2 WHAT IS THE PROPOSAL?

This proposal aims to achieve savings of **£492,000** and comprises three parts:

Part 1: Whilst the majority of the Educational Psychology Service (EPS) is funded from the Schools budget, a small proportion of staff salaries are funded from the Local Authority (LA) budget totalling £92,000. It is proposed to recharge this amount (£92,000) against the School and Family Specialist Services (SFSS) Budget which is located within the Schools Budget. Funding is available within SFSS to meet these costs. This will achieve a saving of **£92,000** against the LA budget.

Part 2: From September 2014, a new multi-agency assessment process for children with SEN will become law and be implemented in Nottinghamshire. This will involve new arrangements for producing Education Health and Care plans and will present opportunities to consolidate systems and processes which will enable staffing reductions without an adverse effect on provision. In fact, there is the potential for an improved quality of service through the combined effects of partnership working and a more integrated approach to service delivery.

These changes will achieve savings totalling **£247,000**.

Part 3: A permanent reduction in non-staffing budgets totalling **£153,000**. This will be achieved by deleting funding available to support initiatives and project work for pupils with SEND. These budgets are also used to fund consultation activities with stakeholders to inform future strategies and planning. The LA's capacity for strategic development will need to be delivered within existing alternative resources in future.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Part 1: There is no rationale for the EPS being differentially funded from the schools and LA budgets. Both budgets are used to pay salary costs. This proposal will simplify reporting for the EPS budget which will then sit exclusively within the Schools Budget. The service provided by EPS fits in with the definition of support for inclusion which is a legitimate charge against the schools budget.

Part 2: To rationalise 3 existing teams i.e. Assessment and Statementing, Post 16 and Strategy, Planning and Commissioning into a single multi-agency assessment hub. This team will be responsible for producing the new Education, Health and Care Plans which will replace the existing SEN statement process. In order to deliver high quality EHC Plans, it will be necessary to change the organisational structure and culture across these agencies. In doing this there will be the opportunity to achieve savings through efficiencies i.e. by combining a number of existing teams undertaking separate assessments into a single EHC Hub.

There will be some benefits in bringing together teams in order to complete work around an individual case.

The essence of the new team's work would be to identify needs and determine how these needs are best met. This is a clear movement towards what is envisaged in the County Council's new operating model.

Part 3: Consultation will be undertaken with our stakeholders through more cost effective and innovative ways such as using digital technology. The information gathered will inform future planning and service development.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,943

NET
£000

1,782

-

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	492	0	0	492
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	492	0	0	492

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

27.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

27.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

4.4

8 COSTS (significant one off costs associated with implementing the project)

Voluntary redundancy costs will apply. One proposed reduction relates to a post with enhanced terms and conditions.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Part 1: The recharge of a small proportion of EPS salaries against the SFSS budget will have a minimal impact on service users. These costs will be set against an existing permanent underspend which had already been achieved through a previous efficiency exercise.

Part 2: The creation of a single multi-agency assessment hub will not necessarily have a negative impact on the quality of service and aims to improve the customer experience through the removal of duplication and unnecessary bureaucracy.

Part 3: The permanent reduction in SEN Strategy budgets will result in a decrease in funding available to support project work and consultation exercises with stakeholders in Nottinghamshire

ON OTHER ORGANISATIONS

Developing a multi-agency hub will involve collaboration between other parts of the County Council and the health service.

ON OTHER PARTS OF THE COUNTY COUNCIL

See above.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment is required for this proposal because as new processes for assessment of SEND are introduced, care will need to be taken to ensure that children and families with protected characteristics are not disadvantaged.

11 RISKS AND MITIGATING ACTIONS

Part 1: There will be no reduction in service from this proposal.

Part 2: As a result of the new Education, Health and Care Planning process, there is a risk that parents may lose confidence in the process or conversely have expectations inflated. In order to mitigate against this an effective communications strategy will be in place.

Part 3: The permanent reduction in strategic budgets could potentially decrease the County Council's capacity to develop innovative ways of working and reduce the capacity to consult with stakeholders in order to develop and improve service provision. We will mitigate against this by using low cost alternative communication channels with stakeholders such as online and digital technology.

SUMMARY PROPOSAL

Proposal Ref.

A15

1 SERVICE AREA

Business Support Service, Business Development and Support: ESI division CFCS

2 WHAT IS THE PROPOSAL?

To re-scope the CFCS Business Support Service and reduce the number of posts; to consolidate arrangements re structures and possibly locations; to review and streamline processes where possible. To achieve the savings target of £2.43m the Business Support Service will need to reduce the number of FTE posts by approximately 121. This proposal will need to flex and accommodate departmental service changes as defined in other OBCs. Revised proposals for business support will be developed in conjunction with ASCH&PP and will seek to maximise efficiencies from integrated working both in localities and at County Hall.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

- To achieve savings in line with departmental and wider NCC requirements
- To re-align the service to meet the business and administrative requirements of delivery services following service reviews across the department, and in line with any future council-wide integration of business and administrative functions
- To review and streamline existing processes and ways of working to generate efficiencies within the teams.
- To continue to provide an efficient service to support the infrastructure needs of the department

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

7,372

NET
£000

6,257

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	500	1,330	600	2,430
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	500	1,330	600	2,430

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 38.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

346.0

(approx. 35 externally funded)

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

121.0

8 COSTS (significant one off costs associated with implementing the project)
Redundancy costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There will be fewer FTE staff in the BSS including those with front line responsibilities. The BSS will consider all functions it currently provides and re-prioritise, in partnership with the services we support, those functions which are essential in supporting service users and delivering statutory requirements, objectives and targets and the strategic plan and policies of the County Council.

ON OTHER ORGANISATIONS

Externally funded posts will continue to be supported / hosted as deemed appropriate by the Council

ON OTHER PARTS OF THE COUNTY COUNCIL

Reductions should be planned in relation to changes in other areas across the department / Council. The bulk of the savings will be largely dependent on the rescoping of other services e.g. reducing their activity and engaging with what will be a change in culture with regards to business support requirements. Reductions are likely to be largely outside CSC in the first instance, so will have a disproportionate impact on other services including Early Help. Some posts are currently charged to the schools budget, so the implications of this will need to be considered.

The interdependencies reach across the department in relation to integrated developments with ASCH&PP and cross-cutting themes common to all departments.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment is required for this proposal due to the staffing reductions proposed, and any possible impact on service users as a consequence.

11 RISKS AND MITIGATING ACTIONS

- Reduced delivery services may seek to pass some of their previous activity to the BSS, resulting in potential increased work pressures on BSS. Some of that redistribution may be cost effective, some counter productive, therefore close joined up working will be required.
- Important to synchronise BSS reductions with the rescoping / restructuring of the 'lead' delivery service to avoid discontinuity and inappropriate capacity.
- Support requirements in some areas of CSC are on the increase and will need to be taken into account.
- Reductions will not be equally spread across the service but must reflect service need
- Careful phasing of staffing reductions is needed to ensure congruence with the proposals of other services and to deliver savings at the appropriate time.
- Risk of double counting savings e.g. development of an integrated approach with ASCH&PP; Schools Access Project.

SUMMARY PROPOSAL

Proposal Ref.

A16

1 SERVICE AREA

Children's Services: Schools Access Team, CFCS

2 WHAT IS THE PROPOSAL?

To utilise learning from the Customer Service Centre and Multi-Agency Safeguarding Hub (MASH) arrangements, to simplify access to services provided to parents and carers in relation to schools. The aim is to create a single point of access for a range of processes including applications for school admission, free school meals and home to school transport.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To increase efficiency and reduce duplication in the handling of routine applications and processes and to simplify these for service users through a 'hub' approach

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

N/A

NET
£000

N/A

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	50	50	100
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	50	50	100

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

N/A

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

A 'one stopshop' approach for service users in relation to applications and enquiries associated with access to school, and more streamlined / joined up advice and signposting

ON OTHER ORGANISATIONS

Greater clarity for partners derived from a single point of access

ON OTHER PARTS OF THE COUNTY COUNCIL

Transparency and consistency by bringing together functions of a similar nature which relate to broadly to the same service users. Opportunity to clarify the relationship between routine processing and more complex enquiry handling by specialist teams, and provide a pathway which allows for economies of scale at the 'front end' of the process. Project involves a range of services in the Children, Families and Cultural Services department and across the Council, utilising support from the Improvement Programme.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

A provisional Equality Impact Assessment has been prepared for this proposal. Although the focus is on service improvement, the proposal needs to identify whether the planned access arrangements may have any adverse consequences for staff in relation to the protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Use of Lean + methodology will enable more detailed analysis of the opportunities and risks associated with the various strands of the project. It will be essential to map progress carefully to ensure any savings to be found are not being double counted as part of existing service reviews i.e. across departmental business support arrangements, future proposals regarding integrated business support services across the Council, transport arrangements, Services to Schools review and progress of Education, Health and Social Plans for children with special educational needs and disabilities

SUMMARY PROPOSAL

Proposal Ref.

A17

1 SERVICE AREA

Targeted Support and Youth Justice

2 WHAT IS THE PROPOSAL?

The Service will deliver savings by focussing youth crime prevention on the highest areas of youth crime and using only programme methods with proven effectiveness. This will limit the number of locations targeted but give the maximum impact given a reduced level of resources. Service delivery for missing children, young carers and excluded young people will also be remodelled so that they receive a core service from within the Service's district based support teams rather than the disparate arrangements that currently exist. The Service will also integrate its assessment provision for young people with disabilities into wider Special Educational Needs "Hub" arrangements. Management and back office costs and the costs of externally commissioned services will be reduced, whilst still retaining safe levels of management oversight and the ability to quality assure work. The Service will also continue to develop a clear evidence base for its work, so that all programmes of activity provide good value for money, and funding and commissioning is fully aligned with that of partner agencies.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The above changes represent the best way of reducing cost with the minimum impact on service users and performance. It takes into account predicted reductions in grants and partnership funding.

Whilst a reduction in crime diversion projects is planned, which will affect "Partnership Plus" areas, there will continue to be youth crime prevention work in all of these areas through the Youth Offending Teams and Outreach youth work team, and in some locations intensive Junior Youth Inclusion Projects. Youth crime hotspots are kept under constant review so resources will continue to be directed to areas with significant or emerging problems.

The integration of assessment provision for young people with disabilities into wider Special Educational Needs "Hub" arrangements fits well with the project plan for that Service area and still leaves the required capacity to do the work. This revised model is expected to deliver an improved service to this group of young people. Learning Centre pupils will still retain a named key worker from Targeted Support and will be eligible for the Service.

Spending on staff training and service user participation will be reduced but the Service will retain two dedicated Development Officer functions for these areas and some grant monies will still be directed into these areas so that good practice continues to be developed. Whilst reductions in temporary staffing can leave the statutory services provided vulnerable in the event of staff absence, the current staffing and case load profile suggests that this can be managed.

Young people's substance misuse services are already scheduled for recommissioning. A needs assessment has been completed which indicates a model that is just as effective but with a reduced unit cost and which is more closely aligned to the differing needs of young people. It is envisaged that a more effective model can be commissioned at a reduced cost with some development costs needed in 2014-15 reducing in 2015-16, realising a further saving.

As a result of the previous partnership that Targeted Support & Youth Justice had with "The Hall" homelessness project in Mansfield, the Service has a cohort of youth work staff currently working with homeless adults aged 18-21. This falls outside the core work of Targeted Support and Youth Justice and could be reduced without impacting on the key outcomes for the Service area.

A reduction on Targeted Support programme costs may see a small reduction in the number of drop-in sessions offered at satellite bases of probably two sessions per week across the County. By the point that this reduction is needed a strong evidence base will exist on the need and take-up of drop-in provision that can help target the reduction. "Virtual" online drop-ins should also be well established by this time, so the need for physical drop-in may be reduced.

By 2016 a new way of working will have been developed for children's services and a more refined model of intensive family intervention produced, using academic research and local experience. It is believed that this can generate savings through careful targeting. It would still target the most complex, chaotic and costly families within the County.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

13,000

NET
£000

8,000

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	800	100	100	1,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	800	100	100	1,000
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				12.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

147.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

3.9

8 COSTS (significant one off costs associated with implementing the project)
N/A

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

No significant equality issues have been identified for service users. There should be minimal impact on front line services from these proposals.

ON OTHER ORGANISATIONS

A reduction in some programmes, for example crime prevention, could have a negative impact on some partners' performance but planning to mitigate this is already underway. Some services delivered by the voluntary sector would be decommissioned and transferred to a social enterprise part-owned by the County Council.

ON OTHER PARTS OF THE COUNTY COUNCIL

The operating relationship with the Learning Centres (Pupil Referral Units) would need reviewing and s.139a assessments would transfer with a reduced resource to another division.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment is required for this proposal to identify the demographics of the children and families who would be likely to experience a reduction in support.

11 RISKS AND MITIGATING ACTIONS

Risk: Increased offending by young people as diversion programmes reduce.

Mitigation: Commissioning of two Junior Youth Inclusion Projects in high crime areas, retention of deployable outreach resource, joint work with Police and Crime Commissioners office on commissioning, continued Youth Offending Teams support for prevention.

Risk: Reduction in available advice to those subject to school exclusion and reaching school leaving age.

Mitigation: Adoption of case allocation within Targeted Support of all excluded pupils

Risk: Reduced access to intensive family packages

Mitigation: Increased targeting, better knowledge of "what works" and improved service effectiveness.

Risk: Reduced service for young carers

Mitigation: Ensure all Targeted Support staff understand carer assessment methodology and available services and financial assistance

SUMMARY PROPOSAL

Proposal Ref.

A18

1 SERVICE AREA
CSC Management

2 WHAT IS THE PROPOSAL?
To reduce management costs within Children's Social Care.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?
It is expected that as a result of planned changes within the division and through broadening portfolios of responsibility there will be a reduction in management posts. The specific posts have not yet been identified, but is expected that these will emerge as a planned management review is undertaken.

4 WHAT IS THE PERMANENT
BUDGET?

GROSS
£000

1,530

NET
£000

1,530

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	120	80	0	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	120	80	0	200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 13.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

26.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

TBC

8 COSTS (significant one off costs associated with implementing the project)

Redundancy costs associated with the deletion of posts are anticipated, but cannot be calculated until specific posts are identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

It expected that any posts deleted will be as a consequence of other changes in organisation or delivery. The impact of removing a management post will be minimal as the function fulfilled by each post will be planned for as part of wider changes. More detailed impact assessment will be possible as specific posts are identified.

ON OTHER ORGANISATIONS

N/A

ON OTHER PARTS OF THE COUNTY COUNCIL

N/A

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics. However any reduction in posts will be subject to the established corporate HR procedures which includes consultation with staff.

11 RISKS AND MITIGATING ACTIONS

Risk assessment will be carried out once specific posts have been identified. It is expected that risks will be minimal as any removal of post will not impact on frontline service delivery and will link into wider changes.

SUMMARY PROPOSAL

Proposal Ref.

A19

1 SERVICE AREA

Children Families and Cultural Services - Planning, Performance and Quality Assurance Group

2 WHAT IS THE PROPOSAL?

To reduce budgets that support joint use activity on school sites and also for academy conversions, given that schools themselves receive funds directly to offset the administrative and legal costs of conversion to academy status.

Savings within the data and performance and planning and quality assurance services will arise from bringing together all of the resources presently supporting these functions within discrete service areas into a single central support service within the Department. This will yield cost reductions of 25% in delivering these support services.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The proposed reductions within the capital projects budgets reflect the fact that the majority of school sites that house a joint use leisure centre are academies. The future financial arrangements of these joint use facilities were secured during the process of the school converting to an academy. The remaining budget is thus being re-aligned to reflect the financial commitments at a much smaller number of sites. Equally, the savings in the local authority budget to support academy conversions is predicated on the fact that the majority of the secondary schools, where evidence shows there to be relatively more complex issues to address during the conversion process, have now converted to academy status. Moreover, schools themselves receive funding directly from the government to contribute towards the administrative and legal costs of becoming an academy.

For the data, performance, planning and quality assurance services, the proposed reductions are to be done in a way that balances protection for front line services for children, young people and families with the requirement for an appropriate level of back office support for front line service delivery. The aim is to make significant savings as soon as possible in these service areas.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

6,050

NET
£000

4,160

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,350	150	0	1,500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,350	150	0	1,500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 36.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

34.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

11.5

8 COSTS (significant one off costs associated with implementing the project)

The departmental review of data, performance, planning, and quality assurance requires project support from the corporate Improvement Programme (as part of its wider support for the development of a revised operating model for children's services provision).

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Although schools that elect to have a change of governance (e.g. to seek academy status) will receive less resource from the Council to support their transition, they do receive funding directly from central Government to contribute to the administrative and legal costs of becoming an academy. Other services provided by this group to schools, e.g. capital project support / Private Funding Initiative (PFI) contract management / performance and data support (as a sold service) will be largely unaffected by these proposals.

ON OTHER ORGANISATIONS

It is anticipated that the Group will continue to coordinate and support the work of the Children's Trust Board. The focus of this work has recently been reviewed in light of the Trust Board's relationship to the Health & Wellbeing Board

ON OTHER PARTS OF THE COUNTY COUNCIL

Other front line services within the Department that receive support from these services will receive a remodelled service that is commensurate with the requirements of the department's revised way of working. This would apply similarly to services in other parts of the Council with whom the service has close links, e.g. property services in relation to capital projects, and with the emerging proposals to bring together a single service to support the Council's strategic management framework.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An equalities impact assessment is not required for this proposal as it does not impact on frontline provision or vulnerable groups.

11 RISKS AND MITIGATING ACTIONS

The nature of these support services mean there is generally less inherent risk in budget reductions, albeit the Group does provide some critical support functions to key front line services, such as children's social care and early help services, and school admissions. Service provision to schools will be largely unaffected; schools that elect to become academies will be supported to do so safely and the Council's interests will continue to be properly protected.

SUMMARY PROPOSAL

Proposal Ref.

A20

1 SERVICE AREA

Children, Families and Cultural Services Department - Management Structure Review

2 WHAT IS THE PROPOSAL?

This proposal would deliver savings in senior management costs across the Department as part of wider changes to the Department's operating arrangements. Savings would be generated from Group Manager and Team Manager costs, and would deliver a staffing structure that is fit for purpose and efficient.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To ensure a management structure that reflects service changes across the Department and to reduce management costs. Specific posts have been identified in year 1 (2014/15); savings in later years will be generated through the delivery of planned new operating arrangements.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

N/A

NET
£000

N/A

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	80	110	185	375
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	80	110	185	375

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

N/A

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

TBC

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

TBC

8 COSTS (significant one off costs associated with implementing the project)
None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The operational impact of reducing posts will be managed, as senior level structures are adjusted to reflect changes in the Department's operating arrangements.

ON OTHER ORGANISATIONS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equalities Impact Assessment is not required for this proposal as it does not impact on frontline provision or vulnerable groups.

11 RISKS AND MITIGATING ACTIONS

Risk assessment will be carried out once specific posts have been identified. It is expected that risks will be minimal as any removal of posts will be as a consequence of broader changes across the Department.

SUMMARY PROPOSAL

Proposal Ref.

A21**1 SERVICE AREA**

HR and Customer Services - Business Support Centre

2 WHAT IS THE PROPOSAL?

To save £1.7m by 2016/17 by reviewing processes and staffing structures at the Business Support Centre to reduce costs and improve efficiency.

Phase 1: reduce costs and increase efficiency by:

- Review of business processes from end to end
- Redesign and development of staffing structures which, over time, will reduce staff numbers in line with best practice and growing experience of usage of the new system
- Implementation of a whole service model with staff working across all business areas to generate further efficiencies and economies of scale
- Increased self-service by internal and external customers as system and processes bed in
- Increased self sufficiency of the competency centre to reduce external support costs.

Phase 2: Support Services Review - Strategic options appraisal considering the following in isolation and together. The targets set within the Business Case in years 2 and 3 are for further improvements and savings in-house. If an alternative way of running the business is chosen this would require savings beyond this to be identified. Potential options for service delivery include:

- Outsource
- Shared Service Centre – with other councils
- Shared Service Centre with Customer Service Centre – internal and external customers combined
- Joint Venture/Arms Length Management Organisation (ALMO)
- Additional income generation
- Consideration of corporate business support resources being managed via the BSC as a single point of contact to improve efficiency, achieve greater consistency and join up end to end processes and systems to ensure effective support to front line services with reduced resources.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Council's Business Support Centre (BSC) undertakes transactional HR activity (payroll, contracts of employment, maintenance of HR records, maintenance of organisational structures and recruitment and pre-employment checking); pensions administration activity for the Local Government Pension Scheme (LGPS) in Nottinghamshire; accounts payable and accounts receivable (invoice processing, debt recovery, income and credit control activity); basic treasury management and accounting and clearing house activity. The centre is also responsible for supporting the effective day to day functioning and maintenance and future development of the Council's integrated Business Management System via the Competency Centre which is housed within the BSC. Services are provided across Nottinghamshire County Council and some services (e.g. payroll) are sold to schools and other organisations.

The proposals involve reviewing transactional HR, finance and procurement activity and resource requirements to generate savings following completion of implementation of the new Business Management System. The review will also exploit synergies and interdependencies between different areas of transactional activity to maximise the benefits to Nottinghamshire County Council, its customers and service users. Phase 1 process review, redesign and restructure is currently underway to deliver full year savings by 1.4.14. This will include identification of further opportunities for savings or income generation in-house in phase 2. Potential savings from alternative operating models will be identified as part of the Support Services Review.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

8,619

NET
£000

4,835

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,000	500	200	1,700
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,000	500	200	1,700

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

35.2%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

225.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

35.0

8 COSTS (significant one off costs associated with implementing the project)

Training and up-skilling of staff at BSC, managers and business support staff.

Redundancy costs.

The BSC may be required to buy in additional external support to enable implementation of improved functionality in key areas to enable managers and employees to undertake a greater range of self- service activity with reduced resources.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Increased efficiency; reduced costs; reduced duplication and waste; more joined up approach to customers with increased customer satisfaction overall. Impacts are likely to be felt equally across all customers.

ON OTHER ORGANISATIONS

Improved service delivery; more efficient; reduced cost, waste etc. in respect of sold services and organisations for whom we provide a service. Higher levels of self-service are likely to be required from external and internal customers. This may impact negatively on the level of sold services and income generated.

ON OTHER PARTS OF THE COUNTY COUNCIL

Improved transactional service delivery, efficiency and value for money in terms of Nottinghamshire County Council day to day operations.

Reduced levels of debt and timescales for recovery.

Prompt and efficient payment of suppliers within terms.

Positive impact on Nottinghamshire County Council reputation.

Impact on managers, schools and employees in terms of new processes and ways of working - increasing self-service will impact on workloads and roles elsewhere in the Council.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The proposals are not likely to have a disproportionate adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk 1: Impact of increasing levels of self service on managers, employees and external customers at a time when available resources are under increasing pressure or decreasing.

Mitigating actions: Managers will require training and support to enable them to fulfil these requirements. Development of a menu or range of service offers would enable external customers to choose the level of support and service they require and can afford and enable a more personalised approach.

Risk 2: Potential impact on levels of sold services and income generation.

Mitigating actions: Need to ensure customers can choose appropriate levels of service provision they require and how they access these and that these are appropriately developed, fully-costed and effectively marketed.

SUMMARY PROPOSAL

Proposal Ref.

A22

1 SERVICE AREA

HR and Customer Services - Operational and Strategic HR

2 WHAT IS THE PROPOSAL?

To save £547,000 by 2016/17 on operational and strategic Human Resources (HR) support to the County Council and schools by developing online support and resources for managers and focussing HR resources on achieving the Council's strategic priorities.

To review day to day HR activity and support to managers and head teachers with revised service level agreements and contracts with greater focus on customer management. This will include full implementation of the business partner role and enhanced account management activity.

The proposal will result in less HR involvement in day to day operational and people management matters with increased focus on organisational change, workforce planning and development etc. whilst empowering and enabling managers/head teachers to effectively manage staff on a day to day basis. Managers and head teachers will be increasingly required to self-serve for operational HR activity.

In order to support managers in their roles HR policies and procedures will be reviewed and streamlined, made easier to use and access.

Savings will be achieved by reduction in HR staff (5fte by voluntary redundancy) and deletion of vacant posts held or filled on a temporary basis.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The HR team develops proposals and ensures effective implementation of HR policies, strategies and action plans in relation to workforce and organisational development at a strategic level. The HR service is responsible for the development and maintenance of effective employee relations and employee engagement frameworks across the Council. The team also provides HR advice and support to Nottinghamshire County Council employees and managers and to other organisations via sold services. We have already created a pooled HR service to maximise flexibility and use of resources and mitigate the impact of previous budget reductions. 2014/15 savings of £500k have been brought forward to 2013/14 and delivered an additional 9 - 12 months of savings.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

-

NET
£000

1,012

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	500	0	47	547
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	500	0	47	547

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 54.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

36.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

5.0

8 COSTS (significant one off costs associated with implementing the project)

Redundancy costs. The remainder of the reductions will be made through deletion of vacant posts.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Reduced levels of support and differently provided HR advice and guidance to managers may potentially impact on managers' capacity to ensure effective and efficient delivery of good quality services on a day to day basis.

The change in focus of the service and pooled operating model should support implementation of organisational change with less resource.

ON OTHER ORGANISATIONS

Reduced HR resources may affect the take up of sold services to other organisations such as schools and levels of customer satisfaction. This may result in reduced levels of income from sold services and impact on the on-going relationship between the County Council and schools within Nottinghamshire.

ON OTHER PARTS OF THE COUNTY COUNCIL

Reduced HR resources will result in increasing levels of self service for internal and external customers. This may impact on the uptake of sold services and impact on workloads for managers and head teachers at a time when resources are increasingly under pressure.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The proposals apply equally to all employees and managers across the Council. They are unlikely to have a disproportionate or adversely negative direct impact on people with protected characteristics. HR staff do advise managers and head teachers in relation to support for employees with protected characteristics and will continue to do so.

11 RISKS AND MITIGATING ACTIONS

Risk 1: Increased risk in terms of Employment Tribunal claims, costs and reputational risk. Reduced overview and monitoring of compliance by managers also poses a potential risk. Mitigating actions: Refocus of the service and full implementation of the business partner role will help mitigate the impact of the reductions in HR staff for Nottinghamshire County Council managers. Making it easier for managers to self-serve in terms of online access to policies, procedures, guidance and training will also be essential to ensure that managers are able to access the necessary support.

Risk 2: Perceived reduction in the level of support offered by the Council to schools and other key partners and stakeholders.

Mitigating actions: In order to ensure that head teachers continue to be adequately supported, HR staff will need to develop the account management and business partner function with schools; increasing the level of customer focus and responsiveness to customer needs.

Risk 3: Reduced levels of income from sold services.

Mitigating actions: Service offers and contracts will need to be developed to offer flexibility in terms of service provision and cost to meet customer needs and expectations.

Risk 4: Further reductions in HR support would result in further decrease in service levels, quality or the range of support provided or reduction in income generated from these services.

Mitigating actions: Consider alternative operating models as part of the shared service review to see if they can offer additional savings whilst mitigating further risks to service provision.

SUMMARY PROPOSAL

Proposal Ref.

A23

1 SERVICE AREA

HR and Customer Services - Health and Safety

2 WHAT IS THE PROPOSAL?

To refocus Health and Safety advice to priority service areas, sell expertise to external organisations and encourage greater take-up of online training and support tools for managers.

Areas for consideration include:

1. Increased manager self-service. Less general advice and support – more targeted and prioritised by key risk areas. This will be enabled by a review of policies, procedures and guidance to make them easier to access and to use by managers.
2. Reduction in inspection regime and auditing of compliance with increased self-inspection by service areas.
3. Review OHSAS British Standard (Occupational Health and Safety Assessment Series) accreditation.
4. Integration of health and safety resources retained in some front line service areas to deliver efficiencies and economies of scale and effective professional development.
5. Review training delivery to move to greater commissioning if at comparable quality and reduced costs. This is most likely for low value, generic training. For retained in-house delivery - move to e-learning and more cost effective methods. NB: Need to make sure this is perceived as good value to retain sold services.
6. Income generation - could sell more specialist training, advice and support to the external market and generate income. Already exceed income target.
7. Pre-qualification work with suppliers and contractors to ensure the risk is adequately managed and reduce the number of ad hoc inspections required by the safety team.
8. Explore options of sharing service delivery with other public sector organisations.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The health and safety team is responsible for the development, maintenance and effective implementation of the Council's overall Health and Safety Management System. The team also monitors and audits performance and compliance with policy, legal and good practice requirements. The team offers professional and technical advice and support and training to managers and head teachers via sold services to schools. The rationale for the proposals is to review current health and safety provision to deliver services at lower cost by increased levels of self service by managers and reduced spend such as OHSAS accreditation, training costs etc. and identify options for increased generation of income.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

723

NET
£000

359

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	80	0	0	80
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	80	0	0	80

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

22.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

15.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

3.0

8 COSTS (significant one off costs associated with implementing the project)
Possible redundancy costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The Council needs to ensure sufficient support to managers and monitoring and auditing of compliance to ensure effective management of risk to employees, the public and service users. These proposals seek to achieve this and support effective front line service delivery and achievement of the desired outcomes for citizens at reduced cost.

ON OTHER ORGANISATIONS

These proposals would lead to improved value for money for sold services whilst allowing the Council to continue with a similar level of service provision which is popular with schools and other partners and stakeholders. Providing services jointly with key stakeholders would ensure consistent, joined up service provision. We have a high quality service, highly regarded, with high levels of experience and technical expertise at relatively low cost which is in short supply in the market which other organisations could benefit from.

The team currently exceeds its income target. Any significant further reductions in staffing within the team, beyond those set out in the proposal, will reduce capacity to generate income where there is a clearly defined and buoyant market within which we are well-placed to provide high quality, good value specialist services to partners and other stakeholders in addition to the wider market.

ON OTHER PARTS OF THE COUNTY COUNCIL

The proposals seek to ensure flexible, efficient, value for money services with a clear service offer and monitoring of performance which effectively manages risk and ensures legal compliance whilst focussing on strategic priorities. This is an area of specialist technical expertise therefore we need to be sure of the competence of any provider and the quality of the service and monitor this carefully. The proposals would ensure increased efficiency; greater consistency; reduced waste and duplication; improved value for money with appropriate specialist support for professional staff. This is a high quality service, highly regarded, with high levels of experience and technical expertise at relatively low cost which is in short supply in the market. Nottinghamshire County Council may be able to use this as a trade off with other sold services and exploit the wider benefits to the Council of maintaining closer relationships with schools and partners to effectively and proactively manage risk, costs and any potential liabilities which may arise.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

There is no disproportionate or adversely negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk 1: Nottinghamshire County Council is a large complex organisation providing a wide range of services to some of the most vulnerable people in the County. Effective management of risks to service users their families and the public in general; employees and contractors is critical. The resource allocated to support managers in their day to day operational management has been reduced over the last three to four years. Significant further reductions in the service would impact on the effective implementation of the Council's health and safety management framework and day to day management of risk with potential for inadequate identification and management of risks and potential failure in legal compliance. This could result in injury to staff and service users, legal action, fines and reputational risk.

Mitigating actions: These proposals seek to mitigate the impact of further reductions by ensuring better value for money and generating income whilst still supporting managers to undertake their day to day health and safety responsibilities.

Risk 2: Less independent inspection, auditing and monitoring of compliance could lead to less effective and proactive identification of risks at an early stage.

Mitigating actions: Robust training for managers and head teachers, regularly refreshed, is increasingly important and ensuring that the principles of good health and safety practice are regularly applied on a day to day basis and become part of business as usual is critical. This will require senior managers to routinely review practice as part of the EPDR and routine supervision processes.

SUMMARY PROPOSAL

Proposal Ref.

A24

1 SERVICE AREA

HR and Customer Services - Job Evaluation and Organisation Design

2 WHAT IS THE PROPOSAL?

The proposal is to delete the Senior Analyst post to achieve £41k early delivery of saving from 31.5.13. and then review alternative opportunities for further reducing the cost of service delivery. Options for consideration include:

1. Buying-in the service in total or considering an alternative service provider and test the market. It is likely to be more costly to undertake evaluations externally and they are unlikely to have the extensive local knowledge which the existing job analysts do. But we could explore external validation of all or some of the process whilst retaining some moderation activity to maintain accreditation and protection from equal pay claims.
2. Explore sharing of process/service/validation with districts/other stakeholders.
3. Review and streamline processes with reduced levels of moderation/validation.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Job Evaluation and Organisation Team was initially created to implement the job evaluation process as part of the Single Status agreement with the intention that a core team would be retained to ensure robust and consistent application of the evaluation scheme and an overview of grades and structures across the Council. Any additional temporary resources to undertake the implementation programme have ceased leaving a core team of 4 FTE. Work on phase 1 and phase 2 implementation of the job evaluation programme for support staff in schools is now complete. The Council and schools are now in the maintenance phase of the process with the team evaluating grades for new and changed roles only. The Job Evaluation and Organisation Design team has been integrated into the wider operational HR service to increase flexibility and join up service delivery to get the maximum from the service. Two analysts and administrative support remain so further staff reductions are difficult if we retain the service in-house. Some capacity is necessary to evaluate changed posts as part of the current round of budget savings and service redesign and ensure that outcomes are in line with the Pay Strategy and Single Status Agreement.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

152

NET
£000

152

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	41	0	0	41
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	41	0	0	41

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 27.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

4.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)
Redundancy costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Limited direct impact on service users.

ON OTHER ORGANISATIONS

There is a potential impact on academies and schools who buy back the service and use the outcomes of job evaluation to manage equal pay issues if the Council's resource is not sufficiently responsive and flexible to meet requirements for evaluations for new and changed jobs or does not adequately understand the background and context. This could create equal pay liabilities and may impact on the take up of sold services by schools and therefore the level of income to the Council.

ON OTHER PARTS OF THE COUNTY COUNCIL

The Council needs to have an agreed, robust, clearly demonstrable and independent mechanism to consistently evaluate roles to manage equal pay issues and potential liabilities going forward.

If the Council continues to use Hay for job evaluation then we need to have a moderation process to retain accreditation. The current and proposed staffing arrangements meet these requirements. However, any further reductions in the service would impact on the level of flexibility, responsiveness and ability to support managers in relation to redesign and transformation of the Council.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The proposals do not have a disproportionate, adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk 1: Risk of legal challenge and significant cost of award, legal fees and reputational risk.

Mitigating actions: Evaluation of grades using externally validated tools and robust application of this approach across the Council by knowledgeable and experienced staff who understand the organisation, mitigates the risk of significant and costly equal pay claims with associated reputational risk.

Risk 2: That the reduced service is not sufficient to support the Council's change and organisational redesign process within the required timescales going forward.

Mitigating actions: Mitigation of the risk of reducing the service further has been achieved by incorporating the job evaluation team within the wider HR service. This ensures a more joined up, consistent approach to service delivery and support to reorganisation, service redesign and restructures and ensures that the analysts have a better understanding of the service areas thus improving evaluation outcomes. This and the business partner role more widely will also improve access to the whole range of advice needed by managers and head teachers in undertaking these activities.

SUMMARY PROPOSAL

Proposal Ref.

A25

1 SERVICE AREA

HR and Customer Services - Occupational Health and Wellbeing

2 WHAT IS THE PROPOSAL?

1. Reduce costs of existing provision further - reduce insurance costs by £3k and reduce premises costs. Total saving to be confirmed.
2. Cease provision of the discretionary counselling service and signpost employees to other providers. (£46k saving).
3. Suggest we reconsider in the medium term:
 - a. Buy-in Occupational Health advice from the private sector. When we considered this in 2011/12 it was more costly as providers want to sell whole Employee Assistance packages.
 - b. Review the position with the NHS now Public Health have transferred into the Council – potential opportunity. When considered in 2011/12 it was more costly.
 - c. Share service with other Councils or jointly commission. We used to do this with City.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The team is responsible for ensuring that the Council has an effective strategic approach to the health and wellbeing of its employees and that this supports key strategic priorities of the Council as a good employer and in relation to its wider Public Health responsibilities. The Occupational Health team specifically provides advice and support on preventative and proactive programmes of activity in addition to advice and support on specific individual cases. This includes advice in relation to the requirements of the Local Government Pension Scheme (LGPS) and reasonable adjustments for employees with disabilities in line with the Equality Act. The Council must ensure access to medical advice due to LGPS requirements etc. as a minimum service. The Council reviewed the Occupational Health Service in 2011/12 to consider outsourcing the whole package. At that time it was most cost effective to cease the mediation service, outsource counselling and redesign the in-house OHU service and renegotiate contracts. It is now suggested that we re-consider alternative service models. Increasing salaries for nurses and doctors make this more attractive but will increase potential costs of an outsourced service. There are other potential options available to us now. The counselling service is discretionary - we have tightened the criteria to limit access to the service to work related issues and restricted the number of sessions available but it is difficult to separate work and home issues. The proposal is that employees to be signposted to other routes to access the service or contribute to the cost of the service.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

366

NET
£000

151

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	49	0	0	49
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	49	0	0	49

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 32.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

4.4

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

1. Impact in terms of availability of flexible, trained and experienced staffing resources to deliver frontline services to citizens and the quality of service delivered.
2. Higher levels of absence and reduced levels of employee engagement may impact on service provision and customer satisfaction unless managed carefully.

ON OTHER ORGANISATIONS

1. Potential impact on the level of income generated and customer satisfaction with sold service. Also potential reduction in costs of sold services.
2. If counselling is not available as a sold service this may impact on take up of Occupational Health services and income generation more widely as currently this is part of the offer. Competitors are likely to continue to provide this service.

ON OTHER PARTS OF THE COUNTY COUNCIL

1. Move away from a resilience and preventative wellbeing approach to a less effective reactive response once issues have arisen will increase absence levels and associated costs.
2. May have a negative impact on morale and motivation of the workforce and levels of employee engagement.
3. May have a negative impact on achievement of Public Health workforce targets.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The proposals apply equally to all employees, including those with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk: There is potential for the Council to reduce its ability to effectively and proactively manage absence leading to increased absence levels and associated costs; this may lead to an increased likelihood of personal injury and employment tribunal claims with reduced ability to defend claims with associated costs.

Mitigating actions: The Council needs to ensure it continues to have access to adequate and appropriately qualified, experienced and knowledgeable service provision to prevent this.

Risk: schools will cease to buy back this and other services if the offer is significantly reduced.

Mitigating actions: ensure the level of services provided to schools is maintained to encourage continued back and generation of income.

SUMMARY PROPOSAL

Proposal Ref.

A26**1 SERVICE AREA**

HR and Customer Services - Workforce and Organisational Development Team

2 WHAT IS THE PROPOSAL?

Review and refocus the Council's existing workforce and organisational development service to support corporate priorities and make £1 million in savings during 2014/15 by:

- Reprioritising the range of training available to focus on statutory requirements and key organisational and service targets
- Developing a commissioning model to purchase learning and development activity - working jointly with partners where possible. This will involve a core team of commissioners, a contract compliance function to ensure quality assurance supporting a small team of trainers retained to deliver specialist frontline training.
- Using the Nottinghamshire and East Midlands joint training commissioning portal for very generic training (e.g. fire safety, first aiders) where this is cost effective. The Council is still likely to want to retain control of some areas e.g. social worker training, post qualifying training and safeguarding training.
- Exploring joint service provision/commissioning with districts, other counties and health on more specialist training.
- We have already introduced a hierarchy of learning and development to utilise non-classroom based training and to maximise the use of e-learning, self-directed learning etc. This could be extended further across the board and promoted to encourage take up.
- Consideration of Futures taking on management of traineeships etc. as well as apprentices as part of a commissioned programme of support.
- Consideration of further integration of learning and development activity and budgets in departments e.g. Highways; ICT; Catering, Cleaning and Landscapes; MAPA training in Children's Services etc.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

This team is the integrated learning and development, workforce planning and organisational development team for the whole Council. In addition to commissioning and providing training the team supports managers in identifying future knowledge, skills and experience requirements and planning for ensuring that these are in place to ensure effective front line service delivery. In its organisational development role, the team also supports the cultural change of the organisation and supports the effective engagement of employees in day to day activity and transformation of the Council. Creation of an integrated Workforce and Organisational Development team for the whole Council generated savings of £2.2m. £600k of £1m 2014/15 target is already on track to be delivered by a combination of some of the activities set out above. Further development and application of these options will deliver the remainder. The next phase of this integration is to further rationalise services and move towards more cost effective methods of workforce development including greater commissioning of training rather than direct delivery where this is appropriate.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,288

NET
£000

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,000	0	0	1,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,000	0	0	1,000

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

N/A

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

42.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

4.0

8 COSTS (significant one off costs associated with implementing the project) Redundancy costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The Council needs to ensure it has multi-skilled and appropriately trained employees to deliver cost effective services. Effective employee engagement is important to secure support and to safeguard existing levels of customer satisfaction.

ON OTHER ORGANISATIONS

Development of joint commissioning arrangements are likely to benefit other partners. Reduction in spend on training, venues etc. may impact on local providers. Some partners use their access to Nottingham County Council's training service to meet core workforce development needs, which may be unavailable in the future.

ON OTHER PARTS OF THE COUNTY COUNCIL

Further reduction in resources could have a potential impact on employee and managerial ability and levels of confidence to enable fulfilment of roles and responsibilities. There is also a potential impact on employee morale and motivation. We need to ensure that the learning and development which is available is adequate to support a multiskilled, flexible workforce to deliver organisational change and secure savings. We also need to ensure we retain the ability to recruit, retain and grow our own staff in critical front line services where there are shortages of key skills nationally and locally. Effective leadership skills and behaviours are critical and we need to ensure managers are adequately supported in leading organisational change.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The proposals apply equally to all employees and do not disproportionately or adversely negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risks: That employees do not have the necessary knowledge, skills and experience to undertake their roles and are not sufficiently flexible to meet service needs with reduced resources.

Mitigating actions: Using more cost effective methods of delivery of training, where appropriate; effective workforce planning and effective commissioning of training will mitigate the risk and impacts set out above and ensure that the Council has a flexible, appropriately skilled and experienced workforce which is able to adapt and respond to the changing needs of service users and context and environment within which we are operating.

SUMMARY PROPOSAL

Proposal Ref.

A27**1 SERVICE AREA**

HR and Customer Services - Customer Service Centre (1)

2 WHAT IS THE PROPOSAL?

To make it easier for customers to contact the County Council in the most convenient way, by continuing to transfer public contact to the telephone or online web access, achieving savings of £365,000 by 2016/17.

This will include:

1. Continuing the programme of review with service areas to transfer basic call handling and enquiries to the web or Customer Service Centre (CSC) unless there is a clear business case otherwise - creating a consistent front door for access to services. This will use outputs from lean+ and service review processes and the channel shift project.
2. Using the Channel shift project to provide tools for services to be transferred to digital or more cost effective channels thus reducing resource requirements/freeing up capacity at the CSC (a 2-3 year project). Savings are potentially in departments and at CSC. Currently we are scoping potential savings and piloting use of tools across the Council. Potential savings at CSC from channel shift are 15/16 onwards.
3. Review the CSC structure to better integrate customer development and operational functions to ensure sufficient capacity and effective joining up between the operational and customer development functions to enable channel shift and to respond to the impact over time of increased use of digital channels for service access.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Customer Service Centre is based at Annesley and provides access to, and in some cases directly provides, a range of front line services on behalf of the Council. This includes service access requests and enquiries via email, telephone and face to face from a variety of different venues throughout the County. We will review services to ensure they are accessible to all; provide value for money; offer efficient access to council services to consistent standards at all times and through routes accessible for the customer. To make best use of scarce and costly professional and technical staffing resources in departments we will channel basic enquiries, information requests and access requests through more cost effective channels; utilising specialist customer service skills where necessary. This approach will allow employees with specialist professional and technical skills to focus on more complex requests and releasing capacity and/or generating savings in departments. Initially this may result in requirements for increased resources in the Customer Service Centre which will reduce over time as activity is increasingly migrated to digital channels.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,732

NET
£000

3,614

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	45	200	120	365
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	45	200	120	365

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

10.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

92.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

10.0

8 COSTS (significant one off costs associated with implementing the project)

Potential costs of making changes to software and systems used and some new applications. Potential web development costs. Details to be confirmed.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

1. Improved access to frontline services, ability to self-serve and increased customer satisfaction.
2. Reduced cost.
3. Consistent approach to customers with consistent standards - one front door.
4. Improved customer focus, feedback and customer information.

ON OTHER ORGANISATIONS

1. Improved access to Nottinghamshire County Council and information, services and advice.
2. Improved levels of satisfaction and reputation of Nottinghamshire County Council with partners, business etc.
3. Potential for closer working and sharing of access to services - reduced waste and duplication, increased efficiency and potential savings for partners.

ON OTHER PARTS OF THE COUNTY COUNCIL

1. Increased customer satisfaction and improved reputation for Nottinghamshire County Council
2. Reduced costs of access to services and basic service provision, freeing up professional and technical expertise and resources for complex service delivery and to meet complex needs.
3. Supports the delivery of cashable and non-cashable benefits in departments and frontline services.
4. Potential for generation of income.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk: That some citizens are disadvantaged or unable to access services easily.

Mitigating action: The Council needs to ensure customers retain a degree of choice and control as to how they access services whilst encouraging access via particular routes and channels. This will require a range of access routes to make sure no specific service users are disadvantaged, especially the most vulnerable. The business cases for customer services include provision of a number of ways to access services.

SUMMARY PROPOSAL

Proposal Ref.

A28

1 SERVICE AREA

HR and Customer Services - Customer Service Centre (2)

2 WHAT IS THE PROPOSAL?

To sell the services available from the Council's Customer Service Centre or share service delivery with other public sector partners to identify £100,000 of saving opportunities by 2015/16.

1. In the short term generate additional income or other benefits by sold services and/or sharing of services with other public sector organisations. Use this as proof of concept and as a key milestone in determining whether the Council wishes to develop the shared service model further.
2. Continue to review the operation of the Customer Service Centre to further improve efficiency and generate further savings or release capacity for more intensive work such as triage, outbound calls to customers etc.
3. Consider options for development of a full shared service centre in the medium term with other Councils, health and other public sector partners. This will require separate approval, business case and project plan if this approach is supported.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Customer Service Centre is based in Annesley and provides access to, and in some cases directly provides, a range of front line services on behalf of the Council. This includes service access requests and enquiries via email, telephone and face to face from a variety of different venues throughout the County. Over the past four years the efficiency and performance of the Customer Service Centre has improved significantly with the service performing well above average compared to other local authorities. Over the past four years, the budget has been decreased by 36% whilst enquiries have increased by 169%. The cost per contact has reduced from an average of £12.20 to £4.50. Further operational savings can be identified and additional income generated by selling services to other public sector organisations. If a full shared service centre is to be developed then this has potential for greater cashable and non-cashable benefits and will require a two to three year project to implement. In the short term, smaller scale sharing of services with districts etc. will act as proof of concept.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,732

NET
£000

3,614

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	50	50	0	100
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	50	50	0	100

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 2.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

102.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
Upgrading and development of systems and review of processes.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

1. Improved access to frontline services, ability to self-serve and increased customer satisfaction.
2. Reduced cost and improved value for money for Nottinghamshire citizens
3. Consistent approach to customers with consistent standards - 1 front door.
4. Improved customer focus, feedback and customer information.

ON OTHER ORGANISATIONS

1. Improved access to Nottinghamshire County Council information, services and advice.
2. Improved levels of satisfaction and reputation of Nottinghamshire County Council with partners, business etc.
3. Potential for closer working and sharing of access to services - reduced waste and duplication, increased efficiency and potential savings for partners.

ON OTHER PARTS OF THE COUNTY COUNCIL

1. Increased customer satisfaction and improved reputation for Nottinghamshire County Council.
2. Reduced costs of access to services and basic service provision.
3. Cashable and non-cashable benefits in departments and frontline service delivery.
4. Potential for generation of income.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

These proposals are likely to improve access to services for citizens overall and are unlikely to have a disproportionate or adversely negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk: That with less control over service access it is difficult to maintain consistency of service standards from the Council's and partners' perspectives.

Mitigating Actions: We need to ensure adequate standards and consistency of customer service are maintained by the robust application of agreed customer service standards and best practice and maintenance of a degree of control/influence over how services are provided.

SUMMARY PROPOSAL

Proposal Ref.

A29

1 SERVICE AREA

HR and Customer Services - Customer Service Centre - review of face to face service access

2 WHAT IS THE PROPOSAL?

Review face to face access to services. Potential options being considered :

1. Reduce opening hours and coverage across the County
2. Continue the move into libraries, other partner premises etc. to reduce running costs
3. Jointly commission services with partners
4. Share service delivery with key partners such as districts.
5. Provide face to face access differently using digital technology
6. Cease face to face provision completely once appropriate alternative arrangements are in place.

Discussions are taking place with district partners to develop a jointly commissioned model to provide face to face support and access for Nottinghamshire citizens using shared premises and staffing and maximising the use of digital technology in hard to reach areas to enable all citizens to effectively access services; including the most vulnerable.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Face to face is the most expensive way for customers to access services. Previously the budget was reduced from approximately £970k to £225k and the service transferred to the customer service centre to join up with other customer access channels. This has enabled economies of scale and a more co-ordinated and consistent approach to customers. Face to face provision is important in particular parts of the county and for particular vulnerable groups to ensure they are not disadvantaged or excluded from accessing services. The intention now is to look at "smarter" ways of delivering face to face customer access to front line services by working more closely across NCC services (e.g. libraries), sharing service provision with partners such as districts and using digital technology to support the delivery of services.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,732

NET
£000

3,614

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	100	0	0	100
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	100	0	0	100

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 2.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

11.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

5.5

8 COSTS (significant one off costs associated with implementing the project)

Potential ICT costs if utilise digital solutions - funding set aside for this. Potential redundancy costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Retention of face to face provision will ensure the most vulnerable, who may not be able to utilise other channels, are still able to access services. Face to face provision is rated highly by some customers with high levels of customer satisfaction so its retention is likely to be popular. This needs to be balanced with the cost of provision of service and fact that it will only be available at certain times. More seamless, joined up provision with districts is likely to be popular and reduce waste, duplication and inefficiency - providing better value for money for customers.

ON OTHER ORGANISATIONS

Sharing delivery and/or joint commissioning of this provision with district councils will generate benefits for both organisations as well as our customers. Increased flexibility at reduced costs with reduced waste and inefficiency would make it more cost effective to retain this channel. This could potentially lead to closer working and sharing of access to services with reduced waste and duplication, increased efficiency and potential savings for partners.

ON OTHER PARTS OF THE COUNTY COUNCIL

1. Increased customer satisfaction and improved reputation for Nottinghamshire County Council.
2. It would enable us to retain an access channel which otherwise it would be too costly to do so whilst we encourage people to shift to digital channels if possible.
3. Using digital technology would encourage and allow us to educate citizens to enable channel shift.
4. This approach would ensure all service users can access services.
5. There is potential for generation of income.
6. There is a reputational risk if we cease provision.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

If support for face to face access to services was ceased completely it could disproportionately and adversely negatively impact on people with protected characteristics. These proposals therefore retain some face to face access to services so that the impact is not disproportionate or negative.

11 RISKS AND MITIGATING ACTIONS

Risk: That we reduce face to face support to people who need this route to access services easily too quickly and to the point where particular groups of people are disadvantaged or unable to access services.

Mitigating Actions: the Council needs to ensure there are a range of access routes so as to not disadvantage particular groups of service users and ensure that our most vulnerable service users are able to access frontline services and allow customers to retain a degree of choice and control as to how they access services whilst encouraging and educating them to access services via particular routes and channels.

SUMMARY PROPOSAL

Proposal Ref.

A30

1 SERVICE AREA

Transport, Property and Environment - Catering and Facilities Management - County Offices

2 WHAT IS THE PROPOSAL?

To revise the cleaning schedules at remaining County Council office buildings with new modernised office layouts which will deliver savings of up to £300k by 2016/17. This will lead to 12 full time post equivalent reductions. To reduce cleaning hours allocated to the County Offices by introducing revised hours and ways of working. To standardise office operating regimes for Nominated Property Officer, Nominated Property Contacts and key holders without impacting on the standards of service delivery. Standardising operating regimes will ensure the most efficient and effective service can be provided with a documented supporting Health and Safety compliant system.

In addition the rationalising of office accommodation will provide a reduction of on-going property related maintenance and utility costs of a further £300k by 2016/17. It should be noted that out of the £4.8m budget, £3.2m of costs is related to Business Rates, Depreciation, Rents and Utilities therefore savings represent 37%.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The roll-out of the ways of working programme, e.g. reduction on individual offices and the introduction of clear desk policies will allow a reduction in the cleaning hours required to maintain the County Offices of County Hall, Trent Bridge House, Sir John Robinson House, Sherwood Energy Village and Meadow House . This proposal excludes any potential savings in the daily operation of office services which may be available in other offices subject to further investigation. It should be noted that these reductions are in addition to an annual £300k cost reduction achieved over the period 2011/13 by reduced cleaning hours, amalgamation of post rooms, courier services and stationery provisions.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

5,347

NET
£000

4,658

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	300	200	100	600
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	300	200	100	600

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 12.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

47.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

12.0

8 COSTS (significant one off costs associated with implementing the project)

Potentially some redundancy costs however it is anticipated these will be reduced by natural wastage of staff or redeployments.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Some users may notice a slight difference on existing levels of service however it will be minimal and it is planned to increase customer communications and feedback via the tenant association groups.

ON OTHER ORGANISATIONS

Some of the offices have public access however these areas will remain a priority for servicing arrangements.

ON OTHER PARTS OF THE COUNTY COUNCIL

Service users are office based staff from all departments within the County Council other than already identified.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The risks involved are ensuring the clear desk policy is rolled out and that new ways of working are adopted in all County Council Offices with continued buy-in from building occupiers. However, these are considered minimal and therefore no mitigating actions are proposed. Equally the savings can only be realised if the planned reduction in the property portfolio goes ahead.

SUMMARY PROPOSAL

Proposal Ref.

A31

1 SERVICE AREA

Transport, Property and Environment - Property - Core Property - Staffing

2 WHAT IS THE PROPOSAL?

To restructure the Property Group to achieve £267,000 in efficiency savings.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

A review of the structure of the Property Group has been undertaken that seeks to rationalise work stream activities, setting clear parameters for work flow and identify opportunities for reducing the number of posts while improving overall service delivery. A total of seven posts have been initially identified for removal from the current property group structure. A further two posts may become vacant as leavers allow further changes to be implemented.

It is important to note that over 40% of the 134 posts within the property group are in some form linked to the capital programme of works and are considered to be posts that are fee earning , effectively generating a net surplus to the revenue budget of £300,000. The remainder of the Group undertakes core functions such as strategy development; ensuring compliance with statutory regulations and providing support to the essential operation of the Group. As a result in the short-term opportunities for extensive staff budget reductions is limited.

It should be noted that these proposed staffing savings are on top of a reduction of approximately 50% in staffing levels during 2010/11. The fee earning staff in design and operations will, over the next 2-3 years, continue to reduce due to the reduction in capital and revenue budgets. This will have a neutral effect on revenue budget except for the corresponding loss of contribution. At present circa 70% of the professional services delivered are procured externally and this may continue to grow

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,941

NET
£000

2,740

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving - staffing	167	100	0	267
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	167	100	0	267

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 9.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

134.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

7.0

8 COSTS (significant one off costs associated with implementing the project)

Three posts are vacant posts leaving potentially four staff that will be displaced by the proposals. If redeployment within Nottinghamshire County Council is unsuccessful then a one off redundancy cost will arise during 2013/14. Two additional posts may become vacant. They will be removed from the structure due to the post holders securing new employment.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The restructure has been conducted to preserve and enhance service delivery; there should be no negative impact on service users due to improved processes

ON OTHER ORGANISATIONS

There will be no negative impact. It is envisaged that on the design delivery side of the Group that staff numbers will expand and contract in line with the demand related to the capital programme and any successful bids for providing external services that generates additional income.

ON OTHER PARTS OF THE COUNTY COUNCIL

The restructure has been conducted in a manner that aims to preserve and enhance service delivery; there should be no negative impact on service users.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The restructure seeks to maximise the opportunity for the Property Group to perform effectively and efficiently, with the new management structure in place and work flows rationalised the next 12 months.

During the course of next year, more extensive asset management planning principles will be embedded and improved performance will deliver significant cost savings to the Council in terms of revenue and capital work. Revenue savings through a focused and objective management of the property portfolio combined with the increased return from land/strategy management will yield further savings to the Council.

Further savings are also possible once there is total integration of property related staffing and functions across the Council. These savings are presently unquantifiable but it is reasonable to assume savings in the region of £220,000 - £300,000 are possible once this review has been implemented.

SUMMARY PROPOSAL

Proposal Ref.

A32

1 SERVICE AREA

Transport, Property and Environment - Property - Property staffing in non- property departments

2 WHAT IS THE PROPOSAL?

To centralise all property professionals from across the Council within the Property Group and streamline the service to achieve £250,000 in savings.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

A significant down- sizing, of the property group, approximately 50%, occurred during 2010/11 coinciding at a time of rising demand for property group services due to the School Capital Refurbishment Programme(SCR), the urgent need to rationalise the property estate and to secure capital receipts. Due to increased demand for help and support, a number of departments employed property professionals. With the Property Group now stabilised and the management structures refined to respond to present and future needs, the duplication of property staff across the organisation represents inefficiency. A two year action plan is being developed within Property that will involve the development of strategic asset management planning that will provide a clearer focus on how the property portfolio should be managed in the long term. This will assist in ensuring that property decisions are joined up across the organisation. It is considered that a holistic approach to property portfolio management will occur best if property staff are all integrated under the Property Group structure.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

N/A

NET
£000

N/A

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	50	200	250
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	50	200	250

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

N/A

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

If duplicated property posts cannot be redeployed within Nottinghamshire County Council then one off redundancy cost will arise during that at present is unquantifiable.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The restructure of the property group will facilitate improved client liaison. Improvements will be demonstrated during the following 12 months and beyond.

ON OTHER ORGANISATIONS

External organisations may have become familiar with a department contact. The change of arrangements will require careful communication to minimise any confusion until the new arrangements become embedded.

ON OTHER PARTS OF THE COUNTY COUNCIL

The restructure of the property group and the focus for improvements has been conducted in a manner that aims to preserve and enhance service delivery; there should be no negative impact on service users.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The restructure of the Property Group seeks to maximise the opportunity for the Group to perform effectively, efficiently and to rationalise work flows.

During the course of next year, more extensive asset management planning principles will be embedded and improved performance will deliver significant cost savings to the Council in terms of revenue and capital work. Revenue savings through a focused and objective management of the property portfolio combined with the increased return from land/strategy management will yield further savings to the Council. The success in achieving these improvements will assist in removing departmental anxiety over the loss of direct engaged staff. It should be noted that it is proposed that a phased approach to staff integration is adopted to build up confidence levels across the organisation. As posts are reduced there is a risk that departments affected could register the loss of the post as a budget saving which would double count the saving that has already been recorded under this proposal. To avoid this situation arising, it is proposed that posts identified are initially transferred into the Property Group along with the corresponding budget aligned with the post. Property will then review overall service delivery requirements and register any savings achieved through staff reductions, via the property staffing budget

SUMMARY PROPOSAL

Proposal Ref.

A33

1 SERVICE AREA

Transport, Property and Environment - Property - Planned Maintenance

2 WHAT IS THE PROPOSAL?

To reduce the planned building maintenance budget by £519,000 by 2016/17 from the works budget

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

There has been recent additional investment in planned maintenance in order to tackle urgent priority repairs particularly related to the need to ensure compliance with statutory requirements in such areas as Legionella testing; fire risk assessments and asbestos and via improvements work contained within the School Capital Refurbishment Programme (SCRCP) in 2013-15. As a result the most urgent need to tackle these priority work items has passed and the budget may be reduced. The Property Group will aim to meet statutory repair and maintenance requirements with a 10 % budget reduction. This is considered achievable. Any lower budget savings below 10% will be utilised to address priority 1 repairs achieving effectively as possible value for money.

It should be noted that £3m of the planned maintenance budget is already earmarked for SCRCP.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

5,037

NET
£000

5,037

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	0	519	519
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	519	519

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

10.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Because of the worsening condition of the stock, there will be an increased risk of failure of heating and lighting systems and deterioration in the fabric of building which could result in closure of buildings. This would impact on service delivery and service users.

ON OTHER ORGANISATIONS

School Capital refurbishment Programme will have seen a significant reduction in backlog but by no means complete removal of the outstanding urgent repairs. Priorities 2, 3 and 4 will move further up the hierarchy making it very difficult to keep primary schools operationally functional.

ON OTHER PARTS OF THE COUNTY COUNCIL

There will be no funding for any refurbishment of administrative and front-line service buildings such as libraries, day centres and youth centres. These buildings will have an increased risk of building closures and higher day to day maintenance costs.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

At present the County Council has an estimated back-log for building maintenance of approximately £141m for priorities 1 and 2 in relation to works that should be undertaken in the next two years(the most urgent type of works). Even allowing for the School Capital Refurbishment Programme investment, there is £17 million of assessed need in relation to the corporate estate alone just for priority 1 which requires immediate attention. The current budget provision prior to the proposed reduction is not sufficient to prevent the escalation of priority 1 repairs re- occurring during the next two years. Nottinghamshire County Council's spend on planned maintenance compared to back-log maintenance, is less than half of the average in the sector which is approximately 9%+. This means that further budget reductions will increase the backlog and maintenance requirements both in the medium/long-term, leading to a deterioration in the condition of the buildings and increased costs to the Council in the long-term.

The important priority is to establish as soon as possible a repair and maintenance strategy that will identify what standard of condition can be achieved with an appropriate budget provision. An action plan is being prepared that will seek to have this developed within the next 12 months. This will help inform in an objective manner what impact the range of reductions will have on the property portfolio. It should be noted that the assumption is that no additional monies will be available for this budget which will leave the organisation with a decision whether to accept a deteriorating estate; a significantly reduced property portfolio or to consider alternative means of holding/funding property e.g. sale and leaseback

SUMMARY PROPOSAL

Proposal Ref.

A34**1 SERVICE AREA**

Highways - New Highways Contract

2 WHAT IS THE PROPOSAL?

A new contract was awarded to deliver the following highway works:

- Resurfacing
- Surface Dressing
- Street Lighting Planned Column Replacement
- Carriageway resurfacing
- Road markings and studs
- Gully cleaning
- Earthworks, boundary works & land reclamation
- Vehicle safety barrier
- High friction surfacing

The new highways contract was awarded in January 2013 and started on 1st April 2013 for 10 years following a competitive procurement process.

The value of works expected to be delivered through the contract is £11.5M/year based on previous year budget allocations for the above works.

As part of the procurement process an analysis of the contract costs to current expenditure forecast a saving in the order of £2.17m/year. This will be delivered through the more efficient and cost effective delivery of planned capital highway works.

This will achieve a £1m saving to the capital programme and a revenue service saving of £1.17m through the capitalisation of that value of the carriageway patching currently funded from the revenue programme.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

These savings are already being made through the new contract.

Monitoring of the savings is through the highways contract management team.

Currently the Policy Committee decision is to reinvest the saving in highway maintenance.

This proposal will require the reversal of this policy committee decision to realise the saving.

Carriageway patching, currently revenue funded, will in future be funded by the highways capital programme with an allocation of £1.17M.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

-

NET
£000

11,500

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,170	0	0	1,170
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,170	0	0	1,170

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 10.2%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

5.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

No additional cost but contract management team needs to be maintained to ensure efficiency saving achieved. This is mainly funded through the capital programme.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

No direct impact on users from the efficiency saving and no service reduction from the 2012/13 position through this arrangement although during 2013/14 the road users and residents will have benefitted from an improved road condition from the re-investment of the £2.17m savings during 2013/14.

ON OTHER ORGANISATIONS

Reduced workload for Lafarge-Tarmac and their supply chain of £2.17m/annum of which 90% is contractually obliged to be spent locally.

No direct impact on other organisations from the efficiency saving and no service reduction from the 2012/13 position through this arrangement although during 2013/14 business in the County which rely on road based transport will have benefitted from an improved road condition from the re-investment of the £2.17m savings during 2013/14.

ON OTHER PARTS OF THE COUNTY COUNCIL

No direct impact from the efficiency saving.

Potential impact from reduced employment opportunities through workload for Lafarge-Tarmac and their supply chain of £2.17m/annum of which 90% is contractually obliged to be spent locally.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is an efficiency measure which is unlikely to directly affect service provision so does not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

This is an efficiency saving from competitive procurement therefore the service risks are minimal. There are two key risks to delivery of the efficiency saving:

1. The efficiency saving must be achieved through effective delivery of the contract. The works must be effectively planned through the Highways Programme, Design and Delivery Group. Staff resources in this group are mainly recharged to the highways capital programme through fees.

The contractor must be engaged in the planning of the programme and planning of each scheme at an early stage to deliver savings through effective resource management, works planning and innovation. Ensuring the co-location at Bilsthorpe is maintained is essential to achieving this. The contractor must deliver the works in a cost effective and efficient way whilst maintaining an acceptable quality of works.

To mitigate this risk the following arrangements are in place:

Strategic and operational boards are in place to over-view delivery of the contract and savings. The highways contract management team provide monitoring and challenge to arrangements to deliver the contract and performance of the contractor.

2. A reducing highways capital programme will reduce the level of savings that may be delivered

The efficiency savings described above are a percentage saved off the total value of the works. If the total value of works ordered through the contract is reduced there will be less work from which to make a saving.

As the majority of the work delivered through the contract is from the highways capital programme any significant reduction in the highways capital budget will reduce the level of savings that can be achieved through the contract.

SUMMARY PROPOSAL

Proposal Ref.

A35

1 SERVICE AREA

Highways - Highway Operations Efficiency Project

2 WHAT IS THE PROPOSAL?

This proposal pulls together several measures to reduce the cost and improve the efficiency of works delivered by the in-house works teams comprising the Highway Operations Group. These will allow budgets to be reduced without impact on service delivery.

These measures include:

- (a) Increased productivity of in-house works teams and reduced overheads
- (b) Reduction in the use of plant and reduction in transport costs;
- (c) Reduction in absence due to industrial injuries through review and control within the Health and Safety Management System (ISO18001);
- (d) Review and reduction of the Highway Emergency Response Service;
- (e) Reduction in the number of highway depots

Staff reductions relating to these efficiencies are estimated at 20 posts (Full Time Equivalents)

At the same time as preparing the savings measures a review of the future workload of the operations group has been undertaken. The Highways Operations Group operates as an in-house contractor and its workload will change as budgets change in addition to the savings and efficiencies measures.

Therefore the staff reductions shown in this Outline Business Case (OBC) is the total effect of reductions from the efficiency savings from this OBC together with reductions as a result of reduced workload to Highway Operations. It is important to bring these factors together here so that a clear message is available for the staff involved and to maximise redeployment opportunities by making the changes together.

The budget changes that will reduce future work load are mainly those relating to government grants for capital funding including a one-off grant of £2M in 2013/14 reducing to £1M in 2014/15 and then removed, considerable uncertainty about the capital Integrated Transport Measures (improvements) grant from 2015 onwards and arrangements for the Single Local Growth Fund. Some workload is reducing as types of highway improvements are changing – for example greater use of inter-active speed signs instead of traffic calming (road humps) reduces construction workload. Pressures on the revenue funded highways budget will continue to increase for example energy price increases will divert funding from highway works even with an ambitious energy saving programme planned, and the one off funding for carriageway repairs in 2013/14 of £1M is removed.

In total 69.3 posts are to be removed from the establishment however the Highways Division has been planning for most of these reductions for some time and 41 posts are therefore currently held vacant to off-set these reductions. Although the forecast for government grant from 2015 is less clear and the current best estimates have been used in the urgent review of future workload that is now brought together in this business case.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Highway Operations Group operates as a separate internal contractor and holds no budgets directly. All staff costs are recharged to works budgets on the basis that if the in-house Operations Group did not deliver the works an external contractor would need to be procured with broadly the same works costs. The Highways Operations Group therefore operates a trading account which includes internal and some external work. Internal highways work is approximately split 50:50 between revenue and capital funding.

The already planned budget changes and forecast uncertainty for future government grant will reduce the maintenance and improvement works that can be delivered for the highway network and reduce the available workload for the Highways Operations Group.

The efficiency work streams identified in this proposal are all aimed at reducing the cost of delivering works to enable works budgets (not held by this group) to be reduced to realise the saving with no minimal on service delivery, but will lead to a staff reduction of 20 posts.

For each of the work streams identified, the detailed rationale/actions are:

(a) Improved productivity and reduced overheads. This saving will be realised by reducing the hourly rate charged to works. This is anticipated to be achieved during 2013/14 at a 7.4% reduction from the 2012/13 labour cost baseline. Staff reductions were made prior to 2013/14 in anticipation of this and for 2013/14 a part year effect will be shown in an increased trading account return.

(b) Plant and transport used in the delivery of highway functions has been reviewed and is in the process of being reduced. Further increased utilisation of plant and transport is intended to realise a cost reduction of approximately 5% from 2014/15.

(c) The number of H&S incidents as a result of works undertaken has continued a trend of reduction since the introduction of the ISO18001 across the Group. This trend continues and through robust management and training, it has been identified that cost reduction through a reduction in absence related to industrial injuries can be achieved. No staffing reductions are expected through this work as absence cover is generally made through external provision, but a cost reduction will be achieved.

(d) Currently Highway Operations Group provides the service to respond to and resolve incidents affecting the highway network both within and outside of working hours, for example supporting emergency services at Road Traffic Collisions or making safe highway defects reported out of hours. A review of current resource arrangements and cover has identified scope to reduce resources without significantly affecting the service provided. It is anticipated that this will realise cost reduction of approximately 8%. No staff reductions expected from this measure as it is currently delivered through overtime/standby, but a cost reduction will be achieved.

(e) Highways operations are currently delivered from nine depots across the county. A further reduction in the number of operational depots will reduce fixed overhead costs but may need some initial investment.

Note the figures below represent Highways Operations turnover for 2013/14, so that the saving may be seen against the turnover. Highway Operations Trading Account operates as a zero budget, and in fact delivers a £260k net surplus back to NCC in the year

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

27,700

NET
£000

27,700

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	900	0	100	1,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	900	0	100	1,000

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

3.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

338.8

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

69.3

8 COSTS (significant one off costs associated with implementing the project)

Potential redundancy costs have been mitigated by the pro-active management of 41 vacancies to reduce these costs.

For the efficiency work-streams (a)-(d), this work is already in-hand within the Group and are expected to be delivered utilising existing resources but may in the future require some additional commercial resources.

For work-stream (e), there will be some additional investment required to accommodate transferring staff, however it is anticipated that any capital required would be offset against the capital receipts for the release of closed sites and savings made through reduced operating costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There are service risks from the reduced funding for future highway maintenance and improvements which will be partially mitigated through the current processes of planning and prioritising these works. However there is a risk that the future level of highway maintenance and improvements will fall further below public and road user expectations for the service.

The impact on service users from the efficiency saving measures will be minimal as they relate mainly to operational processes.

ON OTHER ORGANISATIONS

The current highways depot lease arrangements with Ashfield and Broxtowe District Councils will also be reviewed.

ON OTHER PARTS OF THE COUNTY COUNCIL

Minimal impact on other County Council service areas and risks and implications of reducing staff is mitigated by the advance planning in the Highways Division to retain a vacancy level of 41 posts in the group.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is an efficiency measure which is unlikely to directly affect service provision so does not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There are service risks from the reduced funding for future highway maintenance and improvements which will be partially mitigated through the current processes of planning and prioritising these works. However there is a risk that the future level of highway maintenance and improvements will fall further below public and road user expectations for the service.

Service risks from the efficiency savings are minimal as they relate to reducing cost whilst providing the same service.

The cumulative effect of reducing capital funding and revenue funding and work-load increases the risk that the full efficiency will not be achieved.

The key risks to delivery of the efficiency saving are

1. The efficiency savings are a percentage saved off the current total value of the works undertaken. If the total value of works ordered from Highway Operations is reduced there will be less work from which to make a saving. Therefore any significant reduction in the highways budget funding works delivered by the Highways Operations Group will reduce the level of savings that can be achieved. So for example a 10% reduction in the capital and revenue budgets would lead to 10% less work to be delivered more efficiently and cost effectively, this would lead to a potential short-fall in the saving of £102,000; this risk could be reduced if additional external work could be found and delivered but this is subject to open market conditions and cannot be guaranteed.
2. Work stream (a) has a staffing implication risk of up to a further 10 FTE if not balanced by an increased external turn-over – this is now included in the total staff implications for this business case.
3. It is not anticipated that there are any significant risks to delivering the savings proposed in work streams (b)-(d).
4. There is a risk that work stream (e) will not be delivered if:
 - (i) any new sites needed are not available,
 - (ii) the capital business case does not create a positive cost benefit, or
 - (iii) capital funding is not available.

The risks and implications of reducing staff is mitigated by the advance planning in the Highways Division to retain a vacancy level of 41 posts in the group. A close review will be continued for the emerging details of the government grant funding for highways and the overall implications of budget changes, savings and efficiencies. This is essential to maintain a highway operations group staff level that matches the base work-load supported as necessary through the current sub-contract framework. It should be noted that currently sub-contract work is reduced to a minimum.

SUMMARY PROPOSAL

Proposal Ref.

A36**1 SERVICE AREA**

Highways - Carriageway pot hole and patching repairs

2 WHAT IS THE PROPOSAL?

This proposal is to deliver efficiency savings through the introduction of a more effective pothole repair and patching service. This will reduce costs incurred through repeat visits to temporary repairs.

Carriageway patching and pot hole repair is the third highest area of expenditure within the routine revenue highways budget at some £2.9M a year.

It is also the subject of almost 7,000 enquiries to the authority every year.

Two thirds of all carriageway defects (including potholes) are found by Highway Inspectors with the other third reported by customers.

Whilst there will always be the need to fill some of these potholes urgently, under this proposal a higher proportion will be repaired through a planned programme of work.

The additional funding in 2013/14 of £1M for pothole repairs is being used to transform the process to enable more potholes to be repaired "right first time" through batching together patching works in urban areas and more effective planning of works as new processes are being developed.

In future years the new process will reduce costs and therefore the budget for pothole and patching repairs.

This will be achieved through increased efficiency and over a slightly longer period reduced return to previously temporary repairs.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The County Council's current policy and practice results in many carriageway defects (including potholes) being classified as requiring repair within 24 hours.

Delivery of repairs may only be undertaken within 24 hours on a temporary basis as there is no opportunity to batch together the repairs and no opportunity to plan the resources (plant, labour and materials) needed to undertake permanent repair works.

Through a review of the current policy and practice it is proposed that many of the carriageway defects may reasonably be classified as requiring repair within a longer time period up to 28 days. This will allow works programmes to be planned and resourced to undertake these as permanent repairs or done right first time.

Many adjacent local authorities have already changed their policies and procedures to move towards this approach including Derbyshire, Leicestershire and Northamptonshire.

Some repairs will need to be undertaken more urgently and may remain temporary to achieve a shorter repair time.

Also if quantities of repairs exceed the resources available for permanent repair programmes these also may need to be temporarily fixed – for example immediately following a severe winter.

As the new process is established current policies and procedures will be updated.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,656

3,656

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	100	100	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	100	100	200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

5.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

There are some one-off costs through investment in plant to undertake inlay patching (mini-planers etc.) but these costs are contained within the Highways Operations trading account. The savings achieved will be deferred as shown in the profile of the estimated savings.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users may experience an increased time between reporting a pot hole and repair as a planned approach to works will extend the time for repair from a few days to a few weeks.

As many carriageway defects (including potholes) can be present for some time before they are reported or inspected there is unlikely to be any increased risk to service users.

Right first time means that each repair will take slightly longer but return visits will largely be eliminated so overall disruption to road users will reduce.

ON OTHER ORGANISATIONS

Any other organisation that uses the Nottinghamshire road network will be impacted as per the above.

ON OTHER PARTS OF THE COUNTY COUNCIL

Any other part of the County Council that uses the Nottinghamshire road network will be impacted as per the above.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is mainly an efficiency saving without direct impact on service delivery with a risk of impact to drivers and cyclists therefore unlikely to disproportionately negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

i) Many defects are present some time before reporting or inspection and personal injury from carriageway defects will continue to be monitored and reviewed.

ii) A change of policy is needed to reflect this proposal.

SUMMARY PROPOSAL

Proposal Ref.

A37**1 SERVICE AREA**

Highways - Highway Safety Shared Service

2 WHAT IS THE PROPOSAL?

This proposal is to remove the current County Council contribution to the existing Highway Safety shared service through further development of the shared service to avoid any service reduction.

Currently, the County Council, City Council, the Highways Agency and Police jointly fund and work in partnership to manage the speed of drivers in Nottinghamshire and influence inappropriate driving behaviour, such as not wearing a seat belt. This includes the cost of running the fixed safety (speed) cameras and associated enforcement.

The County contributes £400k to this shared service and this proposal is to remove this contribution of £400k subject to negotiation with the other partners.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

For some traffic offences the police are able to offer road safety educational courses instead of an endorsement of the licence. The cost to offenders is the same but instead of a fine a charge for the educational course is raised.

These arrangements are currently operating for some speeding offences and generating an income to the Partnership for reinvestment for casualty reduction measures to continue.

It is proposed by the shared service to extend this arrangement for other moving traffic offences including red light violations, driving with a mobile phone and not wearing a seat belt.

The increase in diversion from fines to charges for educational courses for a wider range of traffic offences will result in an increased income to the shared service.

It is therefore proposed to reduce in the amount of revenue provided by the County Council by £400k and utilise income from speed and road awareness courses to compensate for this.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,026

NET
£000

1,026

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	100	100	400
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	100	100	400

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 39.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Any one off costs associated with this proposal will be contained within the shared service budget.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Evidence from the diversion of some speeding offenders to educational courses reduces re-offending. Therefore there is a potential benefit to service users from this proposal by further reducing traffic offences which may also reduce road traffic collisions.

ON OTHER ORGANISATIONS

Partners in the shared service may also benefit from this approach and be able to reduce their contributions.

ON OTHER PARTS OF THE COUNTY COUNCIL

There are not anticipated to be any adverse impacts on other parts of the County Council.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is a change in an alternative offer to driving offenders and is unlikely to disproportionately negatively impact on people with protected characteristics

11 RISKS AND MITIGATING ACTIONS

There are not expected to be any risks to service users or the County Council from this proposal.

Risks to delivering this saving are

1. A reduction in funding available to other partners which may reduce the opportunity for this scale of saving to the County Council;
2. A reduction in the number of this type of traffic offence reducing the income from the educational courses;
3. A change in legislation could affect the police's opportunity to divert offenders into road educational courses.

There is no realistic mitigation to these risks the most significant considered to be the risk of reduced funding to partners.

SUMMARY PROPOSAL

Proposal Ref.

A38

1 SERVICE AREA

Highways - Central Processing Unit (CPU) Parking Shared Service

2 WHAT IS THE PROPOSAL?

This proposal relates to the expansion of the current arrangements to process parking tickets – penalty charge notices. It does not cover the arrangements to operate the Civil Enforcement Officers (traffic wardens) or the issue of the penalty charge notices which are subject to separate joint arrangements between the County and District Councils in Nottinghamshire.

The Nottinghamshire Central Processing Unit currently processes Penalty Charge Notices (parking tickets) on behalf of Derbyshire and Lincolnshire County Councils.

This shared service reduces the process cost per notice to process for all the partners including Nottinghamshire through economies of scale.

The proposal is to extend the service across other councils such as Leicestershire and Wakefield Metropolitan Borough to achieve further economies of scale for all partners including Nottinghamshire.

There may also be opportunities for sharing with Councils further afield which are looking to reduce their costs.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Nottinghamshire Central Processing Unit has one of the lowest unit costs for processing Penalty Charge Notices in the country.

Sharing the service with more councils reduces these costs by 50p/PCN and would initially be achieved within existing staffing establishment.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

NET
£000

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	25	0	25
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	25	0	25

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

N/A

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Set up costs would be met by the additional authorities sharing the service including tendering and legal costs incurred in establishing contracts.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None. Drivers receiving parking tickets are unaware of where the ticket is processed.

ON OTHER ORGANISATIONS

Service users in sharing authorities contacting Central Processing Unit would receive a consistent high quality response.

ON OTHER PARTS OF THE COUNTY COUNCIL

There would be an increase in reputation for Nottinghamshire in leading a successful shared service for processing PCNs

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is an efficiency saving without direct impact on service delivery and therefore will not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

This is mitigated through a well-established and cost effective service provided through the Highways division.

SUMMARY PROPOSAL

Proposal Ref.

A39

1 SERVICE AREA

Highways - Urban Traffic Control Shared Service

2 WHAT IS THE PROPOSAL?

The control of traffic signals across the County is through a shared Urban Traffic Control (UTC) centre with the City Council. This provides changes to traffic signal timings and operation as traffic flows change across the City and County and also provides a fault monitoring service.

The level of service needed from the UTC to manage the County traffic signals is reducing so there is an opportunity to renegotiate the UTC arrangements with the City to save 50k from the current £190k cost.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Following the intelligent traffic initiatives developed by the County, there is less reliance on the City managed UTC centre.

Examples of these initiatives include

1. A new fault management system which automatically transfers faults from the system controller (computer) to the maintenance engineer without the need for the UTC desk operators having to process the fault.

The fault management system is also web based to allow monitoring of the fault repair from anywhere including mobile devices.

2. Dual control using SCOOT (area wide automatic variation of traffic signal timings to changing traffic flows and delays) and MOVA (junction specific variation of traffic signal timings to changing traffic flows and delays) at key junctions. This manages the traffic automatically and more effectively than the manual intervention by UTC desk operators previously used.

The reduction in payment to them for this service is reflected in this proposal

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

190

NET
£000

190

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	50	0	0	50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	50	0	0	50

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 26.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
One off costs have mainly already been incurred by the County.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None as the same service will be delivered at a reduced cost.

ON OTHER ORGANISATIONS

Reduced contribution to shared service with Nottingham City Council.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is mainly an efficiency saving without direct impact on service delivery and will not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

This proposal takes advantage of new technology to provide the same service at a reduced cost so risks are minimal for service users and the County Council.

SUMMARY PROPOSAL

Proposal Ref.

A40

1 SERVICE AREA

Highways - Robin Hood Line Subsidy

2 WHAT IS THE PROPOSAL?

The Robin Hood Line operates between Nottingham, Mansfield and Worksop

Monday to Saturday trains run from 5.40 am to 10 pm up to half hourly to Mansfield Woodhouse and hourly to Worksop.

The Sunday service runs from 8 am to 8 pm every one and a half to two hours and only to Mansfield Woodhouse.

The County Council currently pays a £80k per annum subsidy to the Department for Transport (DfT) for providing the Sunday service on the Robin Hood Line.

This arrangement comes to an end at 31st March 2015 and any on-going subsidy to the commercial service then be met by the DfT

There is not expected to be a reduction in service provision through this proposal.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Saving through planned end to subsidy arrangements following which subsidy will be provided by DfT

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

80

NET
£000

80

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	80	0	80
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	80	0	80

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

100.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
No one-off costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The service is expected to continue to run and there will be no impact on service users.

ON OTHER ORGANISATIONS

The service is expected to continue to run and there will be no impact on other organisations.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is a cost saving without direct impact on service delivery and will not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is a risk to service users if DfT do not maintain any subsidy needed to support the commercial service.

This risk is mitigated in that the County Council may review its position at that time.

SUMMARY PROPOSAL

Proposal Ref.

A41**1 SERVICE AREA**

Highways - Street Lighting Energy Saving Project

2 WHAT IS THE PROPOSAL?

This proposal is to reduce the cost of street lighting energy to the Council.

Street Lighting energy cost is the highest service cost in the highways revenue budget at £4.5M a year which makes up 15% of the total highway revenue budget.

This proposal is therefore to reduce energy use on street lighting through increased use of 1500 LED (energy efficient) lanterns per year and dimming 1750 high power street lights per year.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

In the last three years, advances in energy saving lighting sources and the reduction in their cost have been significant, and alternative measures to part-night lighting are now viable in order to meet the required energy and carbon dioxide (CO₂) cost savings.

The measures comprise of converting lights to LED when their columns are due for replacement and dimming lights.

1. LED lanterns

To increase street lighting energy saving through the use of modern technology without the need to switch off lights. LED (low energy) lanterns are now fitted as standard in all street lighting column replacement schemes in the highways capital programme.

LED lanterns give an energy saving of between 35 - 50% energy per column.

However, the cost of installing the equipment makes these only viable on new installations and capital replacements. It would not be cost effective to introduce LED into equipment that has been replaced within the last five years currently.

Further investigation into the viability of fitting LED (low energy) lanterns to existing street lighting columns is being undertaken.

2. Dimming

Dimming will be considered between the hours of 22.00 – 07.00am.

Dimming on high wattage columns offers a payback in 1 - 2 years with dimming units on 250W lanterns saving about 60% per year in energy per column.

It is noted that the impact of dimming is minimal with many residents and road users unaware that lights have been dimmed.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,456

NET
£000

4,456

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	300	500	700	1,500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	300	500	700	1,500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

33.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

One off costs of installing LED lanterns and dimming switches may be contained within existing highways capital allocation for street lighting.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users will benefit from the cancellation and reversal of part night lighting.

Impact on service users from LED and dimming are minimal with LED generally supported by residents in trial locations in Nottinghamshire and no comments have been received from residents and road users regarding the dimming trial site.

ON OTHER ORGANISATIONS

Some other organisations may benefit from the cancellation and reversal of part night lighting.

ON OTHER PARTS OF THE COUNTY COUNCIL

It is unlikely this proposal will impact on other parts of the County Council.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment would be required to gauge potential effects of the proposal on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

As these proposals maintain current lighting provision but introduce more efficient energy use through LED lanterns or dimming of lanterns the service provided to users are maintained.

A planned programme of dimming and LED installation over three years at least will mitigate resource and procurement risks.

This level of savings assumes a significant acceleration of both the LED and dimming programmes to be delivered. But there is a risk that the acceleration to the LED and dimming programmes will not be achieved in the timescale shown.

SUMMARY PROPOSAL

Proposal Ref.

A42

1 SERVICE AREA

Highways - Planning Access and Commissioning Income

2 WHAT IS THE PROPOSAL?

This proposal reflects an anticipated increased of income to the County Council of £33,000, resulting from increased housing development activity.

Most new housing developments enter into a legal agreement with the County Council (a "section 38 agreement") where by the developer agrees to construct roads serving the new development to the County Council's standard. A fee is paid to the County Council to cover the cost of inspecting the roads during their construction to ensure the appropriate standards are met. On completion of the development and if the roads have been constructed to the necessary standard the County Council under the agreement adopts the roads as publicly maintainable highway.

This proposal assumes the additional inspection may be undertaken within current staff resources.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Government and all local authorities are currently promoting economic growth including increased house building.

The District Council Local Development Frameworks reflect increased house building.

This proposal therefore reflects the increased income assuming the additional inspection may be undertaken within current staff resources.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

339

339

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	10	10	13	33
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	10	10	13	33

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 9.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

15.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There is no impact on service users as this proposal reflects an expected increase in demand for an income generating service.

ON OTHER ORGANISATIONS

There is not expected to be an impact on other organisations from this proposal.

ON OTHER PARTS OF THE COUNTY COUNCIL

There is not expected to be an impact on other parts of the County Council from this proposal.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal relates to income from developers therefore does not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is not expected to be a risk to service users or the County Council from this proposal.

There are risks to the delivery of this proposal:

1. The predicted increase in house building / development activity may not occur;
2. The additional inspection may not be possible to deliver with existing staff resources.

SUMMARY PROPOSAL

Proposal Ref.

A43**1 SERVICE AREA**

Highways - Management Income

2 WHAT IS THE PROPOSAL?

This proposal is to seek to increase income from existing service areas where charges are made or costs recovered.

1. Increasing sample inspections of utility companies working on the highway £20k (currently £225k/year)
2. Proactive chasing of utility companies to repair defects £10k (currently £5k/year)
3. Additional skip licences issued £20k (currently £110k/year)
4. Recovering more costs incurred by repairing damage from third parties £30k (currently £100k/year)

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

1. Utility works - the number of sample inspections that the authority can do is set by national legislation and the proposal is to ensure that this number is achieved compared with a deficit of £34k last year and £9k the year before.

Achieving these sample inspections will also lead to more costs being recovered from utility works where further repairs are needed.

The process improvements in the Inspection service have released capacity so that these samples can be achieved.

2. A similar approach is proposed to increase the income from serving notices on utility companies to repair their defective work
3. Additional skip licence income would be achieved through increasing building work requiring skips on the highway.
4. Process improvements for recovering debt and costs incurred by the authority in repairing the highway following accidents will lead to more costs being recovered from insurance companies.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

440

NET
£000

440

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	20	30	30	80
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	20	30	30	80

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

18.2%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Provision of improved technology for Highway Inspectors is essential to the efficient delivery of these proposals at a cost of £10000.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There would be fewer incidents involving poor reinstatements of roads following utility works.

ON OTHER ORGANISATIONS

Utility companies will be held to greater account for the quality and prompt completion of their reinstatement.

ON OTHER PARTS OF THE COUNTY COUNCIL

Other parts of the County Council are not expected to be affected by these proposals.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal relates to increased income from utility companies, skip hire companies and those damaging highway apparatus and is therefore unlikely to disproportionately negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There are minimal risks to service users and the County Council through this proposal as it relates mainly to operational efficiencies.

The condition of the County road network will be improved due to fewer instances of poor utility reinstatements. As a consequence there will be less disruption to journeys.

The main risk to delivering this proposal is insufficient staff resource.

A lower than expected upturn in building work would impact on the skip income.

SUMMARY PROPOSAL

Proposal Ref.

A44

1 SERVICE AREA

Highways - Safety Signals and Lighting Income

2 WHAT IS THE PROPOSAL?

This proposal identifies income opportunities of £13,000:

Through delivery of road safety audits for other Councils when demand exceeds their capacity £3,000

To carry out MOVA (traffic signal controller) design for other Councils due to the County Council's expertise in this area £10,000

These proposals assume this additional work can be delivered with the existing staff resource.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To generate income through assisting neighbouring highway authorities utilising Nottinghamshire County Council capacity and expertise without additional staff resource.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

NET
£000

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	13	0	0	13
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	13	0	0	13

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

100.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

No impact as proposal is providing a technical service to another Council.

ON OTHER ORGANISATIONS

No impact as proposal is providing a technical service to another Council.

ON OTHER PARTS OF THE COUNTY COUNCIL

No impact as proposal is providing a technical service to another Council.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal relates to income from other local authorities therefore does not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There are no risks to service users or the County Council arising from this proposal.

There is a risk this proposal may not be delivered if the workload within the other authorities reduces or they make alternative arrangements or it can-not be delivered through existing staff resources.

SUMMARY PROPOSAL

Proposal Ref.

A45

1 SERVICE AREA

Highways - Safety, Signals and Lighting Revenue Staff Reductions

2 WHAT IS THE PROPOSAL?

This proposal is to reduce revenue funded staff levels and costs across the group. This proposal also considers staff requirements for future capital and revenue programmes and assumes some improvement through business process review and change. Delivery of front line service is prioritised but it is expected that investigation of complex customer enquiries will take longer and capacity to further develop the service is removed. Some road safety service will be reduced through this proposal.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Business processes will be reviewed in all these groups to achieve these savings through efficiencies where possible, and this work has already been carried out in the area of Street Lighting inspections. However some service reduction is inevitable with a reduced resource across the division to support customer enquiries and effective future planning of service delivery. Staff working on Capital and Revenue funded highway services will be reduced in Highway Safety Signals and Lighting Group by £380,000 (10 posts)

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,173

NET
£000

1,505

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	143	237	0	380
LESS Loss of Income	-10	-20	0	-30
LESS Costs of Reprovision	0	0	0	0
NET SAVING	133	217	0	350

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

23.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

57.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

10.3

8 COSTS (significant one off costs associated with implementing the project)
Potential redundancy costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There is likely to be a reduction in the customer service that the Division can offer and a reduction in the effective future planning of service delivery for example, Road Safety Education.

ON OTHER ORGANISATIONS

Reduced customer service

ON OTHER PARTS OF THE COUNTY COUNCIL

Reduced customer service

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The County Council's HR policies and procedures manage the potential impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

All groups are planning mitigation measures for their service areas where possible. The proposed staff reductions are based on forecast Capital and Revenue budget reductions which are subject to review by government for grant allocations and through the Council's budget process

SUMMARY PROPOSAL

Proposal Ref.

A46

1 SERVICE AREA

Highways - Highway Programmes Design and Delivery

2 WHAT IS THE PROPOSAL?

This proposal considers staff requirements for future capital programmes and assumes some improvement through business process review and change.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Staff working on the capital programme will be reduced in Highways Programmes Design and Delivery by 7 posts (£175,000). This reflects anticipated reduction in the capital budgets available for highways and forecast future government grant

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,757

NET
£000

circa £2,000

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	175		0	175
LESS Loss of Income	-175	0	0	-175
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0		0	0

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

N/A

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

72.4

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

7.0

8 COSTS (significant one off costs associated with implementing the project)
Potential redundancy costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Reductions to the highways capital programme through government grant and the Council's budget process will impact the condition and opportunity to improve the highway network

ON OTHER ORGANISATIONS

Reduced customer service

ON OTHER PARTS OF THE COUNTY COUNCIL

Reduced customer service

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The County Council's HR policies and procedures manage the potential impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

All groups are planning mitigation measures for their service areas where possible. The proposed staff reductions are based on forecast Capital budget reductions which are subject to review by government for grant allocations and through the Council's budget process

SUMMARY PROPOSAL

Proposal Ref.

A47

1 SERVICE AREA

Highways - Planning, Access and Commissioning Group Staff Reductions

2 WHAT IS THE PROPOSAL?

This proposal is to reduce staff levels and costs across the group.

This proposal assumes some improvement through business process review and change.

Delivery of front line service is prioritised but it is expected that investigation of complex customer enquiries will take longer and capacity to further develop the service is removed. The full effect of this proposal is being assessed in detail.

This proposal also considers staff requirements for future capital and revenue programmes

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Business processes will be reviewed to achieve these savings through efficiencies where possible. However some service reduction is inevitable with a reduced resource across the division to support customer enquiries and effective future planning of service delivery. Staff working on revenue funded highway services will be reduced by 12 FTE (£459K) not including Countryside Access staff (subject to an additional OBC). Staff working on capital services will be reduced in the group by 2.5 posts (£92k)

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,467

NET
£000

2,128

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	267	284	0	551
LESS Loss of Income	-92	0	0	-92
LESS Costs of Reprovision	0	0	0	0
NET SAVING	175	284	0	459

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

21.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

66.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

14.5

8 COSTS (significant one off costs associated with implementing the project)
Potential redundancy costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Reduced capacity to protect the highway network from the adverse impacts of development activity and to support economic growth.

Reduced potential to implement Highway Asset Management system improvements to improve business process across the Division and customer interactions.

Reduced capacity to undertake Flood Risk Management activities. Reduced capacity to develop programmes and bid for supporting funding for transport programme delivery.

ON OTHER ORGANISATIONS

Reduced highways planning advice and support for Government development / economic growth agenda. Reduced capacity to undertake coordinating Flood Risk Management role.

Reduced capacity to undertake coordinating Flood Risk Management role.

ON OTHER PARTS OF THE COUNTY COUNCIL

Less proactive advice for members over housing and development matters.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The County Council's HR policies and procedures manage the potential impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The main risk for the County Council is:

A reduced customer service in particular a reduced ability to respond to District Councils on highway planning matters. Reduced capacity to generate income. Mitigation against these risks is being investigated but is expected to be minimal. The risk of delivering this proposal is minimal subject to County Council policy and procedures for staff restructuring and compulsory redundancies. Proposed staff reductions are partly based on forecast capital and revenue budgets which are subject to review by government for grant allocations and through the Council's budget process

SUMMARY PROPOSAL

Proposal Ref.

A48

1 SERVICE AREA

Highways - Highways Management Revenue Staff Reductions

2 WHAT IS THE PROPOSAL?

This proposal is to reduce capital and revenue funded staff levels and costs across the group.

This proposal assumes some improvement through business process review and change.

Delivery of front line service is prioritised but it is expected that investigation of complex customer enquiries will take longer and capacity to further develop the service is removed. There would be a reduction in the number of Highways liaison staff, Highway Inspector and Coordination of roadworks staff.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Business processes will be reviewed to achieve these savings through efficiencies where possible and this work has already been carried out in the area of Highway Inspections. This proposal also considers staff requirements for future capital and revenue programmes.

Staff working on revenue funded highway services will be reduced in Highway Management Group by 18.3 FTE (£503,000).

The proposed staff reductions are based on forecast Capital and Revenue budget reductions which are subject to review by government for grant allocations and through the Council's budget process

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,385

NET
£000

2,138

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	204	324	0	528
LESS Loss of Income	-12	-13	0	-25
LESS Costs of Reprovision	0	0	0	0
NET SAVING	192	311	0	503

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 23.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

104.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

18.3

8 COSTS (significant one off costs associated with implementing the project)
Potential redundancy costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There will be a reduction in the customer service.

In particular many of the issues dealt with by the District Manager teams are complex, high profile and involve other organisations with resolution dependent on community engagement on site.

There will be a reduction in the effective future planning of service delivery.

ON OTHER ORGANISATIONS

Reduced customer service.

These staff reductions will also reduce coordination of street-scene activities with District Councils.

ON OTHER PARTS OF THE COUNTY COUNCIL

A reduced customer service and less effective planning.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The County Council's HR policies and procedures manage the potential impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The risks to service users and the County Council are:-

A reduced customer service and less effective planning.

This risk could be much more significant if measures to reduce demand on the service or enable customers to access services through other channels (e.g. Web) are not successful.

Many of the issues dealt with by the District Manager teams are complex, high profile and involve other organisations with resolution dependent on community engagement on site.

These teams also drive coordination of street-scene activities by District Councils which would be put at risk with staff reductions.

The risk of delivering this proposal is minimal subject to County Council policy and procedures for staff restructuring and redundancies.

The proposed staff reductions are based on forecast Capital and Revenue budget reductions which are subject to review by government for grant allocations and through the Council's budget process

SUMMARY PROPOSAL

Proposal Ref.

A49**1 SERVICE AREA**

Finance and Procurement

2 WHAT IS THE PROPOSAL?

The Finance and Procurement teams have over the past twelve months undergone a significant process of restructuring, which will deliver full year savings of £700,000 in 14/15. This proposal is to make further headcount reductions of between 10-15 posts, by improving systems and processes, and enabling managers to do more for themselves. This will save another £500,000 between 15/16 and 16/17.

The Finance team have undergone a significant period of change over the last 12 months. Following the production of the Financial Management Improvement Plan in December 2011, a number of initiatives have been introduced to improve the performance of the service, particularly from a customer perspective. The most significant of these has been the implementation of a new structure; the 2 most senior levels of which were completed at the end of 2012 with the remaining tiers completed in April 2013. This has seen an overall headcount reduction of c20 posts and will save c£700,000 in 14/15.

The reality is that any further savings over and above those already being delivered by service restructuring can only come from additional headcount reductions. Given the need for the Finance and Procurement teams to support the delivery of savings elsewhere within the Council, it is proposed that further reductions in capacity will not be viable until 2015/16. Hence the savings proposed are profiled to take effect in 2015/16 and 2016/17.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The proposed reduction in Finance and Procurement capacity is based on the premise that Support Services must make an appropriate contribution towards the Council's overall savings target to minimise the impact on front-line service delivery.

Given that 80%+ of the Divisions costs are staffing related, any reductions in costs can only be realised through staffing reductions. The restructuring of the Division will deliver an initial c50% of the planned 30% reduction, with the remaining 50% planned for later in the existing MTFS time-line.

Whilst significant progress has been made over the last 12 months, further change is necessary both to embed the improvements that have been delivered, whilst also implementing further changes to structures, systems and processes that will allow the Division the scope to "do more with less" in the future. These changes will take time to implement and embed, and must be delivered alongside broader organisational change. This is the reason for the specific profiling of the savings being suggested in section five.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

6,253

NET
£000

4,204

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	700	250	250	1,200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	700	250	250	1,200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

28.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

124.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

40 *

* As part of the Finance & Procurement restructure, a reduction of 25 FTEs has already been implemented. A further 10-15 FTE reductions are expected to be delivered in the period 2015/16 to

8 COSTS (significant one off costs associated with implementing the project)

None other than any associated redundancy costs. Based on a potential further reduction of 10 -15 posts, estimated redundancy costs could be c£150,000 - £230,000 which could be spread over two years.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The size, scope and technical requirements of the service are driven by the Council's size and complexity, which if diminishing in overall terms would mean a reduced requirement for Finance and Procurement support. The required reductions could therefore potentially occur through reduced demand. This reduced demand is unlikely to materialise however in the short term, as the Council transitions to a new operating model and service offer.

The vision for Finance and Procurement is a smaller team but one which is more strategically focused, and with a higher density of qualified staff. It may also need to have a different skill set i.e. if the authority were to adopt a greater use of commissioning services; this requires staff with a different capability and commercial emphasis than is currently the case. This will nevertheless, be dependent upon other organisational wide factors, such as:

- the Council's operating model
- continued move to manager self-service, particularly for budget monitoring/forecasting
- the reduction in operational and transactional processing that should be achievable from investment in technology, and on-going business improvement and service re-design.

ON OTHER ORGANISATIONS

The opportunity for sharing services with other organisations provides another potential route for reducing costs whilst maintaining an appropriate level of capacity and capability. These will be explored over the coming months and options will also form part of the organisational wide review of Support Services.

ON OTHER PARTS OF THE COUNTY COUNCIL

As per impact on other organisations

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risks:-

- Failure to reduce transactional processes
- Organisation does not adopt required culture change i.e. self-service
- Inability to attract and retain suitably qualified and experienced staff
- Failure to deliver alternative delivery models e.g. shared services?
- Inability to deliver adequate professional support

Mitigations

- Business process change and re-design
- Further support and training to managers to implement necessary changes
- Maintenance of in-house/shared training programmes
- Building on relationships with other authorities to develop potential options for change and robust business cases
- Ensuring organisation strikes right balance of savings proposals i.e. front-line v enabling services

SUMMARY PROPOSAL

Proposal Ref.

A50

1 SERVICE AREA

IT broadband network and services contract

2 WHAT IS THE PROPOSAL?

The proposal is to review broadband connectivity and service options in time for when the current contract expires in October 2015.

Costs are driven by the number of properties that require a broadband connection to the County Council network, data security requirements, the speed of broadband connections, the broadband technologies used, the demand for web connectivity and the level of resilience and business continuity required. These will all be reviewed and re-assessed in time for when the current contract expires.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To undertake a review of the IT broadband network and services required by the County Council and schools. The current IT broadband network and services are delivered to both corporate and school sites, enabling the sharing of fixed costs. Technology options change all of the time, as do pricing strategies, and so whilst the current private IT network provides a modern, resilient and fit for purpose solution, more cost effective options may be deliverable as part of a future invest-to-save programme.

Although significant savings have been made through a shared arrangement with schools, there are increasing risks that more schools will opt for different, cheaper solutions leaving more of the fixed costs on the County Council.

The review will need to consider:

- The number, location and ICT use of sites requiring a broadband connection
- Connectivity and security solutions, prices and options
- Arrangements for schools
- Future use of the second data centre (Node 4) for business continuity requirements
- Cloud opportunities

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,230

NET
£000

2,230

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	0	350	350
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	350	350

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 15.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Dedicated project management and technical ICT resources will be needed to best plan for a replacement of the current contract arrangements.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Not applicable at this stage.

ON OTHER ORGANISATIONS

The network and services are currently shared with schools. Any changes will affect them and will be subject to full consultation.

ON OTHER PARTS OF THE COUNTY COUNCIL

It is too early to establish the level of impact as this will be assessed as part of the review. The key decisions will include proposals for schools, levels of business continuity required, security considerations and technology options.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk: there are significant fixed costs of the network contract and only marginal savings are delivered through corporate site closures.

Mitigation: this needs to be factored into corporate property closure decisions.

Risk: school academies are being targeted with alternate solutions, leaving Nottinghamshire County Council with a bigger share of the fixed costs if schools leave the network

Mitigation: to promote the value added services that are available through the network and perhaps introduce a connection premium for off-network schools that access Nottinghamshire County Council systems.

SUMMARY PROPOSAL

Proposal Ref.

A51

1 SERVICE AREA

Off-site access to IT systems

2 WHAT IS THE PROPOSAL?

To identify new, cost effective solutions to replace the existing IT systems that allow County Council employees to work from home and at different workbases, saving £250,000 by 2014/15. The initial stage is to identify a cheaper way of delivering access to County Council IT systems from home (the online@home service) and to migrate existing users to that lower tariff service.

The second stage is to review all of the remote access solutions that we have to ensure they are fit for purpose and represent value for money and then to support staff in migrating to the best fit solution for their role.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The current online@home service uses a BT solution that is being decommissioned by November 2013. There is therefore some urgency to migrating to a different solution, and the opportunity will be taken to identify a cheaper on-going cost.

The remote access solutions into the County Council's IT network have been developed over a number of years; not all are the best fit for purpose for the users that have them and emerging technologies and tariff changes provide opportunities for savings.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

-

NET
£000

-

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	250	0	0	250
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	250	0	0	250

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

N/A

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

There are project management costs and device costs associated with achieving the first stage.

There will also be project management costs for achieving the second stage, and possible other costs too.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None

ON OTHER ORGANISATIONS

A number of external IT suppliers have remote access to provide support functions for a range of IT systems and so could be affected by any proposed changes. Likewise, some public sector partners may also be impacted if changes to remote access solutions are changed.

ON OTHER PARTS OF THE COUNTY COUNCIL

It is too early to be precise but there may be significant impact on users if some current products are withdrawn, no longer offered to some users, operate differently etc.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk: The current BT ADSL solution is being withdrawn in November and so there could be service loss if an alternate solution is not sourced quickly.

Mitigation: The focus of stage 1 is to achieve an improved lower cost solution.

Risk: any budgetary savings would be in departmental budgets and so there is a risk that these are not realised.

Mitigation: involve Finance officers in the calculation of savings so that they can recover them.

Risk: that users are reluctant to give up home broadband connections when more suitable alternatives are available.

Mitigation: engagement of departmental business leads in the process so that they can drive through the changes and savings.

SUMMARY PROPOSAL

Proposal Ref.

A52

1 SERVICE AREA
IT system licences

2 WHAT IS THE PROPOSAL?

To end the annual renew of the licence for the legacy payroll IT system (Cyborg) for 2014-15 as all County Council payrolls have been moved to the Business Management System, saving £80,000 in 2014/15.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Now that all payrolls are run from the Business Management System there will no longer be a requirement to renew the support and maintenance licences for the Cyborg system.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

311

NET
£000

311

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	80	0	0	80
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	80	0	0	80

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

25.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None identified

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None

ON OTHER ORGANISATIONS

None now that all external payrolls are run from the Business Management System.

ON OTHER PARTS OF THE COUNTY COUNCIL

Payroll Services have confirmed that there is no requirement to renew this software maintenance and support licence.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

No risks associated with not renewing the licences.

SUMMARY PROPOSAL

Proposal Ref.

A53

1 SERVICE AREA

ICT equipment replacement programme

2 WHAT IS THE PROPOSAL?

To save £100,000 on the County Council's computer equipment replacement programme in 2015/16. Savings of £100k are planned for 2015/16 on the basis of improved pricing and fewer users requiring desktop and laptop computers. There are no savings proposed for 2014-15 as the budget has already been committed to support the accelerated upgrade to Windows 7 and Office 2010 across the whole IT estate by the end of December 2013.

This budget has already been reduced by £300k over the last three financial years.

A review of "thin client" desktop computers (whereby all of the software is located on central servers rather than the desktop itself) is currently being investigated through an external partner, but this is likely to better support a flexible working strategy rather than support cash savings.

A more rigorous assessment of employee ICT equipment requirements (as part of a new Ways of Working initiative/property strategy) and an influx of Bring Your Own Device (BYOD) options might reduce ICT equipment costs in future.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

This budget funds the replacement of desktop and laptop computers across the County Council in order that they remain fit for purpose. Opportunities for future savings will be shaped by the number of staff, the work styles that are adopted and the types of equipment used.

By procuring our ICT equipment at e-auction with other public sector bodies we are already driving best value pricing and have been assessed at being in the upper quartile for value for money in this area.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

669

NET
£000

669

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	100	0	100
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	100	0	100

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 14.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None identified at this stage. The cost of the "thin client" review (use of central servers that host all of the software) is being funded from existing budgets.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None.

ON OTHER ORGANISATIONS

None.

ON OTHER PARTS OF THE COUNTY COUNCIL

No impact is anticipated at this stage provided staffing numbers reduce to a level consistent with the IT equipment replacement budget.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

None at this stage.

SUMMARY PROPOSAL

Proposal Ref.

A54

1 SERVICE AREA

Business Support and Development staffing reductions

2 WHAT IS THE PROPOSAL?

To review the business support and development provided to the Environment and Resources department and identify options to reduce current staffing levels by at least 30%.

Some of the staff in this structure are implicated in other OBC's Including the Strategic Management Framework and Property proposals.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

It is clear that the authority should review those support functions which are replicated within each department and which could potentially be consolidated and reengineered, i.e.

- Current performance monitoring and reporting mechanisms
- Current business planning processes
- Existing risk, safety, emergency management and business continuity arrangements – suitability and sufficiency
- 'Administrative' and 'Executive' business support functions
- Business Transformation Support
- Departmental property responsibilities
- Committee/political support processes
- Complaints / FOIA etc. coordination and presentation (residual activity)
- Reception and facilities mgt functions (i.e. stationery and equipment etc.).

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,645

NET
£000

1,645

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	60	0	0	60
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	60	0	0	60

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

3.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

33.07

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None

ON OTHER ORGANISATIONS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

None

SUMMARY PROPOSAL

Proposal Ref.

A55

1 SERVICE AREA

Transport, Property and Environment - Transport & Travel Services - Staffing

2 WHAT IS THE PROPOSAL?

To restructure the service and remove 12 posts.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Better use of Information Technology, procedural reviews, more efficient ways of working and reduction in the number of teams through reconfiguration of roles will enable effective service delivery.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,380

NET
£000

1,380

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	Total £000
Gross Saving	150	150	300
LESS Loss of Income	0	0	
LESS Costs of Reprovision	0	0	0
NET SAVING	150	150	300
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?			22.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

62.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

12.0

8 COSTS (significant one off costs associated with implementing the project)
Redundancy / Pension strain costs - to be identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

May impact on assessing network changes, implementing service changes and responses to enquiries from service users including community transport clients.

ON OTHER ORGANISATIONS

May reduce the opportunity to secure external funding, implementing service changes and partnership working with the bus operators and community transport operators.

ON OTHER PARTS OF THE COUNTY COUNCIL

May affect the management and delivery of transport services for young and older people and the response to enquiries.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate/adverse or negative impact on people with protected characteristics, (age, disability, gender, reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or believe (this includes lack of belief), gender and orientation. If so how?

None.

11 RISKS AND MITIGATING ACTIONS

(a) Risk - the reputation of the County Council may suffer through the inability of staff to respond to enquiries within current service standards.

(a) Mitigation - to review service standards and procedures.

(b) Risk - reduced capacity will affect the capability to respond quickly to market changes and new initiatives including researching and bidding for external funding.

(b) Mitigation - to develop new service plans and priorities.

SUMMARY PROPOSAL

Proposal Ref.

A56

1 SERVICE AREA

Highways – Establishment of fund for replacing life-expired Integrated Transport Measures

2 WHAT IS THE PROPOSAL?

Over the last five years £32.25m of capital funding has been spent on Integrated Transport Measures such as pedestrian crossings, traffic signals, accident remedial schemes, interactive speed signs and weight limits. A proportion of these assets have a limited life span so it is proposed to allocate part of the Local Transport Plan capital funding to ensure these schemes can be replaced with an equivalent reduction in the Highway Maintenance Revenue budget.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Highway Assets such as street lighting, traffic signs, traffic signals and red surfacing have a limited life span and need replacing. As an example over the last five years there have been over 400 interactive speed signs introduced and the electrical components within the signs need replacing every five years. This is currently funded from Highways Maintenance Revenue budgets. This proposal would fund the replacement of these assets from within the Local Transport Plan Capital allocation. An allocation of £600k from the Local Transport Plan funding for 14/15 of £7.5m would equate to a reduction in the overall Highway Maintenance Revenue budget.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

35,182

NET
£000

28,196

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	200	200	600
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	200	200	600

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

2.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There would be a reduction in the number of Integrated Transport Measures introduced because part of the Local Transport Plan capital funding would be spent on replacing old schemes rather than providing new schemes. This would have a knock on effect on road users and communities who were expecting improvements within their area. Conversely, there would be an improvement in the environment of the County because worn out assets would be replaced rather than left to deteriorate due to lack of funding.

ON OTHER ORGANISATIONS

There may be a limited impact on businesses and other community groups expecting improvements such as pedestrian crossings or measures to reduce traffic congestion. This would be offset by a more attractive road environment- particularly if replacement of the assets were to be combined with a de-cluttering exercise.

ON OTHER PARTS OF THE COUNTY COUNCIL

Limited impact.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment would be required to gauge potential effects of the proposal on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk to service users

The risk associated with reducing the number of Integrated Transport Measures could only be mitigated by careful prioritisation of the remaining programme.

Risk to County Council

Minimal with an expected improvement in the road environment.

Risk to delivering these savings

Limited risk providing the remaining programme of Integrated Transport Measures is discussed with Members and communities at an early stage.

SUMMARY PROPOSAL

Proposal Ref.

A57

1 SERVICE AREA

Highways – Reduction of Discretionary Spend

2 WHAT IS THE PROPOSAL?

This proposal reduces Non-Salary Budgets reflective of a reduced establishment and the current budgetary position.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

This proposal reduces non-salary staff cost budgets across the Highway Management, Highways Planning, Access and Commissioning, and Highways Safety, Signals and Lighting groups. The proposal is to reduce staff training, equipment and mileage budgets. This will effectively suspend equipment provision and renewal, staff training beyond a high bar mandatory level and reduce travel to absolutely essential levels only.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

702

NET
£000

702

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	100	100	100	300
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	100	100	100	300

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

42.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Reduced ability to attend non-essential meetings

ON OTHER ORGANISATIONS

Reduced ability to attend non-essential meetings

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is an efficiency measure which is unlikely to directly affect service provision so does not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Service risks are minimal.

Low level risks exist around

1. Reduction in travel to essential levels may not meet customer levels of expectation
2. Reduced levels of staff training may mean reduction in staff morale and career development opportunities
3. Reduced equipment budgets may mean essential items when life expired are not replaced.

SUMMARY PROPOSAL

Proposal Ref.

A58

1 SERVICE AREA

Highways – Use of Commuted Sums

2 WHAT IS THE PROPOSAL?

The proposal is to utilise commuted sums paid by developers as part of the Highway Adoption process to create a saving in Highways works revenue budgets

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Developers are required to pay commuted sums for items of highway maintenance value in accordance with the Highways Regional Design Guide. The figure of £250k being transferred annually to maintenance is considered sustainable, considering the expected growth in development activity over the next four years.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

35,182

NET
£000

28,196

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	250	0	0	250
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	250	0	0	250

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

0.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None

ON OTHER ORGANISATIONS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is an efficiency measure which is unlikely to directly affect service provision so does not negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Service risks are minimal.

A medium level risks exist around

1. Ability to sustain the £250k per annum transfer which depends on future levels of development activity.

SUMMARY PROPOSAL

Proposal Ref.

A59

1 SERVICE AREA

Highway - Programmes Design and Delivery

2 WHAT IS THE PROPOSAL?

The new highways contract requires the contractor to follow the Councils current schedule for gully cleaning for two cycles to establish data on the levels of silt being removed and to confirm location data etc.

Following this the contract will be operated on an outcome specification which requires a similar number or fewer gullies to be reported on and attended to within a determined timescale. The contractor may depart from the schedule as necessary to achieve this outcome at minimum cost to the County Council.

This proposal is to allow the contractor to depart from the schedule at an earlier date but restricts that departure to those gullies being reported as less than 25% full on inspection/cleaning.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The proposal is being considered so as to reduce revenue spend in the service area through a controlled approach targeted at gullies least at risk of blocking.

The proposal is consistent with the aims of the contract which allow the Council to set the required standard and enable the contractor to achieve that in the most efficient and effective way saving the Council money

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

35,182

NET
£000

28,196

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	50	0	0	50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	50	0	0	50

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

0.2%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The impact should be minimal as the affected gullies will be identified as being at less risk of blocking

ON OTHER ORGANISATIONS

It will be necessary to negotiate with Lafarge Tarmac, a variation to the scope of the recently awarded the contract.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal is unlikely to negatively impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is a risk of an increased number of blocked gullies on the network at any one time and a small risk of increased flooding.

SUMMARY PROPOSAL

Proposal Ref.

A60

1 SERVICE AREA

Planning - Conservation

2 WHAT IS THE PROPOSAL?

To merge the Conservation Team with the Planning Policy Team, removing a team manager post and saving £50,000 during 2014/15.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Conservation team covers archaeology; historic buildings; ecology; biodiversity action plan; local nature partnerships; historic environment record; Greenwood Community Forest; and delivery of Local Improvement Schemes. The workload is both statutory and non-statutory and also encompasses delivery of grant-aided projects.

The rationale for the proposal is to make the service more efficient by merging management roles.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

620

NET
£000

458

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	50	0	0	50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	50	0	0	50

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

10.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

11.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service would still fulfill its statutory roles. Project work with community groups would still be undertaken.

OTHER ORGANISATIONS

Partnership working would still continue, although this would be on a reduced basis.

Realisation of opportunities to access external funding is likely to be more limited.

OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics

11 RISKS AND MITIGATING ACTIONS

The ability to work on wider partnerships and on externally funded projects will be reduced. This will be mitigated by ensuring that the most important partnerships and external funding opportunities are prioritised for support.

SUMMARY PROPOSAL

Proposal Ref.

A61

1 SERVICE AREA

Legal Services

2 WHAT IS THE PROPOSAL?

To create additional internal capacity (four solicitors and three support officer posts) in the team dealing with children's social care legal cases, reducing use of external legal firms. To use new technology and to streamline internal processes reducing administration support and other legal roles by seven full time equivalent posts.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

(1) To reduce spend on external service providers by bringing the work back 'in house'. By employing solicitors directly we aim to reduce the cost and improve the quality of the service. (2) To review legal work types undertaken to ensure the service is used only for providing legal advice and support and not administrative procedures, to better use available technology to reduce the amount of administrative support required for the service and to consolidate some legal work areas to reduce posts.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,031

NET
£000

3,912

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	246	408	12	666
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	246	408	12	666

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

17.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

50.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

Net nil 0.0

8 COSTS (significant one off costs associated with implementing the project)
None identified

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The quality and consistency of the child protection legal service should see improvements as it is brought in line with the rest of the in house operations. Reducing other staffing will be dependent on ICT/ process changes and will take time to adjust to.

ON OTHER ORGANISATIONS

None - courts should see improved service when all solicitors are working from a common framework

ON OTHER PARTS OF THE COUNTY COUNCIL

See service users

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics

11 RISKS AND MITIGATING ACTIONS

(1) The success of these proposals rely on various ICT and process changes being implemented, e.g.improved secure file transfer and appropriate local bulk scanning solution. These efficiencies should make the proposed service delivery model viable.

(2) Staffing changes will take time to implement and new business processes will take time to become established but after that some further efficiencies may be found from the levels of business and administrative support staff required for the service, especially child care work. Reducing staff in other areas may result in some types of work not being done which previously was and staff having to undertake more administrative tasks themselves. At times there may be insufficient staff numbers to deal with peaks of work which may have to be outsourced or temporary staff engaged to deal with it.

SUMMARY PROPOSAL

Proposal Ref.

A62

1 SERVICE AREA
Democratic Services

2 WHAT IS THE PROPOSAL?

To stop holding Member Forum Meetings and to reduce the amount of Democratic Services support required to facilitate meetings generally to enable a reduction in staffing. Member Forums cease in their entirety so no administrative support for their papers/venues etc is required from Democratic Services.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To rationalise support to Members offered by Democratic Services.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,020

NET
£000

1,018

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	27	0	0	27
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	27	0	0	27

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

2.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

23.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Elected members will no longer have these meetings available to meet and discuss issues with community groups and other civic leaders.

ON OTHER ORGANISATIONS

None identified.

ON OTHER PARTS OF THE COUNTY COUNCIL

Other front line departments attend Member Forums (e.g. Economic Development and Community Safety) so there may be additional savings or issues arising in those areas.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Although the meetings will cease, elected members will still be able to engage effectively with their local communities by one to one meetings with community groups, other civic leaders or individuals.

SUMMARY PROPOSAL

Proposal Ref.

A63

1 SERVICE AREA
Democratic Services

2 WHAT IS THE PROPOSAL?

To reorganise the civic office support staff and reconfigure support activities for the Chairman and Vice Chairman of the Council (including transport) to a minimum required for appropriate representation at civic events and functions and to optimise use of the civic suite.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To make more efficient use of resources within Democratic Services.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,020

NET
£000

1,018

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	87	0	0	87
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	87	0	0	87

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

8.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

23.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The Chairman and Vice Chairman's diary dates will still need to be managed for appropriate civic functions to which they are invited or act as host. These will be much reduced and there will be no major civic events provided by the Council and arranged by the Civic Officer and no administration of the annual charity fundraising events for the Chairman's chosen charity. The civic car will be disposed of and the Chairman and Vice Chairman will drive themselves to some engagements and for more formal events appropriate chauffeur services will be procured externally.

ON OTHER ORGANISATIONS

As for service users.

ON OTHER PARTS OF THE COUNTY COUNCIL

Closure of the civic office will reduce some budgets but there will still be some civic duties to deal with and support for these will be required from Democratic Services.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is a minor risk that Democratic Services will have difficulty accommodating additional duties arising from the civic office closure. However, this work will be reduced in scale and will be prioritised.

SUMMARY PROPOSAL

Proposal Ref.

A64

1 SERVICE AREA
Democratic Services

2 WHAT IS THE PROPOSAL?

To provide governance and democratic support services to the Police and Crime Panel and the Police and Crime Commissioner.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To generate income by using capacity at the margins and existing internal expertise to provide governance services to outside bodies (PCP and PCC)

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,020

NET
£000

1,018

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	81	0	0	81
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	81	0	0	81

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

8.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

23.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None as the service will be delivered in the margins of existing capacity.

ON OTHER ORGANISATIONS

A good quality governance support service will be provided by Democratic Services staff to the Police and Crime Panel and the Police and Crime Commissioner.

ON OTHER PARTS OF THE COUNTY COUNCIL

See service users above.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is a risk that the service provided by Democratic Services staff to the Police and Crime Panel and the Police and Crime Commissioner will be more resource intensive than anticipated. However, this will be managed by actively defining and monitoring services offered.

SUMMARY PROPOSAL

Proposal Ref.

A65

1 SERVICE AREA
Democratic Services

2 WHAT IS THE PROPOSAL?

To save £43,000 by only publishing committee papers online for those Councillors who have iPads and to move to an electronic only version of the Council diary.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To reduce expenditure on the printing and postage costs of producing hard copies of committee papers and the annual Council diary and by optimising use of ICT hardware.

This proposal will not impact any legal requirement to issue a hard copy of notice of meetings to Members for Council or Committee meetings.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,020

NET
£000

1,018

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	43	0	0	43
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	43	0	0	43

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

4.2%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

23.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There will be an initial impact on Members until they familiarise themselves with this new approach. Although hard copies will no longer be circulated to libraries, communities will be able to access reports and agendas in Libraries electronically. A limited number of hard copies (6) will be available at meetings for the public. The Council meetings diary will be available electronically for Members and the public.

ON OTHER ORGANISATIONS

None - Access will be available via the website as at present.

ON OTHER PARTS OF THE COUNTY COUNCIL

There may be an impact on staffing levels in Central Print and officers attending meetings will require access to an iPad and IT support.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate /adverse or negative impact on people with protected characteristics.

Large print or Braille copies would be available on request through the Customer Service Centre

11 RISKS AND MITIGATING ACTIONS

a) Members and officers may print reports out on other printers which cost more. This will be mitigated by monitoring print volumes through new printing devices. b) There is a risk that levels of ICT understanding amongst users or technology problems may adversely impact the conduct of meetings and decision making. To mitigate this, detailed ICT business requirements will be stipulated (eg. the ability to make notes on reports) and additional training and support will be provided to users. c) An electronic online diary is available with all relevant council meetings and information can be obtained from Democratic Services.

SUMMARY PROPOSAL

Proposal Ref.

A66

1 SERVICE AREA

Complaints and Information Team

2 WHAT IS THE PROPOSAL?

To streamline the corporate complaints process by standardising responses to routine complaints and developing a more proportionate response to more serious or complex issues. To reduce the overall number of full time equivalent posts by three saving £113,000.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To establish a more efficient and streamlined corporate complaints process.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

662

NET
£000

662

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	113	0	0	113
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	113	0	0	113

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

17.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

16.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

3.0

8 COSTS (significant one off costs associated with implementing the project)

None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users will receive standardised responses to routine corporate complaints. The more serious complaints will receive bespoke responses. The statutory social care complaints process will be unaffected.

ON OTHER ORGANISATIONS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

The Customer Service Centre and service areas may see a rise in the number of direct contacts related to complaints.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is a risk that service users will be dissatisfied with the more standardised responses to routine complaints to be offset by an explanation of the rationale for change and the context within which it sits. There is the potential for an increased workload for managers in other services.

SUMMARY PROPOSAL

Proposal Ref.

A67

1 SERVICE AREA

Office of the Chief Executive

2 WHAT IS THE PROPOSAL?

To save £51,000 during 2014/15 by streamlining business support arrangements in the Office of the Chief Executive by reducing the number of Business Support Officer posts by two full time equivalent posts.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To make business support arrangements more efficient by reorganising existing capacity.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

240

NET
£000

240

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	51	0	0	51
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	51	0	0	51

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

21.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

7.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES
(including considerations relating to deprivation & equality)
None

ON OTHER ORGANISATIONS
None

ON OTHER PARTS OF THE COUNTY COUNCIL
The functions currently carried out within the Office will be accommodated within proposed new staffing levels and should have no adverse impact on service provision.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Certain functions will be streamlined and other work will be reallocated within the remaining Business Support Officers and PA's as required.

SUMMARY PROPOSAL

Proposal Ref.

A68

1 SERVICE AREA

Corporate Strategy - Policy, Performance and Research

2 WHAT IS THE PROPOSAL?

To refocus and make efficiencies in the policy, performance, information and research functions. This will lead to a reduction of 7.5 full time equivalent posts and save £246,000 in 2014/15.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The service will focus on supporting the implementation of the Strategic Management Framework and delivering policy, information and research work in a more streamlined manner. This will include:

- Integrating existing processes so that there is a single approach to strategic management rather than the current separate functions
- Centralising performance functions across the Council with efficiencies in staffing. The Policy, Planning and Corporate Services (PPCS) performance function will fall within this
- Ensuring that managers have greater access to information about their service, its performance and context, and support to analyse, plan and respond to it
- Improving the availability of consistent data and statistics through a central research repository, enabling staff and managers to self-serve, and focusing in-depth analysis only on priority areas and projects
- Targeting and prioritising the provision of local intelligence and national policy information and changing the way this is delivered. This will involve closing the Local Government Library and ceasing the Oracle information service.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

858

NET
£000

858

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	246	0	0	246
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	246	0	0	246

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

28.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

16.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

7.5

8 COSTS (significant one off costs associated with implementing the project)

None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users are predominantly managers and Members. The proposals should result in a more customer focused service to support these service users in their roles. This may also lead to small efficiencies and time savings for service users as the service improves to greater meet their needs. Elements of the research work undertaken by the Council will only be given to priority areas this may impact on some managers if the work is not able to be

ON OTHER ORGANISATIONS

The service provides a range of information to other organisations. It is intended that information and open data will continue to be made available with greater automation to reduce the officer time involved. Other organisations making specific enquiries may receive a slower response as there will be less capacity available and greater priority will be placed on service needs.

ON OTHER PARTS OF THE COUNTY COUNCIL

Provision of a more focused service is intended to support the overall management of the Council, as One Council. This will result in greater oversight and co-ordination of issues impacting on the Council.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Lack of engagement with the service and replication in departments - There is a risk that the value of the service will be compromised if service users do not buy-in to the revised service offer and/or leadership teams commission additional services from other staff. The service will need to engage with leadership teams to ensure that the needs of service users are managed and met.

Loss of resources through the cessation of the local government library - There is a risk that some valuable resources and reference material may be lost through the cessation of this service. It is intended that services be consulted on any residual resources required (hard copy or electronic) and that a small reference point be established in proximity to the service to continue to offer these materials.

SUMMARY PROPOSAL

Proposal Ref.

A69

1 SERVICE AREA

Communications and Marketing

2 WHAT IS THE PROPOSAL?

To further transform communications and marketing activity to be more audience focused, more efficient and more cost effective. The approach will include reducing mass distribution and introducing more targeted communications. County News and the Council Tax leaflet, which go to all households, will both be stopped along with the existing What's On guide. They would be replaced with a variety of more targeted, cost effective products including an annual Council guide which is distributed to all households, targeted guides for families and older people and a reduced What's On guide. The proposal also includes the development of an e-marketing strategy to allow better email targeting and allow residents to self-select information. This will also reduce the need for service-specific promotional leaflets and posters. Any remaining service budgets used for promotion will be centralised. In addition, the staff magazine, Frontline, will be phased out as other internal communication and engagement mechanisms improve. **Proposal previously agreed – no further consultation necessary**

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To make more effective and efficient use of the communications and marketing budget through audience specific targeting.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

870

NET
£000

870

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	178	0		178
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	178	0	0	178

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

20.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

13.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Improved ability for residents and service users to choose the information they wish to receive from the Council - more targeted and customer orientated (relevant and useful) information and promotion will be provided. Better value for money for tax payers through more efficient communications and reduction in marketing spend.

ON OTHER ORGANISATIONS

Opportunities for partners and businesses to use the Council's channels to get across other public sector or business messages.

ON OTHER PARTS OF THE COUNTY COUNCIL

An increased One Council approach. A better 'core' communications offer to Council departments, which will also support services to save money. Less service specific communications and more audience-focused promotion - supporting better cross-marketing of services and avoidance of need.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Budget available for campaigns will reduce so if services require promotional activity beyond available resources, they will need to find alternative ways to fund.

SUMMARY PROPOSAL

Proposal Ref. **A70**

1 SERVICE AREA

Communications and Marketing

2 WHAT IS THE PROPOSAL?

Alternative delivery of translation and interpretation services, by contracting The Language Shop (part of the London Borough of Newham Council) to provide an improved and less expensive service (instead of the current in-house service). This was approved by Policy Committee in May.

Proposal previously agreed – no further consultation necessary

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

More cost effective provision of the translation and interpretation service.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

604

NET
£000

604

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	55	0	0	55
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	55	0	0	55

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

9.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

1.8

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.8

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

No negative impact anticipated - service users will still have interpreters provided. An EIA has been completed. Interpreters will be supported and have an opportunity to apply to work for the Language Shop and it is anticipated the vast majority will do so.

ON OTHER ORGANISATIONS

Only partners using the service will be affected - adequate notice will be given so partners can find an alternative supplier.

ON OTHER PARTS OF THE COUNTY COUNCIL

Service improvements will be gained with no increased cost for translation and interpretation e.g. online ordering portal, better management information, more efficient service delivery. Opportunity for reduced costs in the future.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment has been produced and published on the County Council's website. No negative impact is anticipated on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The contract will need to be closely monitored to ensure effective delivery.

SUMMARY PROPOSAL

Proposal Ref.

A71

1 SERVICE AREA

Communications and Marketing

2 WHAT IS THE PROPOSAL?

To make the most of the Council's assets by generating income through Council-owned advertising channels and Council-initiated sponsorship opportunities. This might include selling advertising on the Council's website, lamp post banners, roundabouts, publications, digital TV screens etc. The mechanisms for realising the benefit of income generation through advertising and sponsorship will need to be determined. A paper on the Council's income generation strategy for advertising platforms was approved by Policy Committee in September.

Proposal previously agreed – no further consultation necessary

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To maximise the income generation potential of the Council's assets.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

604

NET
£000

604

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	24	24	24	72
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	24	24	24	72

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

11.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

12.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Exposure to a wider variety of messages e.g. by partners and advertisers. Better value for money communications for the tax payer through advertising revenue (as income generated through advertising will be used to offset other communications costs).

ON OTHER ORGANISATIONS

Opportunities for partners and businesses to use the Council's channels to get across other public sector or business messages i.e. good value for money advertising and sponsorship opportunities.

ON OTHER PARTS OF THE COUNTY COUNCIL

An increased One Council approach to income generation - ability to produce more attractive 'packages' of advertising which will generate the best return on investment for services/Communications and Marketing

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Market factors may influence income generation potential. Selling of advertising space needs to be adequately resourced. The models through which advertising should be sold need to be finalised and might include direct selling by in house staff, contracting an agency to sell the space or a combination of the two.

SUMMARY PROPOSAL

Proposal Ref.

A72

1 SERVICE AREA

Policy Planning and Corporate Services - Department-wide

2 WHAT IS THE PROPOSAL?

To reduce the management structure in the Policy, Planning and Corporate Services Department by one Group Manager post in the Communications and Marketing Division and to make further, as yet unquantified, reductions by redesigning management roles and responsibilities in light of revised levels of operation within the Department. Specific numbers of post reductions will be clearer once the review is completed.

(Note: Net budget shown is for departmental management comprises Chief Executive, Corporate Director and Corporate Legal. Other management costs are spread across the individual group budgets. FTEs shown are for permanent staff Corporate Director to Team Manager.)

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Rationalisation of management structures to support organisational design principles.

These savings are in addition to those contained within service specific proposals for the PPCS Department.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

565

NET
£000

565

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	50	0	0	50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	50	0	0	50

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

8.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

22.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)

None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users are unlikely to be directly impacted by the reduced management capacity.

ON OTHER ORGANISATIONS

As for service users.

ON OTHER PARTS OF THE COUNTY COUNCIL

As for service users.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Reduced capacity to respond to opportunities / threats at service level. Mitigated by a stronger focus on prioritisation and risk management.

Appendix B - Category B Outline Business Cases

Reference	Department	Service area	Title	Equality Impact Assessment Required & Undertaken
B01	ASCH&PP	Older Adults	Assessment and Care Management - Older Adults	Yes
B02	ASCH&PP	Older Adults	Use of NHS social care funding to offset budget pressures	No
B03	ASCH&PP	Older Adults	Reduce no. of social care staff in hospital settings by 15%	Yes
B04	ASCH&PP	Older Adults	Reduction in supplier costs - older person's care homes	Yes
B05	ASCH&PP	Younger Adults Commissioning	Reduction in supplier costs - Younger Adults	Yes
B06	ASCH&PP	Younger Adults Commissioning	Use of NHS social care funding to offset pressures	No
B07	ASCH&PP	Younger Adults Commissioning	Younger Adults Assessment & Care Management (A&CM) and Structural Changes	Yes
B08	ASCH&PP	Joint Commissioning, Quality & Business Change	Changes to the delivery structure of the Safeguarding Adults Team	Yes
B09	ASCH&PP	Promoting Independence & Public Protection	Reduction in Benefits Advice staff	Yes
B10	CFCS	SEND Policy and Provision	Independent Travel Training	Yes
B11	CFCS	Young People's Service	Young People's Service	Yes
B12	CFCS	Early Years & Early Intervention	Early Years and Early Intervention	Yes
B13	CFCS	Libraries, Archives & Information	Libraries, Archives, Information and Learning	Yes
B14	CFCS	Cultural Enrichment	Cultural and Enrichment Services	Yes
B15	CFCS	Country Parks	Country Parks and Green Estates	No
B16	CFCS	Looked After Children	Looked After Children Placements	Yes

B17	E&R	Transport Property & Environment - Transport & travel Services	Efficiencies & Local Bus Service reductions	Yes
B18	E&R	Transport Property & Environment - Waste management	Renegotiation of Waste Management Contracts	No
B19	E&R	Transport Property & Environment - Waste management	Introduce a range of measures associated with HWRC's	Yes
B20	E&R	Transport Property & Environment - Waste management	Provide financial support to Waste Collection Authorities to introduce kerbside Green Waste Collections	No
B21	E&R	Transport Property & Environment - Energy Management	Increase Energy Contract Rebate Income	No
B22	E&R	Highways	Reduction in Rights of Way Service	Yes
B23	E&R	Highways	Increase charges for Blue Badges	Yes
B24	E&R	Highways	Deliver Road Safety Education as part of public health commissioning for Nottinghamshire	Yes
B25	E&R	Transport Property & Environment - Catering	Schools meal price changes	No
B26	PPCS	Planning Policy	Restructuring - staff reductions. Income generation	No
B27	PPCS	Planning - Devt Mgmt.	Restructuring - staff reductions. Income generation	Yes
B28	PPCS	Economic Development	Development of a shared service delivery model with partners	No
B29	PPCS	Economic Development	Reducing the NCC contribution to Experience Nottinghamshire	No
B30	PPCS	Community Safety	Service Restructuring	Yes
B31	PPCS	Healthwatch	Reduce the financial contribution to HealthWatch Nottinghamshire	Yes
B32	PPCS	Playhouse	To cease awarding grant aid to Nottingham Playhouse in 2014/15	Yes
B33	PPCS	CVS Realignment	Redesign focus of service.	Yes
B34	PPCS	Democratic Services	Reduce Councillors' Divisional Fund	No

SUMMARY PROPOSAL

Proposal Ref.

B01**1 SERVICE AREA**

Older Adults - Assessment and Care Management

2 WHAT IS THE PROPOSAL?**Reduction of Assessment and Care Management (A&CM) budget in community teams by 10%**

The purpose of the Older Adults commissioning teams is to undertake community care assessments and ensure that appropriate care and support services are available to meet the identified outcomes for individuals. The key objective of the service is to promote independence and enable people to live as independently and as safely as possible. The community teams are based in 4 localities across the County, with a Group Manager responsible for each locality.

The proposal is to look at different ways of working, in order to maximise the time available to the community teams, allowing them to carry out their core functions. The planned implementation of the Care Bill will bring with it additional requirements for assessment staff. There will be an anticipated increase in demand for assessments which will impact on staff capacity. It is also expected that Councils will receive additional financial support to implement the Bill. At this stage it is not possible to quantify the expected increase in demand, or indeed the level of funding expected. This will be kept under review and as more information becomes available we will be able to assess the impact on Assessment and Care Management Teams.

This would be delivered by a Lean+ review of the existing way in which services are provided and resources are deployed. This would then go on to explore how services could be redesigned to meet the challenges and changes that are being faced, and deliver the potential efficiencies that have been identified.

At this stage it is thought that a 10% reduction in staffing levels may be achievable (15.9 FTE). This is in addition to the removal of other ancillary budgets, achieving a net saving of £659k.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

There are several areas that a Lean+ review could look to streamline the assessment and care management processes:

- 1) An increased use of the Customer Services Centre (CSC) to act as an effective triage service at the point of access to social care. The current Adult Access Team based in the CSC triage referrals for services, seeking to reduce the volume of work passed to community teams, by offering advice, guidance and support to customers. A recently established Occupational Therapy intake team operate on the same principles, and a Carer Support Worker will be focusing on Carers referrals. The impact of these "front of house services" will divert a number of people away from the community teams, enabling them to focus on the more complex cases.
- 2) The Multi Agency Safeguarding Hub (MASH) will also assist in filtering out safeguarding work and result in less time spent unnecessarily investigating and undertaking safeguarding issues, without referring to community based Social Workers.
- 3) Exploring the potential for providers, service users and carers to become more involved in detailed support planning.
- 4) Social Workers spend 25% - 35% of their time inputting data onto systems, and a proportion of this time could be removed through the creation of a dedicated data inputting team.
- 5) Effective deployment of mobile working solutions, e.g. using mobile technology to input assessments whilst out of the office.
- 6) Reducing time spent by assessment staff and Service Organisers setting up care packages and liaising with numerous providers (brokerage function).
- 7) Increasing the scope and use of telephone based assessments for social care, as in occupational therapy, reducing the number of home visits.
- 8) Exploring different ways of joining up services with Health, e.g. integrated working and development of multi-agency teams across Older Adults services.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

5,793

NET
£000

5,715

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	165	494	0	659
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	165	494	0	659

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

11.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

158.9

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

15.9

8 COSTS (significant one off costs associated with implementing the project)

There would be the cost of a project team to undertake the review, and there may be some ICT development costs to implement changes required to systems, to ensure that they can support the new working practices. The cost of the team would need to be funded until the point at which savings were realised. The reductions will require additional Human Resources involvement to reconfigure teams and ensure HR processes are carried out appropriately.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

It is anticipated that Service Users would continue to receive an appropriate level of service, and in some cases they should experience a quicker response from the department as their needs/issues will be dealt with by the CSC in a more timely manner. We would continue to apply the eligibility criteria for services and some Service Users, as now, would not meet the thresholds and therefore not qualify for Local Authority funded services. The potential impact on service users has been considered in the Equality Impact Assessment that accompanies this outline business case.

ON OTHER ORGANISATIONS

Social care providers would be required to provide additional services (support planning), and would require additional training and support to carry out this function to the standard required.

Other partners such as Health, the voluntary sector and district councils may feel that additional pressure will be coming their way, as we divert and signpost more people at the Customer Services Centre.

Through better integrated services other partners may also experience additional savings and efficiencies.

ON OTHER PARTS OF THE COUNTY COUNCIL

Additional resources will need to be found to fund the dedicated inputting team for elements of Framework.

Changes will need to be made to IT systems, as our processes and ways of working change.

Additional capacity may be needed at the Customer Services Centre and in reablement.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation).

If so how?

This proposal will apply across all older adults and their carers. An initial Equality Impact Assessment has been undertaken, which will be reviewed again following consultation.

11 RISKS AND MITIGATING ACTIONS

Service users may have to wait longer than 28 days for an assessment, which could lead to longer waiting lists and unallocated work in the districts. Mitigation - we anticipate that the impact of the CSC and introduction of new ways of working (phone assessments, use of clinics etc.) will reduce demand on community based teams.

The CSC may not be able to reduce demand on district teams via diverting people.

Mitigation - District workers need to have clearly defined roles and responsibilities to enable more efficient and effective use of district time. This could be achieved through streamlining processes and doing things differently.

The proposals to integrate services across health and social care will require additional capacity if we are to achieve this successfully. Therefore, staffing capacity will be required in order to bring about these changes in the medium term, and therefore reductions made too soon will jeopardise this work.

We are currently dependent upon temporary funding providing additional Social Worker capacity through the reviewing teams. Funding currently ceases in March 2014. Mitigation - need to implement the new ways of working as a matter of urgency.

Some of the proposed actions are longer term solutions (integration) and therefore savings may not be realised quickly enough, as reductions in staffing cannot be made safely without alternatives being in place. Mitigation - investment in project management capacity to accelerate plans.

The CSC is facing reductions in staff and any 'additional' work required by them will require funding. Mitigation - CSC processes to be looked at, to ensure maximum efficiencies are achieved for least resource.

SUMMARY PROPOSAL

Proposal Ref.

B02**1 SERVICE AREA**

Older Adults - NHS Funding

2 WHAT IS THE PROPOSAL?

Under NHS Operating Framework arrangements, the ASCH&PP (Adult Social Care, Health and Public Protection) Department receives non-recurrent funding allocations annually from NHS Bassetlaw and NHS Nottinghamshire County to invest in “social care services to benefit health and to improve overall health gain”. There is a stipulation under the arrangements that the funding should be used for social care services. This funding is known as NHS support for social care (Section 256) funding.

Annually, joint priorities on how this funding should be spent are agreed with Health colleagues (formerly with the Primary Care Trust and now with Clinical Commissioning Groups). In addition, it is monitored and overseen now by the Integrated Commissioning Board for Older People. Reports are also submitted to the ASC&H committee. The agreed 3 main priorities guiding how this funding should be spent include:

- a. To meet the needs of the growing population of older people.
- b. To temporarily support other services to avoid immediate pressure on health and social care; and
- c. To develop targeted services designed to prevent or reduce the need for more intensive health and social care input.

Of the annual allocation that Nottinghamshire County Council receives, £5.5 million has already been permanently committed and was previously agreed between the Council (ASCH&PP Dept.) and the then existing PCTs. This amount was to be used to fund emerging pressures across adult social care, and the rise in costs of some services. This now forms part of the Base Budget.

A further £4.0 million was agreed to fund demographic pressures, and £1.5 million to reduce the required savings on Supporting People, to lessen the impact on a range of community based services. This leaves £4.124 million to allocate to other additional spend. This proposal seeks to use £1.9m of the remaining £4.124m allocation to offset current expenditure in Older Adults commissioned activity.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The proposal to use the S256 funding in this way fits with the above 3 main priority areas and the associated objectives and outcomes intended from the funding, as follows:

Intended objectives:

- To promote integrated and joint working across health and social care
- To enable people to retain their independence for as long as possible and avoid/delay their need for social care support
- To reduce the need for on-going support through reablement activity (a short term period of support which helps someone to return to independence after illness or a fall)
- To facilitate safe and timely discharge from hospital, in order to reduce unnecessary delays.

Intended outcomes:

- Reduced admissions to care homes
- Reduced numbers and levels of social care packages following a period of reablement
- Increased numbers of older people having their health and care needs met closer to or within their own home
- Increased numbers of people dying in their preferred place of death
- Reduced emergency hospital admissions

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,105

NET
£000

2,105

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1912	0	0	1,912
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,912	0	0	1,912

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

90.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There will be no direct impact on service users. However, indirectly they will benefit as use of the NHS funding to offset budget pressures will release more of the Older Adult's budget to spend on meeting service user needs.

ON OTHER ORGANISATIONS

There should be limited impact on Health, as the use of the funding proposed is in line with the jointly agreed priorities. However, Health may argue that there are lost opportunities, as the money could have been used to fund new services across Health and Social Care, which may have a benefit for them and their patients.

ON OTHER PARTS OF THE COUNTY COUNCIL

It is to be proposed that the remaining £1.9m NHS social care funding allocation is allocated to help offset Younger Adult budget pressures. This will therefore take up all of the funding allocation, leaving nothing to be allocated to other areas (e.g. to support the Department's Early Intervention and Prevention Strategy).

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

There will be no direct impact on service users.

11 RISKS AND MITIGATING ACTIONS

Whilst the Government has confirmed commitment to the tune of £2 billion per annum nationally for the duration of the Comprehensive Spending Review, it has not yet given any indication as to how the NHS £1 billion national allocation may be split in 2013/14 and 2014/15. There is therefore no guarantee as to the permanency of this funding, or the level of funding in future. Therefore, it would be prudent to identify an alternative funding source, in the event that the NHS Support to Social Care funding is reduced.

In addition, approval will need to be sought from the Clinical Commissioning Groups on using the remaining S256 funding allocation in this way.

To date, the funding has been used within the spirit of the guidance and has funded a range of joint services across all CCGs and the Local Authority. This has included innovative services in hospitals, the establishment of assessment beds in local care homes, and additional in reach home care services to help transfer people from hospitals in a safe and timely manner.

Should the funding be withdrawn or reduced in the future, then additional pressures will be created and some services recently developed may need to be withdrawn. Discussions are already taking place with Health colleagues to look at increasing their financial contribution to a range of services that benefit patients and provide savings for Health.

SUMMARY PROPOSAL

Proposal Ref.

B03

1 SERVICE AREA

Older Adults - Social Care Staff in Hospital Settings

2 WHAT IS THE PROPOSAL?

This proposal seeks to reduce the number of Social Care staff in a hospital setting by 15%.

The number of assessments undertaken in some of the major hospitals has increased by more than 50% in the last 12months. This is due to the unprecedented demand we are currently experiencing in hospitals.

Work is currently underway to introduce integrated arrangements in relation to discharges from hospital, which would result in the majority of assessments taking place outside of the hospital setting. Consequently, social care assessment staff would be located in the community.

This relies on the development of a range of Health and social care services being developed in partnership with local communities.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The rationale for this project is that we would be able to reduce the number of Social Care staff required to work in a hospital setting if we change the work processes that are currently in place.

This would be specifically supported by the strategy to move to a model where service users are transferred from the hospital to be assessed, rather than having their assessments completed prior to discharge.

The resulting reduction in the number of hospital-based assessments would allow for a reduction in staff within the hospitals. Some staff would be required to undertake assessments in local communities, allowing a reduction in staffing numbers.

A small core team would remain in the hospital to undertake some assessments e.g. safeguarding and nursing care admissions.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,843

NET
£000

1,790

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	59	177	0	236
LESS Loss of Income	-10	-30	0	-40
LESS Costs of Reprovision	0	0	0	0
NET SAVING	49	147	0	196
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				10.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

50.4

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

7.6

8 COSTS (significant one off costs associated with implementing the project)

Existing joint working arrangements would be utilised. The SIGNS group in the South, and Frail Elderly Network in the North, are already working on these proposals.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users should experience a more speedy service and spend less time in hospital.

The potential impact on service users has been considered in the Equality Impact Assessment that has been undertaken on this proposal.

ON OTHER ORGANISATIONS

Health would see a reduction in their costs as service users would be discharged earlier.

ON OTHER PARTS OF THE COUNTY COUNCIL

N/A

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Any potential disproportionate, adverse or negative impact on staff or service users has been considered as part of the Equality Impact Assessment that has been undertaken on this proposal. It is not anticipated the proposal will have a disproportionate impact on staff or service users with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Health may not contribute to additional cost of increasing reablement services required to assess people out of hospital. High level commitment to the current Transfer to Assess project is required, to identify funding for new services or expansion of existing services.

Lack of capacity in the community may lead to delayed transfers of care from hospital settings. Need to agree a strategy up front to ensure services are in place before reductions in staffing levels are made.

There may be an increase in the number of people from health being discharged from hospitals. Mitigation: collaborative work through multi-agency groups (e.g. the SIGNS group) and the further development of joint strategies and commissioning plans.

There are a number of temporary staff currently being used following the loss of posts through organisational redesign and the increase in demand in hospitals. We are working with Health to identify funding to support staffing levels required. There could be additional funding from Health to contribute towards costs.

There is a focus on transferring people out of hospital quicker, which requires services to be available in local communities. Failure to provide the right services and sufficient capacity will lead to delayed transfers from hospitals. Mitigation: work could be undertaken with the independent / voluntary sectors to ensure appropriate capacity. Joint commissioning plans also need to be developed with joint funding arrangements in place.

SUMMARY PROPOSAL

Proposal Ref.

B04**1 SERVICE AREA**

Older Adults - Reductions in supplier costs - older person's care homes

2 WHAT IS THE PROPOSAL?

The proposal is to work with older persons' care home providers to reduce their costs. This proposal would be led by the Corporate Procurement team and is made up of the following:

1) Reviewing the cost make up of care home provision with providers by seeking ways in which they could reduce their cost base, using methods that seek joint advantages (e.g. providers sharing best value contracts with each other, providers purchasing together, profit sharing agreements, considering tiering arrangements). Alternatively, a re-design of the service delivery may be agreed by all relevant parties which reduces provider costs.

2) Considering other methods of procurement with non-strategic providers or unwilling suppliers. This might include using methods such as deploying Care Fund Calculator type tools, re-tendering demand away from those homes, working to re-designate homes, and intense 1-2-1 reviews applying Lean+ techniques to target cost.

3) Reviewing the current 5 band fee structure and assessing if consolidation of the number of bands would deliver an appropriate solution.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

1. The review of the 'Fair Price for Care' fee framework undertaken during 2012 resulted in an increase in fees paid to older persons' care homes based on the actual cost of care home provision and on the basis of rewarding good quality care services. The review was completed as the previous 'Fair Price for Care' fee framework and associated annual fee increases came to an end in March 2013. The review was undertaken within the context of legal challenges brought by care home providers against a number of local authorities in relation to their fee setting processes. At this time, the Nottinghamshire Care Association was challenging the Council about future fee levels.

70% of the current budget for older people's services is spent on long term care placements. Improving provider relationship management is one approach to reviewing fees, by working with willing providers to identify ways of reducing the overhead element of their prices without affecting their margins, or the element of cost associated with delivering the service. The Corporate Procurement team has proposed that work is undertaken with these providers on joint initiatives to improve supply chain and ways of working in order to reduce costs. Initiatives are entered into voluntarily by both parties, and at their own investment of time and money, with the intent that any learning is shared with other suppliers so that the supply base as a whole can be improved.

2. The use of procurement approaches to secure the services of good quality value for money services has already been 'tested' during the accreditation of younger adults residential services.

3. The 'Fair Price for Care' Framework and banding structure allocates differential rates across 5 bands. Reducing and consolidating the bands over a period of time may secure some savings - detailed financial analysis is required to determine what levels of savings could be achieved.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

71,124

NET
£000

41,850

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	2,500	0	2,500
LESS Loss of Income	0	-165	0	-165
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	2,335	0	2,335

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

5.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

The proposal will require dedicated staff time from those working in both Corporate Procurement and the Department's Joint Commissioning Unit. However, this cost can be met from existing staff budgets.

A consultation process would need to be undertaken in relation to any proposed changes to 'Fair Price for Care' negotiated rates and will also require legal advice throughout the process.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The main service group affected by these proposals are older people (aged 65+). Some Band 1 care homes may not be able to sustain their provision due to their financial position, and this may impact on their ability to improve the quality of their care services. In these instances residents would be supported by the Council to find suitable alternative placements.

ON OTHER ORGANISATIONS

The proposed changes will impact on older persons' residential and nursing care providers in terms of a reduction in their costs and improved efficiencies. This will enable the Council to negotiate a reduction in the fees the Council pays. As some packages of care are jointly funded with Health, they will also potentially benefit from any negotiated reduction in rates.

Reduction in fee rates may lead to some providers exiting the market with a reduction in provider capacity. Whilst overall there is over capacity in the older persons' care home market, there are some geographical areas where there is limited provision.

ON OTHER PARTS OF THE COUNTY COUNCIL

This proposal is in the main based on the Corporate Procurement Team's Supplier Relationship Management (SRM) approach, and therefore it will need to be led by them with support from the Market Development and Care Management Team.

This proposal also needs to link to, and complement, the corporate Commissioning Strategies that are being undertaken.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

All service users affected by this proposal are older adults aged 65+. If a provider was to stop provision as a result of this proposal and the service would have to be re-commissioned to another provider, then service users would be directly impacted.

11 RISKS AND MITIGATING ACTIONS

Care home providers may not engage in the process to identify potential reductions to their cost base, particularly given that a Fair Price for Care review has recently been completed, which required providers to detail their costs. In progressing this proposal, further consultation will need to be undertaken with the care home providers.

The reduction in costs may have an impact on quality, which may impact on service users. In mitigation consideration will be given to seeking to improve quality as well as finding ways to reduce costs.

SUMMARY PROPOSAL

Proposal Ref.

B05

1 SERVICE AREA

Younger Adults - Reduction in Supplier Costs

2 WHAT IS THE PROPOSAL?

This proposal seeks to reduce supplier costs through:

- Re-tendering of services in Supported Living;
- Reviewing the supplier cost base, and
- Improved provider relationship management with all key Younger Adult care providers (including residential and nursing care, and supported living). This excludes home care.

There should be no change to the quality or level of service delivered to service users. The desired outcomes are:

- To achieve a 5% reduction in supply costs of residential nursing care providers and care support and enablement providers, through retendering of services and strategic development of the market. This cost reduction should be achieved without reference to package size or the number of hours of delivery, and should be viewed as a reduction in provider costs.
- Provide for improved management of the market and supplier relationships.
- Commissioning and procurement arrangements must provide for a robust process of quality assurance and quality audit to mitigate issues of significant harm and / or abuse to vulnerable people.
- The framework should, where possible, support the development of a good quality workforce with high rates of retention.
- Be sufficiently flexible to allocate responsibility for assessment, review and support planning to the most appropriate agency and / or individual to ensure that independence and choice can be promoted and business process is streamlined.
- Be able to respond to the current and future market requirements which may include; emergency and crisis support, long term support to individuals, the decommissioning of other forms of care and support, a range of providers to meet the complexity of needs across disability services.
- Improved, more transparent relationships with providers.
- Providers applying innovative solutions to achieving efficiencies.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

As part of existing efficiency measures, fee reductions have been negotiated with supported living and residential care providers to those with learning disabilities, physical disabilities and those with mental health needs. To date, this has achieved savings of £1.4m. However, a review of budget and performance benchmarking data suggests that the unit costs in some areas are still higher than comparable local authorities. Therefore, this proposal seeks to continue this activity, as follows:

- The existing Care, Support and Enablement Framework will end in March 2014, and will be re-tendered later this year. Various options are being explored, including replacing the existing provider list with fewer providers, thus achieving economies of scale.
- Improved provider relationship management, i.e. working with key providers to improve the supply chain, ways of working, and identify ways of reducing the overhead element of their prices. Any learning will be shared with other suppliers, so that the supply base as a whole can be improved. Some levers that will be explored include: economies of scale through volume; price benchmarking, e.g. reviewing the use of care funding calculator tools and the reference costs within these; specification standardisation; and back office sharing. Some projects may be delivered by clustering providers together, whilst others can be delivered through a one-to-one relationship.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

64,159

NET
£000

54,718

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,400	900	700	3,000
LESS Loss of Income	-216	-139	-108	-463
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,184	761	592	2,537

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

4.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

This proposal will bring capacity issues and will require a set of specific skills mix. Hence, the proposal will require dedicated staff time from those working in both Corporate Procurement and the Department's Joint Commissioning Unit. It is estimated that 2.5 FTE will need to be assigned to deliver these savings over a 24 month period of time.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The main service group affected by this proposal are younger adults (aged 18-65) with learning disabilities, autistic spectrum disorders, physical disabilities and mental health needs.

Service users should see no change in the quality of care received. However, where price reductions can not be successfully negotiated with a provider, and ultimately the service would have to be re-commissioned, service users would have to be moved to a different provider.

Wherever possible, we will aim to avoid re-commissioning. Where this is unavoidable and a service user must move to a new provider, a process will be put in place that involves service users and carers to minimise disruption. A re-assessment of service user needs would be undertaken, involving both them and their social worker, and the outcomes of this reflected in the Individual Service Contracts that would subsequently be put in place and have to be met by the new provider.

ON OTHER ORGANISATIONS

Those that will be most impacted by this proposal include the:

- Providers of residential and nursing care for younger adults with learning disabilities, physical disabilities and those with mental health needs.
- Providers of supported living for younger adults with learning disabilities, autistic spectrum disorders, physical disabilities and those with mental health needs.

These will see a reduction in the unit cost we pay to them. Providers operating across the whole of the County will be impacted.

As some of the care packages are jointly funded with Health, they will also benefit from any rate reductions negotiated with providers.

ON OTHER PARTS OF THE COUNTY COUNCIL

This proposal has potential links to other savings options put forward by the Adult Social Care, Health & Public Protection Department, and will also need to link to, and complement, the corporate Commissioning and Category strategies that are being undertaken. Joint working across the Older and Younger Directorates, involving Corporate Procurement, Market Management and the Department's Joint Commissioning Unit is therefore being undertaken.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, the main service group affected by this proposal are younger adults (aged 18-65) with learning disabilities, autistic spectrum disorders, physical disabilities and mental health needs.

This proposal will impact most on service users with learning disabilities, as this is the largest service user group, and where most expenditure is incurred, rather than due to any potential differential impact.

The impact on all service users has been considered as part of the equality impact assessment that has been undertaken on the proposal.

11 RISKS AND MITIGATING ACTIONS

1. **RISK:** The tender exercise produces unexpected high fee rates. **ACTION:** by benchmarking fee rates, capping rates and pre-tender market engagement.

2. **RISK:** Inability to transfer all existing commissioned activity to new fee rates. Rise in non contracted activity through increased use of Direct Payments with more expensive suppliers.

ACTION: Pro-active communication with Service Users, encouraging use of quality assured managed services and ensuring Direct Payment rates are pegged to contract rates.

3. **RISK:** Providers have already accommodated rate reductions over the past 2 years. Risk that having to sustain more will destabilise the market. Risk that achieving a further 5% reduction to supply costs (£3m gross saving) is not viable. **ACTION:** Approach should lead to improvements that will reduce costs whilst maintaining margins. Engaging suppliers in feasibility studies, market exploration workshops and collaborative discussions prior to any changes.

4. **RISK:** The quality of service provision is negatively impacted by the rate reductions, leading to potential safeguarding issues: **ACTION:** in terms of the Care Support and Enablement framework, the risks can be mitigated by ensuring a new framework improves supplier relationship and develops a more partnership approach with providers. This will allow better reporting of issues and concerns, and facilitate no increase overall in safeguarding referrals.

5. **RISK:** Rates paid across residential/ nursing care show interdependencies with Continuing Health Care rates. **ACTION:** early engagement with NHS colleagues to determine impact of spend changes on any collaborative / Supplier Relationship Management discussion.

SUMMARY PROPOSAL

Proposal Ref.

B06**1 SERVICE AREA**

Younger Adults

2 WHAT IS THE PROPOSAL?

Under NHS Operating Framework arrangements, the County Council receives non-recurrent funding allocations annually from NHS Bassetlaw and NHS Nottinghamshire County to invest in “social care services to benefit health and to improve overall health gain”. There is a stipulation under the arrangements that the funding should be used for social care services, and the funding can be used to address budget pressures. This funding is known as NHS Support for Social Care (Section 256) funding.

Annually, joint priorities on how this funding should be spent are agreed with Health colleagues (formerly with the Primary Care Trust and now with Clinical Commissioning Groups). The agreed 3 main priorities guiding how this funding should be spent include:

- a. To meet the needs of the growing population of older people;
- b. To temporarily support other services to avoid immediate pressure on health and social care; and
- c. To develop targeted services designed to prevent or reduce the need for more intensive health and social care input.

Of the annual allocation that Nottinghamshire County Council receives, £8.5 million has already been permanently committed (£1.5m towards supporting people, £5m increased demand for Nursing and dementia beds, £1.6m increased demand for direct payments for Older Adults, and £0.4m for increased demand for short term/interim placements), leaving £4.124 million to allocate to other additional spend.

This proposal seeks to use £1.9m of the remaining allocation to offset current expenditure in Younger Adults commissioned activity.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The proposal to use the S256 funding in this way fits with the above 3 main priority areas and the associated objectives and outcomes intended from the funding, as follows:

Intended objectives:

- To promote integrated and joint working across health and social care.
- To enable people to retain their independence for as long as possible and avoid/delay their need for social care support.
- To reduce the need for on-going support through reablement activity.
- To facilitate safe and timely discharge from hospital in order to reduce unnecessary delays.

Intended outcomes:

- Reduced admissions to care homes.
- Reduced numbers and levels of social care packages following a period of reablement.
- Increased numbers of older people having their health and care needs met closer to or within their own home.
- Increased numbers of people dying in their preferred place of death.
- Reduced emergency hospital admissions.
- Reduced emergency hospital re-admissions.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,019

NET
£000

2,019

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,912	0	0	1,912
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,912	0	0	1,912

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

95%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

None.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The proposal will apply across the whole of Nottinghamshire.

There will be no direct impact on service users. However, indirectly they will benefit as use of the NHS funding to offset budget pressures will release more of the Younger Adult's budget to spend on meeting service user needs.

ON OTHER ORGANISATIONS

There should be no impact on Health, as the use of the funding proposed is in line with the jointly agreed priorities.

ON OTHER PARTS OF THE COUNTY COUNCIL

It is to be proposed that the remaining £1.9m NHS social care funding allocation is allocated to help offset Older Adult budget pressures. This will therefore take up all of the funding allocation, leaving nothing to be allocated to other areas (e.g. to support the Department's Early Intervention and Prevention Strategy).

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, there will be no direct impact on service users and no disproportionate, adverse or negative impact on them.

11 RISKS AND MITIGATING ACTIONS

Whilst the Government has confirmed commitment to the tune of £2 billion per annum nationally for the duration of the Comprehensive Spending Review, it has not yet given any indication as to how the NHS £1 billion national allocation may be split in 2013/14 and 2014/15. There is therefore no guarantee as to the permanency of this funding, or the level of funding, in future. Therefore, it would be prudent to identify an alternative funding source, in the event that the NHS Support to Social Care funding is reduced.

In addition, approval will need to be sought from the Clinical Commissioning Groups (CCGs) on using the remaining S256 funding allocation in this way.

To date, the funding has been used within the spirit of the guidance and has funded a range of joint services across all CCGs and the Local Authority. This has included innovative services in hospitals, the establishment of assessment beds in local care homes, and additional in reach home care services to help transfer people from hospitals in a safe and timely manner.

Should the funding be withdrawn or reduced in future, then additional pressures will be created and some services recently developed may need to be withdrawn. Discussions are already taking place with Health colleagues to look at increasing their financial contribution to a range of services that benefit patients and provide savings for health.

Any existing commitments against the S256 funding will need to be reviewed, to ensure there is sufficient funding to cover the proposed use of £1.9m of the funding.

SUMMARY PROPOSAL

Proposal Ref.

B07**1 SERVICE AREA**

Younger Adults Personal Care and Support - Care Management and Assessment Teams

2 WHAT IS THE PROPOSAL?

The purpose of the Younger Adults Assessment and care management service is to commission services that meet individuals needs, ensure people can live independently, and keep people safe. Key activities undertaken to achieve this include:

- Undertaking assessments of need for social care services, both on service users and carers, and providing support to meet eligible needs.
- Undertaking assessments required under the Mental Health Act and Mental Capacity Act.
- Provision of information and advice, equipment, accommodation and care, through personal budgets.
- Safeguarding of vulnerable adults and delivering preventative services.

The current structure of the service is a mix of district based teams, locality based teams and county-wide teams. This proposal seeks to:

- Disestablish some of the county-wide teams .
- Streamline the assessment and care management process, informed by a Lean+ review.
- Subsequently, refocusing staff time, roles and responsibilities.

It is proposed to create a county wide Transformation Team [that](#) can work on specific areas and projects, such as reviews, national projects such as Winterbourne View, and other national or local initiatives that require a short term focussed approach. The workers in this team will have a range of skills and knowledge to enable them to respond to initiatives and provide additional capacity across all specialist teams.

The aims of these changes are to:

- 1) Ensure that management and support costs are aligned to comparator authorities;
- 2) Focus staff time on care management; assessment, commissioning, and review work only;
- 3) Ensure that safeguarding activity is focussed on people with immediate risk of significant harm;
- 4) Improve the proportion of staff time spent as contact time; and
- 5) Reduce the cost of the assessment and care management service.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

When compared to performance and budget benchmarking information on other Local Authorities: the total no. people served is high (except Mental Health) and the level of service high; management and support costs are high.

Staff time is currently spent on supporting providers and undertaking home visits, providing additional carer support, providing professional support, brokerage, support planning and case management. Staff are seen as the first point of contact, and service users / families and providers have high expectations of what to expect from the services.

Demand on the teams is increasing, however analysis of working time shows that staff spend a disproportionately high amount of time on non service user contact activity. The development of a centralised data inputting team, together with the Lean+ review of systems and processes, should reduce individual and team workloads. The creation of the Multi-Agency Safeguarding Hub in Nottinghamshire has reduced demand on safeguarding activity across all service areas.

In view of the above, and in line with the proposed new model of social care and Use of Resources Policy, in future:

- Social care funded services will be arranged at the time they are required, for the period they are required, to meet specific outcomes.
- Assessment and care management will be proportionate for people who are likely to have eligible needs and have gone through a period of reablement.
- Safeguarding activity will be limited to people with immediate risk of significant harm.
- More use will be made of phone, online and clinic style appointments. Home assessments and reviews will only be undertaken where the level of risk and need warrants this.
- Wherever possible, we will place more responsibility with providers, underpinned by clear contracts.
- We will also explore the potential for providers to take on support planning duties.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

10,867

NET
£000

9,969

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	250	700	250	1,200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	250	700	250	1,200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

12.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

260.2

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

55.5

8 COSTS (significant one off costs associated with implementing the project)

Overall savings have been estimated from disestablishing county-wide teams and reducing staff in the commissioning teams, whilst creating a countywide Transformation Team (Temporary for 2 years). This equates to the loss of the following permanent posts: 3.5 Team Manager posts, 7 Advanced Social Work Practitioners, 16 social workers/supported living coordinators, 3.5 Team Leaders, 19.5 Community Care Officer/Day Service Coordinators posts, and 6 Promoting Independence Workers. Redundancy costs will apply.

There will be staff resource costs associated with undertaking the review of the current A&CM process. There will also be some premises and ICT development costs to implement changes required to systems, to ensure that they can support the new working practices.

Staff in the district based disability and mental health teams, and county-wide teams, will be impacted. There will be no specialist Aspergers' service. This work will be absorbed by a smaller number of Mental Health staff. LD commissioning teams have seen the smallest reductions, but they have lost the capacity that currently sits in the Supported Living Team and the New Lifestyles Team, which currently work in LD services. They have also lost Team Leader posts. This work will have to be absorbed by the Learning Disability teams. There is a reduction in Mental Health Advanced Social Work Practitioners that are, in the main, AMHPs (Approved Mental Health Practitioners). This has been mitigated by an increase of 3 FTE AMHPs in the countywide AMHP Team.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The changes will mean a cultural change for staff, service users, carers and providers.

The service user group affected by these proposals are younger adults (aged 18-65) with learning disabilities, physical disabilities, mental health needs and Aspergers. Staff, service users, carers and providers for all service areas will see:

A reduction to the total number of people served and a reduction in the level of service provided. The level of service that individuals will receive will depend on their level of need:

- Those with intermediate levels of need (the majority of service users supported) will receive long-term episodic care management.
- Those with high levels of need will continue to be supported and receive long-term/enduring care and case management.
- There will be less home visits, and more contact via phone, online and clinic style appointments.

Support to carers will be focussed on those that provide a substantial amount of care, especially in Learning Disability.

ON OTHER ORGANISATIONS

Social care providers will receive less support with case management and it will be explored whether providers should be expected to undertake support planning. Where providers request or require support to meet their contractual requirements, they will be expected to pay for this.

Providers will be expected to oversee day to day needs, supported by annual reviews by commissioners.

Other public authorities such as District and Borough councils, Police, Ambulance and other services may experience a different response to requests for support.

ON OTHER PARTS OF THE COUNTY COUNCIL

- Any reductions to business support, if approved as part of a separate savings proposal, will require staff and managers to undertake such duties themselves.
- Any changes to the Safeguarding Adults Practice Team, if approved as part of a separate savings proposal, will push the work associated with organising and checking best interest assessments and Deprivation of Liberty Safeguarding work to operational staff, particularly team managers. However, the majority of assessments are already undertaken by the teams, and a co-ordinator post is to be retained within the Safeguarding Team to facilitate the smooth transfer of functions to operational staff.
- Any reductions to staffing in the Joint Commissioning Team, which will mean less support to operational staff with contracting and quality monitoring support.
- Any reductions to the number of Day Service bases or short-breaks provision will increase commissioning requirements by operational staff, and the number of complaints they will have to deal with.

The Older Adults service is also proposing changes to its Assessment and Care Management process. As part of this proposal, the creation of a dedicated data inputting team is suggested, which should release some social worker time to focus on other duties. The review will have to factor in Children, Families and Cultural Services' processes. More use of phone / online channels will push more resource requirements to the Adult Access Team. Similarly, more START and reablement diversions will be needed.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, the service user group affected by these proposals are younger adults (aged 18-65) with learning disabilities, physical disabilities, mental health needs and Aspergers.

Those who receive a service from the Asperger's Team will be affected, as the proposal include disbanding this team. Whilst their specialism will be retained within the remaining locality teams, there will be no longer be a dedicated service provided.

Any potential disproportionate, adverse or negative impact on service users and staff has been considered as part of the Equality Impact Assessment undertaken on the proposal.

11 RISKS AND MITIGATING ACTIONS

Risk; The teams have insufficient capacity to manage workloads. Mitigation: focussing staff duties on core elements of service delivery should reduce activities that need to be undertaken.

Risk; that the disestablishment of county-wide teams will impact on delivery of initiatives such as meeting the Winterbourne View Report requirements, responding to the Autism Bill, Partnership Approaches and delivering other savings proposals. Mitigation; The development of a transformation team will help to provide capacity to undertake specific areas of development and reassessment activity as they arise, across all specialist teams.

Risk; Reduction in the level of staffing together with the work required to implement the full range of saving options will impact on the teams abilities to maintain performance levels across a number of areas such as waiting times, reviews, assessments, etc. Mitigation; The council will need to identify an appropriate level of performance expectation.

Risk; Undertaking home visits provides useful information on living conditions and family circumstances which may be lost. Mitigation; risk assessment should identify where home visits are required

Risk; The new Care Bill will increase the need for assessments to be undertaken on service users and carers. This will increase the number of assessments required and will require A&CM staff to undertake proportionate assessments. Any reduction to A&CM staffing levels, and changes to the process, will need to factor in such requirements and ensure there is still sufficient capacity remaining. Mitigation; Therefore any reductions in A&CM staff across younger and older adults services must be considered at the same time, in order to give staff an equal opportunity in enabling pools and to avoid unnecessary compulsory redundancies.

Risk; of safeguarding issues arising for those not supported. Mitigation; Safeguarding activity will be focussed on people with immediate risk of significant harm.

Risk; increased complaints and potential legal challenge in meeting council responsibilities, and due to service user dissatisfaction. Mitigation: undertaking consultation.

SUMMARY PROPOSAL

Proposal Ref.

B08**1 SERVICE AREA**

Adult Social Care Health & Public Protection - Safeguarding Adults Team Structure

2 WHAT IS THE PROPOSAL?

The Safeguarding Adults service consists of two separate teams - the Safeguarding Adults Practice Team and the Safeguarding Adults Strategic Team. The Strategic Team comprises 3.8 FTE staff and the Practice Team 4 FTE staff, both managed by a 0.8 FTE Group Manager. The Government has made a commitment to legislate for elements of adult safeguarding and to place it on a statutory footing. In Nottinghamshire, there is a well-established multi-agency Safeguarding Board and partner agencies contribute funding towards the staff within the Strategic Team.

Practice Team: The team comprises three full time Social Worker Practitioners (grade C) and one full time Team Manager (grade D). The team is also supported by two Business Support Officer posts. The Team is responsible for overseeing arrangements in accordance with the requirements of the Mental Capacity Act and Deprivation of Liberty Safeguards (DOLs). It ensures the co-ordination of best interest assessments under the safeguards, and the senior practitioners also undertake some assessments in their own right. However, the majority of the assessments under the legislation are undertaken by operational staff based in locality teams. It is proposed that the Team Manager and two of the Social Worker Practitioner posts be dis-established, with one Senior Practitioner post being retained in order to co-ordinate the smooth transfer of the majority of the team's functions to locality based operational managers.

At the same time, it is proposed that the Council's Deputyship function is moved from Adult Care Financial Services into the safeguarding service as its focus is on safeguarding vulnerable people against financial abuse. By transferring the majority of the team's functions to operational teams it will create capacity for the retained Senior Practitioner post to manage the staff who undertake deputyship work.

Strategic Team: this Team comprises a Board Manager (grade D), a Quality Assurance manager (grade C), a Service Improvement Commissioning Officer (grade B) and a 0.8fte Training co-ordinator (grade B). It is proposed that the Service Improvement Commissioning Officer post (grade B) is disestablished. The focus of this work has been on updating policies and procedures and it is felt that the work could be supported by other departmental staff who have responsibility for updating policies with primary responsibility and oversight of the work by the Quality Assurance manager.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

- In addition to undertaking the complex administration processes, the practice team has invested a significant amount of time in raising awareness of the Mental Capacity Act and supporting specially trained assessors. The Team has also been involved in ensuring procedures and practices are in place to work within the legislation.
- This phase of work to meet the legislative requirements has now moved into a state where it should be absorbed into mainstream activity. A significant amount of expertise has been developed in operational teams, with over forty Best Interest Assessors, trained and accredited to undertake the role. Group Managers in operational teams have also become skilled in understanding the intricacies of how Deprivation of Liberty safeguards work, what processes need to be followed and the requirements to have sufficiently trained assessors.
- The support offered to external partners needs to be withdrawn as they should now have reached a state of competence regarding Deprivation of Liberty Safeguards.
- The establishment of the Multi-Agency Safeguarding Hub (MASH) in Nottinghamshire has begun to have an impact on the numbers of Safeguarding Adults assessments required. It is anticipated that the number of safeguarding enquires leading to the need to undertake a full safeguarding assessment will continue to reduce, thus freeing up time in teams for the specialist assessors to undertake more DoL assessments.
- The recent wholesale review of policies and procedures completed by the Service Improvement Commissioning Officer will leave us well placed to respond to any changes required to our safeguarding policies and procedures.
- The retained Senior Practitioner post will develop integrated processes and systems, in order to facilitate the shift of responsibilities for undertaking assessments, co-ordinating the range of different professionals and activities required to complete the process, and ensuring the availability of trained assessors, solely into district teams.
- This new way of working will ensure that the overall responsibility for quality, availability of staff, workforce capacity, coordination of the process, and compliance with the legislative framework will rest with operational managers, with support and leadership from the retained Senior Practitioner.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

478

NET
£000

465

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	172	0	0	172
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	172	0	0	172

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

37.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

7.8

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

4.0

8 COSTS (significant one off costs associated with implementing the project)

There will be redundancy costs associated with the 4.0 FTE posts to be dis-established.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service Users will experience no change in the way Best Interest Assessments under the Deprivation of Liberty safeguards are undertaken. The proposal is about moving the responsibility from a central team to operational teams located in districts. There will be no impact from a service user's perspective and in reality they will not know the change has taken place. Service users will not be affected by the deletion of the Service Improvement Commissioning Officer post as the work will be absorbed elsewhere, and it does not involve any direct contact with service users.

ON OTHER ORGANISATIONS

Managing Authorities are care homes and hospitals who make the applications to the local authority to deprive someone of their liberty. Like the local authority, they are responsible for ensuring that they are compliant with the Mental Capacity Act and Deprivation of Liberty Safeguards. To date they have benefitted from a high level of support from the Safeguarding Adults Practice Team to complete the required forms to a high standard. It is now felt that this level of support is not sustainable, nor should it be provided on an indefinite basis. The Managing Authorities will therefore see this support withdrawn to them.

All partners will continue to have access to multi-agency guidance and procedures and will not be affected by the disestablishment of the Service Improvement Commissioning Officer post.

ON OTHER PARTS OF THE COUNTY COUNCIL

This proposal will have most impact on operational staff located in the districts.

Best Interest Assessors located in the districts will receive less scrutiny of their reports. They will also be required to absorb approximately forty additional assessments per year (the amount of assessments that are currently undertaken on average by the Safeguarding Adults Practice team).

Signatories (i.e. those who are required to sign off and approve Deprivation of Liberty applications following an assessment) will have the additional responsibility of ensuring that the process has been completed properly and the documentation has been through a quality assurance process.

Team Managers who line manage the social workers and senior practitioners undertaking the assessments will have a greater span of control regarding workflow. They will be accountable for ensuring the work of their staff is done in a timely way, enabling them to have a complete picture of the team's workload. This will mean they are able to balance priorities as required, and not be dependent on a central team allocating work.

The function of coordinating the range of professionals who are required to participate in the assessment process will move to operational teams.

The majority of work undertaken by the team in conjunction with Learning & Development to support universities with the accreditation of new best interest assessors will shift to Learning & Development. Staff with responsibility for updating other ASCHPP policies and procedures will resume some responsibility for the Safeguarding policies and procedures, with support and direction from the Safeguarding Quality Assurance Manager.

INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal involves internal staffing changes and will not directly impact on external service users.

Any potential disproportionate, adverse or negative impact on staff has been considered as part of the Equality Impact Assessment that has been undertaken on this proposal as part of consideration of all proposals affecting staffing changes within the Department. However, at this stage it is not believed that the proposal will have a disproportionate / adverse or negative impact on staff with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Transferring responsibility for the functions currently undertaken by the Practice Team to the district teams, at a time when separate savings options are proposing changes to district teams, will bring capacity issues. However, in reality this should not bring much more additional work, as the district teams already undertake the majority of assessments and it is anticipated that the number of referrals coming via the MASH will reduce. In addition, the retention of the one Senior Practitioner post will help with co-ordinating the smooth transfer of duties. Team Managers who have previously had limited involvement in undertaking the duties will be supported by the senior practitioner to develop a greater understanding of their new responsibilities and how to execute these.

As indicated above, the local authority has a statutory duty to undertake its function as the supervisory body under the Deprivation of Liberty Safeguards. It is critical that all process and assessments are co-ordinated in a timely way, as any deviation from the legislation may result in criticism from the court of protection and is likely to be scrutinised as part of any Care Quality Commission review of services. In mitigation, the retention of the senior practitioner post will support the transfer of the co-ordination responsibilities to a nominated operational team manager post, which will ensure robust coordination so that the local authority continues to meet deadlines for completion of Best interest Assessments in accordance with statutory requirements.

There is a risk that some of the activities undertaken by the team may be lost, but with sufficient time and the retention of the senior practitioner to plan and consider how and to whom the essential elements of the service are passed on, this risk can be mitigated. Examples of other areas of service that could pick up work currently undertaken by the practice team :

- Operational teams (co-ordination of process and all assessments)
- Other members of the Safeguarding Strategic Team (for example policy)
- Absorbed into the mainstream functions of other county council departments (e.g. organisational learning and development)
- External agencies (for example checking of the forms for Managing Authorities).

The roles within the process can be scrutinised to ensure an appropriate level of post is undertaking the appropriate role. For example, team managers may be the appropriate level to sign off and approve authorisations. It is proposed that the retained Senior Practitioner post and the Deputyship functions come under the line management of the Safeguarding Adults Board Manager as the only remaining Band D post within the Safeguarding Adults Team. This could potentially create some tensions amongst partner agencies who contribute financially, and they would need to be assured that the level of support to the Safeguarding Board would not diminish. It will be timely to review the roles and responsibilities of all team members in the strategic team to ensure best use of resources given the additional remit of the team, and thus enable the associated risks regarding any potential tensions with partner agencies to be predicted and managed. Any risk associated with the deletion of the Service Improvement Commissioning Officer post will be in relation to ensuring policies and procedures are up to date and in line with any new government requirements. It is anticipated that these risks will be managed by the redistribution of the work within the department. In the event of unanticipated urgent changes being required, the work could be undertaken via a project manager appointment on a temporary basis.

SUMMARY PROPOSAL

Proposal Ref.

B09

1 SERVICE AREA

The Benefits Advice Team provides both general and specialist advice in relation to welfare benefits, responding to 2000 queries per year. It is largely a telephone based service based at the Customer Service Centre (CSC). The aim is to maximise peoples' income through benefit claims.

2 WHAT IS THE PROPOSAL?

There are 3 Benefit Advisors and 1 Senior Advisor who provide advice, support, information and training to the Council and voluntary organisations on benefit matters. The proposal is to target the support available and to reduce the service to one post.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Benefits Advice Team is a discretionary service and by targeting the support available, this can be achieved by one post.

The post will:

- Produce web information relating to welfare benefits, tax credits and advice provision.
- Target promotional campaigns to inform residents in Nottinghamshire and relevant Nottinghamshire County Council staff of welfare benefit related issues.
- Provide guidance to CSC staff on basic welfare benefit matters.
- Implement a phased cessation of the training programme for staff on welfare benefit matters, and signposting to alternatives.
- Cease telephone benefit advice to customers at the CSC and instead signpost people to the Department of Work and Pensions and alternative sources of help.
- Cease face to face advice to staff and instead signpost people to alternative sources.
- Cease policy input to the Council on welfare benefit matters.
- Cease presence at local forums.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

142

142

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	45	45	0	90
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	45	45	0	90

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

63.4%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

4.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

3.0

8 COSTS (significant one off costs associated with implementing the project)

The proposal will require dedicated management time to deal with the processes to reduce the numbers of staff and to develop advice and guidance available to support the public on the website and alternative source of support.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

This proposal will impact on low income groups across the whole county. See section 11 for mitigating actions.

- 1) Reduced capacity to support members of the public who need benefit support resulting in a potential loss of income.
- 2) Economic downturn coupled with major changes to the law relating to welfare benefits means that the number of people facing financial hardship is increasing
- 3) Major changes to the law occurring at a time when free advice to the public has diminished, which could limit information to vulnerable people.

ON OTHER ORGANISATIONS

Insufficient capacity to support the voluntary and community sector who provide benefit support to vulnerable people.

ON OTHER PARTS OF THE COUNTY COUNCIL

Insufficient capacity to support members of staff who need access to benefit support to advise customers appropriately.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal will have a disproportionate, adverse or negative impact on those living on a low income. The Equality Impact Assessment on this proposal considers its potential impact on service users, staff affected, and protected characteristics.

11 RISKS AND MITIGATING ACTIONS

RISK - Loss of specialist advice on pension and benefit entitlements at a time when major changes to the law relating to welfare benefits are due to be implemented **MITIGATION:** Refer to local advice agencies where available or the Department of Work and Pensions (DWP). Up to date information will be provided on the website for staff and customers with self help materials developed.

RISK - Members of the public may not receive timely benefit advice which could result in a loss of income, particularly vulnerable disabled people.

MITIGATION: Signposting to the DWP and other advice organisations. Increasing information available through the public website.

RISK - Economic downturn coupled with major changes to the law relating to welfare benefits means that the number of people facing financial hardship is increasing. **MITIGATION:** Signposting to the DWP and other advice organisations. Increase the public's awareness of alternative sources of help through info on the public website.

RISK - Reduction in skills and knowledge of voluntary and community sector groups across the county due to loss of expert training and support. Increased pressure on remaining advice agencies in the County. **MITIGATION:** Signpost to the DWP. Up to date information available on the website and identify national and local support services.

RISK - Loss of policy input on benefit issues and how they impact on the core county council business, including the impact of welfare changes on social care income and the forthcoming Care Bill. **MITIGATION:** The Service will prioritise the work and the support available, to provide this support.

RISK - Impact on CSC advisors and the ability to offer simple benefit advice and signposting within existing resources **MITIGATION:** Up to date list of advice agencies is maintained by the Council to signpost to. Up to date information available on the website for staff and customers

RISK - Impact on social care workers and other staff who will need to become familiar with welfare benefits and changes **MITIGATION:** Phased cessation of training courses to staff to increase awareness before reductions made.

RISK- Capacity to deal with enquiries at the CSC. **MITIGATION:** Signpost to other agencies.

SUMMARY PROPOSAL

Proposal Ref.

B10

1 SERVICE AREA

SEND Policy and Provision - Independent Travel Training

2 WHAT IS THE PROPOSAL?

To realise savings totalling £500,000 by implementing the Independent Travel Training (ITT) project. This will involve developing pupil independence when travelling from home to school so that there is a reduced reliance on expensive tailor made transport arrangements. This will encourage young people with Special Educational Needs and Disability (SEND) to travel independently to and from school in preparation for independent adult life. Schools will need to engage with an independence curriculum and this will increase their understanding of associated travel costs which will lead to the development of creative, more cost effective solutions for pupils.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The County Council's Transport and Travel Services team (TTS) has looked into the potential benefits that might be realised by the introduction of a scheme of independent travel training for young people with special needs in Nottinghamshire. This includes an assessment of the potential savings that could be realised if these young people access public transport themselves rather than relying on transport provided by the Council. Young people assessed as being suitable for independent travel training, progress through a 'RAG' (Red, Amber, Green) rating system of milestones until they are deemed able to travel independently. A number of pupils with SEND have been identified as having the potential to receive training. The average unit cost for pupils with SEND using home to school transport is £3,800 per annum.

Case studies have shown that this could be significantly reduced to £800 per pupil realising a saving of £3,000 per student.

It is anticipated that approximately 165 pupils could fall within the scheme and achieve savings of £500,000 whilst also improving independence and preparation for adult life.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,550

NET
£000

3,550

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	200	300	500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	200	300	500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 14.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

There has been some initial investment in delivering independent travel training through the employment of travel trainers. Activities undertaken by other transport proposals will have a knock-on effect on how effective this project might be, in particular if bus routes are removed as part of transport transformation.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

This will benefit service users through the development of independence skills for use in later life.

ON OTHER ORGANISATIONS

Any reductions will impact on external transport providers and not on the County Council.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment is required for this proposal because adjusting travel support could adversely affect vulnerable families without providing an adequate alternative. An assessment will need to identify whether certain children with protected characteristics can be reasonably expected to travel independently.

11 RISKS AND MITIGATING ACTIONS

1. Young people with SEND using public transport - this will be monitored and we will ensure that training is of a high quality.
2. Efficiency will depend on areas over which we have no control e.g. public transport routes.
3. Parents could choose not to opt for independent travel for their child.
4. Implementation will be dependent upon the capacity of schools to support this initiative

SUMMARY PROPOSAL

Proposal Ref.

B11

1 SERVICE AREA

Young People's Service

2 WHAT IS THE PROPOSAL?

The proposal is to restructure the Young People's Service, including a reduction in the numbers of managers and changes to the deployment and working hours of youth work staff. This will be implemented from October 2014 and will deliver a locally-based youth work offer that operates from 31 Centres and 4 mobile facilities (reduced from 38 and 10 respectively) for 37 weeks of the year (reduced from 42), with the mobile provision operating on a county-wide basis in areas of the highest need that do not have local building-based provision. This will maintain a strong open access service for young people, with an increased focus upon the areas of highest need. There will also be an increase in support to the voluntary youth sector to mitigate the reduction of provision in some locations.

In addition, the Service will continue to offer strong specialist youth work services, including: participation work for children and young people, youth work services for Looked After Children, management of the Notts Duke of Edinburgh's Award Scheme, vocational training for teenagers and specialist youth clubs for disabled young people (though this provision will reduce from 15 youth work sessions per week to 12 countywide). The Service will decommission open access play provision.

The Service will seek to identify alternative arrangements for future delivery from the Young People's Centres listed below, and will work with local communities and stakeholders to achieve this. If this cannot be achieved, the following Young People's Centres may close from October 2014 - those selected are based on the following criteria:

- Deprivation Factors
- Number of young people in each District/Borough
- Value for money (the capacity to engage the largest numbers of young people)

Bassetlaw and Newark & Sherwood

- Balderton YPC - (Council building - currently closed for health and safety reasons)
- The Core YPC (Southwell) - (Council building - currently open 5 evenings per week)
- Collingham YC - (Community venue - currently open 1 evening per week)
- Winthorpe YC - (Community venue - currently open 1 evening per week)

Broxtowe, Gedling and Rushcliffe

- The Lodge YC (Arnold) - (Council building - currently open 2 weekend sessions)
- Bingham YPC - (Council building - currently open 4 evenings per week)
- Ruddington YPC - (Council building - currently open 5 evenings per week)

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To provide access, within the resources available, to the best value, high quality youth work, through safe, enjoyable and positive activities for children and young people outside of the school day and increase support to the voluntary sector to help maintain wider provision.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

5,760

NET
£000

4,550

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	675	675	0	1,350
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	675	675	0	1,350

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

29.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

127.6

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

44.8

8 COSTS (significant one off costs associated with implementing the project)

N/A

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The proposals will deliver an increase in practical support for the voluntary youth and play sector to develop and maintain provision. In addition, work to support those young people in areas that most require youth work support will be protected.

However, there will be a reduction in open access building and mobile youth provision in terms of both locations and opening pattern. The ending of commissioned play provision will also reduce provision for younger children.

ON OTHER ORGANISATIONS

There will be an increase in demand on the voluntary youth sector in localities where provision closes or is reduced.

ON OTHER PARTS OF THE COUNTY COUNCIL

Increased support to those services delivering early help services to young people.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment is required for this proposal because the reduction in service provision will impact on service users.

11 RISKS AND MITIGATING ACTIONS

Risk: An increase in reports of nuisance behaviour in those areas where provision is reduced.

Mitigation: To support the community and voluntary sector to meet any additional need, the recently created Youth and Play Voluntary Sector Development team will increase; its role will be expanded to include practical training opportunities for the voluntary youth sector. Consideration will also be given to transferring surplus mobiles and mini buses to the voluntary youth sector.

Risk: Some young people may struggle to reach their full potential in: relationships with peers and adults, formal education, the world of work, their local community.

Mitigation: An increase in direct early help support work with those young people who require additional support.

SUMMARY PROPOSAL

Proposal Ref.

B12

1 SERVICE AREA

Early Years & Early Intervention

2 WHAT IS THE PROPOSAL?

The proposal has 2 key elements: First, to identify and deliver savings across the Service's core management structure, deliver premises related savings (utilities, maintenance etc.) and identify contractual efficiencies/opportunities for efficiencies arising from the integration of services with health partners over a 3 year period. Second, to undertake a review of children's centre provision, in conjunction with communities and the current children's centre service provider consortium, in order to establish a county-wide "cluster" delivery model for children's centres, operational from 2016. The review will seek to maintain universal children's centre provision that meets statutory and regulatory requirements, whilst placing increased emphasis on targeted provision for families that require most support, focused in geographical areas of highest need. The precise configuration of children's centres will be determined by the results of comprehensive local consultation.

The review will establish a revised and reduced staffing model for children's centre provision, that would see clustered children's centres share management and staffing costs. To help generate the savings required, children's centre provision will be delivered from fewer premises with a greater proportion of outreach work and delivery from community venues.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The proposal represents the most effective and deliverable means of reducing cost, whilst protecting core early years and children's centre service provision within the resources available to the Council.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

17,200

NET
£000

17,200

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,000	0	3,000	4,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,000	0	3,000	4,000

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

23.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

26.8

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

4.0

8 COSTS (significant one off costs associated with implementing the project)

Additional capacity, drawn from the Corporate Improvement Programme, will be required to undertake the children's centre review and establish the clustering arrangements. There will be one-off property costs associated with the reduction of premises and potential for Department of Education capital claw back.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Year 1: Minimal impact to service users.

Years 2 and 3: Potential impact on family access to children's centre services, including vulnerable families and those in rural areas. The clustering and staffing model selected and implemented will seek to minimise this impact

ON OTHER ORGANISATIONS

Children's centre services are delivered for the Council by Nottinghamshire Children and Families Partnership, a consortium made up of County Health Partnerships, North Nottinghamshire College and Family Action. Appropriate contractual variations/reductions will need to be agreed with the service provider, therefore. In addition, changes to the delivery model for children's centre provision will impact upon joint work/service delivery with schools and health providers.

ON OTHER PARTS OF THE COUNTY COUNCIL

Reduced premises for children's centres will impact upon other Council services that deliver from the current children's centre buildings network. These include Children's Social Care and the Targeted Support and Youth Justice Service.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment is required for this proposal because the impact on service provision may be significant. Furthermore, the Childcare Act 2006 issues statutory guidance for local authorities in Section 5D, which places a duty on local authorities to ensure there is consultation before any significant changes are made to children's centre provision in their area.

11 RISKS AND MITIGATING ACTIONS

Risk: Cost reductions delivered by reductions in premises will be offset by potential claw back of capital costs by the DfE.

Mitigation: Liaison with the Department of Education regarding premises reduction and continuation of core service offer; reflection of original capital funding programme in reshaped premises network.

Risk: Clustering and remodelling staffing could result in increased risk around meeting Ofsted regulatory standards and requirements, particularly in respect of reach.

Mitigation: Ofsted have recognised clustering as a viable delivery model and have amended the Inspection Framework to reflect this. Ofsted will be made aware of the Council's clustering work.

Risk: Other local authorities that have reduced premises/clustered provision have faced legal challenge. There is a statutory requirement when closing children's centres for a period of public consultation.

Mitigation: Thorough and statutorily compliant consultation will take place before the implementation of the clustering model.

Risk: Lack of integration with commissioned health services.

Mitigation: The integration of Public Health within the Council provides an opportunity to further develop universal and targeted children's centre services, and will support the development of integrated provision encompassing health professionals such as health visitors and school nurses.

SUMMARY PROPOSAL

Proposal Ref.

B13

1 SERVICE AREA

CFCS - YFC - Libraries, Archives, Information and Learning

2 WHAT IS THE PROPOSAL?

This business case outlines 3 key strands that saves 11.3% of the Service revenue budget, amounting to £1m. In delivering the required savings, the Council will maintain a strong library service offer that meets its statutory library duty in full. The 3 strands are:

1. Undertake a staffing and general budget review, and a review of general programmes – including reducing management layers and staffing, reducing general costs and streamlining non-core library programmes/services.

2. Establish a redesigned library service for Nottinghamshire, by 2015/16 to be delivered via 2 complementary networks. First, a maintained County Library Service will offer a full range of services from larger libraries, in addition to the current mobile library service. Second, a network of Community Partnerships Libraries will be developed where, with support from the Council, communities are enabled to self manage their library, based upon specific local needs and circumstances. For each Community Partnership Library, a detailed support package will be offered. Savings will be generated by reduced premises and staffing costs for the Council.

A revised capital programme will be developed including a capital fund to allow and provide an incentive for community organisations to engage in self managed arrangements, and also to modernise the remaining network of library buildings.

The County Council will commit to maintain a form of library provision or access to library services in designated community partnership locations to meet local circumstances/demand if a community partnership cannot be developed or fails in the future.

3. Alternative operating model – develop a new operating model (Trust/Social Enterprise) by 2016/17 for Libraries, Archives and Community Learning, in order to reduce costs and support the generation of increased income.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To deliver the actions required to reduce service expenditure by 11.3%, whilst maintaining a comprehensive Library and Archive services offer, and meet statutory duties.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

13,370

NET
£000

8,880

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	250	375	375	1,000
LESS Loss of Income	0		0	0
LESS Costs of Reprovision	0		0	0
NET SAVING	250	375	375	1,000
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				11.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

233.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

18.2

8 COSTS (significant one off costs associated with implementing the project)

A revised Libraries capital programme to provide for required investment in community partnership libraries and modernisation of statutory library buildings.
Alternative operating model set-up costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The maintained library service would aim to serve at least 95% of current visits and 93% of active library members. Community partnership libraries would be supported to provide a service in the current locations based on the needs of those communities and current library users. Community partnership libraries will be low use, smaller libraries, which will be identified using a range of data and an assessment of their suitability to meet the local communities library and information needs. Reductions in resources and non-core programmes will be offset against savings made through the development of community partnership libraries, improved circulation of stock and changes to internal reservation charges.

The development of an alternative operating model will change relationships with users, communities, and other stakeholders (increased customer participation and consultation through a new governance model is possible).

ON OTHER ORGANISATIONS

The following organisations would need to be consulted/involved in the service changes proposed:

Nottingham City Council, HM Prison Service, NHS Rampton.

Users of sites by other organisations

Parish Councils/community centres who are landlords

Potential Community Partnership Libraries partners

ON OTHER PARTS OF THE COUNTY COUNCIL

Customer Service Points

Registration Services

Central Support Services (ICT / Finance / Property)

10 INITIAL EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is required for this proposal, however, due to the ongoing provision of the statutory service that deals with the majority of current users and the commitment to maintain library provision in the community partnership areas there will be no direct impact. Reductions in resources will reduce the range and depth of stock which will be mitigated by maintaining professional posts to select stock and by altering charges to improve stock circulation. A specific assessment may be required for each library, its local community and any Community Partnership Library support package. The Council will ensure it meets its statutory library duty.

11 RISKS AND MITIGATING ACTIONS

MEDIUM RISK

Possible judicial review around the Council's statutory library and archive duties and equalities impact

Reduced public and customer satisfaction

Reduced Management - increased risks around health and safety/building management

Meeting increased demand in remaining provision - existing staffing levels may be inadequate to meet customer demand

New operating model financial savings in rates offset by increased VAT liabilities

New operating model requires access to central support services whilst it also provides opportunities for increased efficiencies independent of the Council

MITIGATION

Support of the development of community partnership libraries

No forced deployment of community partnership libraries

Improved stock circulation and exploitation of library stock

1 SERVICE AREA

Cultural and Enrichment Services

2 WHAT IS THE PROPOSAL?

The proposal is for a two phased approach that will encompass efficiency savings of £200K in year 1 (this will include a number of small scale service reviews resulting in post reductions and vacancy retention). Year 2 and 3 reductions of £600K will be achieved by a combination of reshaping existing service offers and introducing new service delivery models. There are four service blocks that currently make up the Cultural and Enrichment portfolio:

1. Arts and Sports for Children and Young People: The proposal is to deliver the required savings through a reshaping of the Notts Performing Arts and County Youth Arts out-of-school offer from September 2014. The proposal will:

- Support out-of-school arts activities taking place across the county, will enable activities to fit with local needs and enable the new service to target areas where there is greater need for arts activities for children and young people.
- Deliver a more coherent core service for children and young people that promotes progression in the arts, including music.
- Maintain a core of activity from the existing service areas which will help in retaining children and young people in arts activity.
- Ensure that clear progression routes are available and affordable to all young people. Arts projects will target those children and young people who have greatest need e.g. they live in areas where there is limited existing provision or there is low a level of engagement in arts activities, and/or they face challenging circumstances because of disability or background and family economic circumstances.
- In the main, savings will be delivered through reduced management, teaching and support staff costs.

2. Outdoor and Environmental Education: Savings will be achieved through:

- (i) Reductions in revenue budgets (principally staff training, printing costs, minor premises works and equipment purchase budgets)
- (ii) A combination of increased income based on refreshed business plans for each unit and/or the development of alternative ways of delivering the service across some/all of the current provision, including consideration of charitable trust models.

3. Community Sports and Arts: The proposal is based on retaining as much of the existing provision by working differently. In the case of the sports provision there is an opportunity for the County Council to minimise the impact on current service provision by investing in the existing County Sports Partnership, which would deliver the Council's service objectives through a new contractual arrangement. In Arts, the development of an independent charitable arts organisation to deliver the Council's objectives will be explored; this new organisation would undertake direct delivery together with targeted development work in community settings. Savings in both areas will be delivered through streamlining and management cost reductions.

4. Achievement and Equalities Team: The proposal is to integrate the existing team's function across two aligned service areas (Targeted Support and Youth Justice, and the Support to Schools Service) to enable the team's face to face and school advisory/support functions to be maintained. Savings will be delivered through management/staffing reductions.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The rationale for a phased approach is that in some areas a minimum of 18 months will be required to establish new ways in which services could be delivered and/or to complete the service restructuring required. The aim is to retain as much front line delivery and targeted activity as possible.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

8,288

NET
£000

3,513

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	550	50	800
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	550	50	800
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				22.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

140.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

25.0

8 COSTS (significant one off costs associated with implementing the project)

Yes - funding may be required to support the establishment of alternative ways of delivering services. In particular financial analysis, legal, risk and insurance and property expertise would be required to ensure successful transitions to new ways of working.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

In year 1 it should be possible to maintain levels of service provision with a minimal amount of disruption to front line service users other than with the changes to the service provision in Arts and Sports for Children and Young People. In years 2 and 3, depending on the levels of success of new operating models/service reshaping, it is possible that provision will reduce in some areas.

ON OTHER ORGANISATIONS

Many of the services provided currently receive significant external funding and as such partner agencies will want to understand the impact of the proposals of their investment with the County Council.

ON OTHER PARTS OF THE COUNTY COUNCIL

In the short term there will be considerable pressure on the support services that will be required to support the review and implementation of the changes required to achieve the savings.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Equality Impact Assessments for all four strands of this outline business case will be produced to ensure that those people with vulnerable characteristics are not disproportionately affected by the proposed changes.

11 RISKS AND MITIGATING ACTIONS

1. Arts and Sports for Children and Young People

- A needs analysis by an external agency was commissioned and produced in summer 2013. This project engaged stakeholders including children, young people and their parents/ carers who use existing services as well as staff and other stakeholders. The recommendations from this review are helping the service to shape the proposals to best fit the needs of children and young people in Nottinghamshire.
- There is enough flexibility in the proposal to allow for targeting of activities where there is most need. For example, arts centres and projects could be located where there are fewer existing options for children and young people or a higher proportion of families who do not engage in arts/ cultural activities.
- Children and young people engaging in activities which will no longer be delivered will be signposted to activities in the new service offer and/or informed about options by other providers including, for example, theatre and stage schools, young people's groups delivered by arts organisations.

2. Outdoor Environmental Education

- In the medium term, the offer in this area will remain broadly the same albeit with a renewed focus on income generation.

3. Community Sports and Arts

- The potential to retain service provision comes out of the opportunity to develop a partnership model in sport and a new way of running or delivering the arts service based upon the formulation of an independent arts body.

4. Achievement and Equalities Services

- The reduction of posts will in some part be mitigated by the integration of the remaining resources with other services that are engaged in similar work.

SUMMARY PROPOSAL

Proposal Ref.

B15

1 SERVICE AREA

Country Parks and Green Estates

2 WHAT IS THE PROPOSAL?

The proposal is for a two phased approach that will encompass year 1 efficiency savings of £150K. This will be achieved by a number of small scale service and staffing reviews. Alongside this, savings will be made by reshaping grounds maintenance arrangements across the sites.

Phase 2 reductions of £350K to be implemented in years 2/3 will be achieved by a combination of reshaping the existing service offer to generate increased income/reduce costs and the potential introduction of new operating models for the parks and wider green estates. The proposals would also include a review of the events programmes to ensure that events across all sites are at least cost neutral. There will also be a full review of the existing staffing structure.

To support the phase 2 reductions work will commence immediately on a number of strands of work which will include.

- **Review of green estate holdings and the subsequent generation of maintenance and management cost savings**
- **The introduction of a revised commercial offer across the parks with particular focus on Rufford Country Park.**

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The rationale for a two phased approach is that a minimum of 18 months is required to establish new operating models and/or to complete the fundamental service reshaping required to achieve the savings targets. The proposal is aimed at maintaining as much frontline delivery as possible.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,420

NET
£000

1,600

4 5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	140	160	500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovisi	0	0	0	0
NET SAVING	150	160	190	500
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				31.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

92.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

10.0

8 COSTS (significant one off costs associated with implementing the project)

Yes - in phase 2, funding would be required to support the establishment of alternative operating models. In particular, sector-led financial appraisal, legal, risk, insurance and property expertise could be required.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

It should be possible to retain the majority of current operating levels with limited impact on direct service users.

ON OTHER ORGANISATIONS

There is close scrutiny by English Heritage and English Nature on the operation and management of the Country Parks. Future funding from these agencies will be subject to the Council's strategic vision for the sites moving forward.

ON OTHER PARTS OF THE COUNTY COUNCIL

In the short term there will be pressure on support services who will be required to support the review and implementation of the changes required to achieve the savings. As always, it should be recognised that changes proposed to current practice on the Country Parks may have a knock-on effect to other Council departments, particularly those providing a direct service (e.g. cleaning and grounds maintenance)

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment is not required for this proposal because it does not directly impact on frontline provision or vulnerable groups.

11 RISKS AND MITIGATING ACTIONS

Risks

The second phase proposals carry a level of risk as they are predicated on a successful outcome of a new operating model for commercial activity.

Mitigating actions

- Early engagement with the Improvement Programme to establish the true commercial potential of Rufford Country Park.
- Member engagement and sign-up to the Green Estates and Rufford Development Plans in October 2013
- Development of new proposals that will attract external capital funding

SUMMARY PROPOSAL

Proposal Ref.

B16

1 SERVICE AREA

Looked After Children Placements

2 WHAT IS THE PROPOSAL?

This proposal builds on existing work to reduce reliance on expensive external (privately run or out-of-county) residential placements and the use of independent fostering agency (IFA) placements for looked after children.

The proposal is over 4 years to release savings from:

- The reduction in use of independent fostering agencies and privately run or out-of-county residential placements.
- Increased number of council managed fostering placements.
- Increase in Special Guardianship Orders and adoption.

This work includes increasing the recruitment and retention of Nottinghamshire County Council's own directly recruited and managed foster carers; reviewing the cases of children currently in private or out-of-county residential placements and minimising the number of children entering residential care whose needs can be met in a family placement.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Detailed analysis of local data and benchmarking information shows that a higher proportion of children are placed in external residential care (privately run or out-of-county) than average which impacts on total spend on Looked After Children placements. 41% of foster placements are with independent agencies.

In order to reduce total spend on placements, there needs to be a shift in the proportion of placement type, with a smaller proportion of children placed in more expensive placements (residential and Independent Fostering Agency) and a larger proportion in lower cost placements (County Council fostering, special guardianship orders, adoption) where this is in the best interest of the child.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

37,000

NET
£000

37,000

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	2,320	2,570	1,700	6,590
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	2,320	2,570	1,700	6,590

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 17.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

The costs involved with implementing this proposal have been taken into account when calculating the savings targets. There will be costs associated with recruiting, assessing, training and providing social workers for additional Nottinghamshire County Council foster carers.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Where appropriate and safe to do so, looked after children may be moved from a residential or independent fostering agency placement to alternative placements. These moves will only be planned where a new placement is identified that fully meets the needs of the child and the transition between placements will be carefully planned and supported. As far as possible and where appropriate, children and young people newly entering placements will not be placed in residential or Independent Fostering Agency placements unless their needs cannot be otherwise met.

ON OTHER ORGANISATIONS

Reliance on independent fostering agencies and external (private out-of-county) residential providers who are commissioned by the Council will reduce, resulting in reduced income from Nottinghamshire County Council for these organisations.

ON OTHER PARTS OF THE COUNTY COUNCIL

N/A

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is expected that a full Equalities Impact Assessment will be required following consultation on proposals to any service changes.

11 RISKS AND MITIGATING ACTIONS

- Increased targets for recruitment of additional foster carers may not be achieved
- Whilst robust analysis and forecasting has been carried out, future changes in Government policy and unpredicted demand for Looked After Children placements could affect the ability to deliver savings

SUMMARY PROPOSAL

Proposal Ref.

B17

1 SERVICE AREA

Transport, Property and Environment - Transport & Travel Services - Local Bus Services

2 WHAT IS THE PROPOSAL?

To reconfigure the supported local bus service network to reduce expenditure by 30% between 2014 and 2016. This can be achieved through a mix of service efficiencies and reductions. This will result in a loss of early morning, late evening, Sunday and bank holiday and some peak/off peak services.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The budget for supported bus services in 2013/14 is £6m (32% of the TTS budget). A 30% reduction will achieve £1.8m of savings which will be managed through service efficiencies to the value of £1.1m and service reductions of £700k. The service reductions are for contracts providing off peak, early morning, late evening, Sunday and bank holiday services which are high cost and low patronage.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

6,000

NET
£000

6,000

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	800	1000	0	1,800
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	800	1,000		1,800

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

30.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The reductions will limit the transport options available to service users. In some cases there will be no alternative Public Transport option. Access to health appointments, essential shopping and leisure may be affected through changes to off peak services. This may impact on personal independence and mobility. It may require service users to alter their normal travel pattern to use alternative services or have slightly longer journeys using connecting services.

ON OTHER ORGANISATIONS

Service reductions will impact on education providers, retail and leisure providers as well as limiting economic growth.

ON OTHER PARTS OF THE COUNTY COUNCIL

This could impact on access to Libraries and leisure attractions with the changes to Sunday, evening, bank holiday and off-peak services. In some cases there may be alternative provision available.

CONSULTATION

There will be wide consultation with all stakeholders to ensure that the proposals are considered in a more informed way. This will be carried out between November 2013 and January 2014.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The proposals may have a higher impact on people who do not have any alternative travel options such as older, infirm people or people with disabilities. An initial Equality Impact Assessment has been completed based on current outline network proposals.

11 RISKS AND MITIGATING ACTIONS

(a) Risk - changes to evening, Sunday, bank holiday and off peak services may restrict access to key services and leisure activities for some people.

(a) Mitigation - In some cases there may be alternative transport provision available.

(b) Risk - changes to early morning services may affect journeys to work.

(b) Mitigation - analysis of usage shows low patronage on the affected journeys and in many cases there are alternative services available at a later time.

(c) Risk - the removal of funding for local bus services may result in commercial operators terminating the full service affected by the change.

(c) Mitigation - early discussions with commercial operators will aim to minimise any adverse impact.

SUMMARY PROPOSAL

Proposal Ref.

B18

1 SERVICE AREA

Transport, Property and Environment - Waste Management – Contract Savings

2 WHAT IS THE PROPOSAL?

Deliver financial savings through the renegotiation of existing waste management contracts.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The council operates a range of contracts with private sector partners to deliver elements of the waste management service. The County Council is currently in a position to renegotiate a number of these contracts in order to deliver financial savings and operational improvements.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

33,344

NET
£000

28,690

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	800	200	0	1,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	800	200	0	1,000

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

3.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

15.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

There would potentially be a one off costs of around £100k required to pay for specialist legal and commercial advice, and to finalise any necessary contract variations.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

None – Waste contracts are background activity, unseen by the public.

ON OTHER ORGANISATIONS

Relationship with partners could change through renegotiation of existing arrangements.

ON OTHER PARTS OF THE COUNTY COUNCIL

Legal and Financial services will be required to provide support and advice as required.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is potential that agreement may not be reached and savings may not therefore be delivered, although initial discussions indicate that this is unlikely.

Should savings not be delivered by renegotiation then the option of re-procurement will need to be considered.

SUMMARY PROPOSAL

Proposal Ref.

B19

1 SERVICE AREA

Transport, Property and Environment - Waste Management – Recycling Centre Service

2 WHAT IS THE PROPOSAL?

Introduce a range of changes to the Recycling Centre Service over a two year period to deliver financial savings. This includes:

- Implementing a permit scheme to use the Recycling Centres for all County residents.
- Closing Fiskerton Recycling Centre.
- Closing Langar Recycling Centre.
- Closing two or more Recycling Centres and developing a new large modern split level Recycling Centre to serve the Mansfield/Ashfield area and investigating opportunities in other areas.
- Increasing existing disposal charges for Asbestos.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The proposals seek to rationalise and enhance the existing Recycling Centre Service provision by developing enhanced facilities, closing uneconomic and environmentally compromised sites, and introducing new access management policies and revised and new charges for the disposal of non-household waste.

The existing Recycling Centre Van and Trailer permit scheme is to be extended to all Nottinghamshire residents to restrict trade waste and cross border inputs from residents of neighbouring authorities. The County Council currently meets the disposal cost of this waste which should really be met by the councils where the waste is generated.

The Fiskerton Recycling Centre receives the lowest tonnage of any recycling centre in the county and is located adjacent to an old landfill which is due for restoration. The planning permission for the landfill also currently requires the restoration of the recycling centre site. The Fiskerton Recycling Centre site is also outside of the PFI contract arrangements and can be closed with no contractual impact and with relatively short notice. There are alternative recycling centres with better facilities located at Bilsthorpe and Brunel Drive in Newark, easily accessible to the main population centre in Southwell.

In Southwell a new chargeable kerbside green waste collection service has recently been introduced from Newark and Sherwood District Council and Mansfield District Council in partnership - around 50% of inputs to Fiskerton are green waste therefore service impacts for residents are mitigated by the availability of this collection service.

The Langar Recycling Centre takes the second lowest tonnage of any recycling centre in the County and the district council, Rushcliffe, provide chargeable green waste collections in the area served by the site. Alternative recycling centres are available in West Bridgford, Calverton, and Newark, which are now within reasonable travel time of the main settlement of Bingham.

Potential exists to develop a new recycling centre "super site" to serve the Mansfield/Ashfield conurbation, with the associated closure of the existing sites at Kirkby in Ashfield, Mansfield and Warsop all of which suffer from operational constraints. This would require investment but would deliver additional operational savings together with improved facilities for service users.

Existing Asbestos disposal charges to residents will be increased for the next 2 years to reflect disposal costs, generating a small additional saving.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

33,344

NET
£000

28,690

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	205	505	0	710
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	205	505	0	710

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

2.5%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

15.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

There would potentially be one off costs of around £200,000 to set up the permit scheme to cover purchase of permits or systems to administer and operate the scheme, and to meet the cost of communicating with residents. On-going operational costs would be met from the savings in waste disposal costs.

Capital costs of a new recycling centre supersite could be in the order of £2m but this would deliver operational savings of around £100,000 per annum.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Introduction of a full permit scheme will improve the availability and viability of sites by deterring cross border and trade use. Permits will be offered free of charge to residents and will therefore have no negative impact on service users. Applications will be processed in a number of ways to ensure the system is accessible to all.

Number of recycling centres reduced therefore more travel required to dispose of waste.

A new recycling centre "supersite" to serve Mansfield and North Ashfield would provide a much enhanced customer experience whilst delivering additional operational savings.

ON OTHER ORGANISATIONS

Relationship with neighbouring authorities may change by restricting cross border use.

Newark and Sherwood District Council, Mansfield District Council and Rushcliffe Borough Council may show an increase in customers requiring green waste collection but this will generate additional income for them and increase recycling performance.

A number of the proposals require negotiation with and agreement from Veolia to be deliverable.

ON OTHER PARTS OF THE COUNTY COUNCIL

One-off requirements associated with service changes and systems for implementing and managing restrictions will need to be established using Corporate Communications, Customer Service Centre, Parking Partnership or similar.

A new recycling centre supersite would require input from corporate property, development control and other parts of the County Council.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment would be required to gauge potential effects of the proposal on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Closing recycling centres or restricting access may reduce customer satisfaction levels, lower recycling performance and risk potential fly tipping.

Negative effects can be mitigated by ensuring sufficient notice and communication activity is undertaken and by supporting waste collection authorities to deliver alternative service opportunities as necessary to offset the loss of those facilities at the recycling centre (i.e. green waste collections).

Identifying a suitable recycling centre supersite, securing planning permission and the necessary contractual renegotiation with Veolia would be complex. However engaging early with Veolia and the local community, and ensuring sufficient notice and communication activity is undertaken, will help mitigate these potential risks.

SUMMARY PROPOSAL

Proposal Ref.

B20

1 SERVICE AREA

Transport, Property and Environment - Waste Management - Provide financial support to two waste collection authorities to introduce kerbside green waste collections.

2 WHAT IS THE PROPOSAL?

Provide financial support to two waste collection authorities to introduce additional kerbside green waste collections to help divert waste from landfill and increase recycling performance. Savings accruing to the County Council from reduced Landfill Tax payments would be used to make incentive payments. This applies specifically to Bassetlaw and Newark and Sherwood where recycling levels are particularly low due to the lack of kerbside green waste collections.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Re-using and re-cycling waste (including composting) instead of sending waste to landfill produces financial savings to the County Council. However, this incurs extra costs for waste collection authorities in operating collection vehicles and crews.

Making payments to the waste collection authorities in Bassetlaw and Newark and Sherwood to encourage them to collect green waste by subsidising their direct costs, or the amount they charge residents for the green waste collection service, should still result in a net saving to the County Council of £200,000.

This proposal will increase green waste collection services, reduce costs to the public and the County Council, minimise costs to the two waste collection authorities and lead to increased recycling performance.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

33,344

NET
£000

28,690

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	200	0	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	200	0	200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

0.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

11.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Potentially capital payments may need to be made to allow the two waste collection authorities to purchase additional vehicles and wheeled bins. Additional staffing resources may be required to assist implementation.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Increased service levels for residents who are able to access green waste collections (on a chargeable basis) where no service existed previously. Specifically in Bassetlaw and Newark and Sherwood.

ON OTHER ORGANISATIONS

Relies on the two waste collection authorities to deliver the service. Waste collection authorities who currently deliver the same level of service for either no cost (Broxtowe) or on a chargeable basis (Ashfield, Gedling, Mansfield, Rushcliffe) will feel disadvantaged and may seek funding from Nottinghamshire County Council which would be unaffordable.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk - Waste collection authorities who currently deliver the same level of service for either no cost (Broxtowe) or on a chargeable basis (Ashfield, Gedling, Mansfield, Rushcliffe) may feel disadvantaged and may seek funding from Nottinghamshire County Council which would be unaffordable.

Mitigation - Need to ensure any arrangements provide clarity and fairness and deliver improved performance.

SUMMARY PROPOSAL

Proposal Ref.

B21

1 SERVICE AREA

Transport, Property and Environment - Energy Management - Increase contract rebate

2 WHAT IS THE PROPOSAL?

To increase the rebate to support the energy and carbon management service for schools and other Council buildings, including the administration of the Council's central gas and electricity buying contract, which delivered an average saving of 15% over the last three years compared to average market prices for power.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Energy Team manages energy contracts on behalf of the council, including schools, with a value of around £15million each year. The costs of electricity and gas used are met by the individual properties/services as appropriate. Increasing the rebate levied on the contract will have a negligible increase on energy cost for customers, but will generate £200,000 of additional income to cover the costs of administration of the service.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

33,344

NET
£000

28,690

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	0	0	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	0	0	200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

0.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

5.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Minor - increase in costs to individual customers will be minor. Existing contract rates are already significantly below general market rates and therefore overall costs are still favourable.

ON OTHER ORGANISATIONS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

Minor - increase in costs to individual customers will be negligible.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk - Minor - potential loss of take up of arrangements reducing income.

Mitigation - as contract rates are currently very favourable take up should be unaffected, risk is very small.

SUMMARY PROPOSAL

Proposal Ref.

B22

1 SERVICE AREA

Highways – Countryside Access

2 WHAT IS THE PROPOSAL?

The proposal is to further reduce capacity and resources for the Rights of Way service. This proposal includes a reduction in works budgets.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Authority's principal duty is summarised as

- to maintain public rights of way (footpaths, bridleways etc.) and to keep them free from obstruction
- to map all of the county's paths on the definitive map
- to look after and promote the new open access sites and rights
- to maintain the Common Land and Village Green register
- to promote and manage a Local Access Forum
- to produce and publish a Rights of Way Improvement Plan

This proposal will reduce activity to a minimum level and remove any discretionary activities.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

721

NET
£000

721

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	100	50	0	150
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	100	50	0	150

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

20.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

11.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.0

8 COSTS (significant one off costs associated with implementing the project)
Potential staff redundancy costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

- reduced advice and assistance in particular to land managers, conservation organisations, the public and other local authorities
- Reduced response to complaints and defect reports
- Reduced annual and reactive maintenance of the path network
- Reduced advice to applicants on processing public path orders
- Increased customer complaints
- Increased legal claims
- Reduced proactive work with landowners
- Reduced proactive work with user groups and parishes etc.
- Further reduced partnership working

ON OTHER ORGANISATIONS

See above

ON OTHER PARTS OF THE COUNTY COUNCIL

Potential increase in workload in legal and complaints functions.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation).

If so how?

An Equality Impact Assessment would be required to gauge potential effects of the proposal on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Consequences are identified in section 9 above – significantly:

1. It is likely that public expectation around the level of service is not met
2. Risks of potential increase in current level of complaints and insurance claims due to reduced budgets for maintenance of the network and reduced inspection capacity. This will be mitigated by targeting maintenance and staff resources on areas of greatest public use.
3. There is a risk of legal notices being served on Nottinghamshire County Council regarding claims for rights of way to be added to the definitive map.

SUMMARY PROPOSAL

Proposal Ref.

B23

1 SERVICE AREA

Highways - Blue Badge Charges

2 WHAT IS THE PROPOSAL?

This proposal is to increase the charge for a Blue Badge from £2 (the minimum) to £10 (as charged by most local authorities).

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

A contribution towards the administrative and assessment costs associated with considering applications for Blue Badges is offset by the income from the £2 permit charge is £34k.

The charge for a Blue Badge is set by national legislation with a minimum of £2 and a maximum of £10 for a permit which is normally valid for 3 years.

Most Authorities in the country, including Derbyshire, Leicestershire and Lincolnshire charge £10 for a Blue Badge.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

34

NET
£000

34

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	40	40	56	136
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	40	40	56	136

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

400.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None - there is an annual review of all highway charges for services.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Service users will incur an additional cost of £8 although this level of charge has been accepted by service users in other authorities. There has been very little resistance from Disabled Groups in those areas where the charge has been increased

ON OTHER ORGANISATIONS

Anticipated impact on other organisations is minimal.

ON OTHER PARTS OF THE COUNTY COUNCIL

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal will negatively impact on people with protected characteristics; however the proposal aligns the County Council with most other local authorities. An equality impact assessment may be required.

11 RISKS AND MITIGATING ACTIONS

Consultation needed and comparison to other adjacent authorities.

SUMMARY PROPOSAL

Proposal Ref.

B24

1 SERVICE AREA

Highways – Road Safety Education

2 WHAT IS THE PROPOSAL?

To include Road Safety Education in the future arrangements for commissioning public health in Nottinghamshire.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Road Safety Education is a statutory requirement of the Highways Authority. Under this proposal, road safety education would form part of the future arrangements for commissioning public health in Nottinghamshire. It is noted that cycle training and the School Crossing Patrol Service (SCP) will be continued to be funded from the Highways Safety budgets. It is expected that 3.5 FTEs will transfer under this proposal

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

79

NET
£000

79

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	79	0	79
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	79	0	79

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

100.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

3.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Redundancy costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Road Safety Education will be incorporated into a healthy Nottinghamshire initiative, which should provide a more coherent approach to the safety of residents.

ON OTHER ORGANISATIONS

The current partnerships formed with other organisations such as the Police will need to be reviewed

ON OTHER PARTS OF THE COUNTY COUNCIL

Minimal

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

An Equality Impact Assessment would be required to gauge potential effects of the proposal on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Risk to service users

Service users should experience a similar level of Road Safety Education from the new provider.

Risk to delivering these savings

Minimal risk of delivering this proposal subject to County Council policy and procedures for redundancies.

SUMMARY PROPOSAL

Proposal Ref.

B25

1 SERVICE AREA

Transport, Property and Environment - Catering & Facilities Management - Schools
Catering

2 WHAT IS THE PROPOSAL?

After a five year price freeze, it is proposed to increase the cost of a primary school meal by 5% from £2 per meal to £2.10 in 2014-15.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The costs of providing the service have increased over the past four years due to inflation and rising food prices. The price change is required to ensure the service is able to break-even due to the budget pressures facing the County Council.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

16,084

NET
£000

15,573

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

This proposal will not generate any savings, but will enable the service to remain self-financing.

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

450.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

No significant costs

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Increasing the cost of a meal by 10 pence (£19 per year per pupil) could marginally discourage some parents buying into the service. This proposal won't affect pupils entitled to free meals as schools reimburse the County Council for each free school meal that is provided.

ON OTHER ORGANISATIONS

There will be additional costs charged to schools.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The proposals contained in this business case do not represent any changes to existing service provision other than the cost of the service. The financial impact of the price increases will fall on schools and families.

11 RISKS AND MITIGATING ACTIONS

There is market competition from the private sector and clearly should a school/academy decide to self manage this will result in loss of contribution to the County Council.

SUMMARY PROPOSAL

Proposal Ref.

B26

1 SERVICE AREA

Planning - Planning Policy

2 WHAT IS THE PROPOSAL?

To generate income by charging Nottingham City Council for the preparation of the Joint Waste Core Strategy; streamlining the process to secure developer contributions with post reductions and merging the Planning Policy and Conservation teams.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Planning Policy team is responsible for the preparation of the waste and minerals local plans, minerals searches, external planning consultations and managing the Authority's developer contribution strategy.

The proposal is to make the service more efficient by redistribution of roles and by maximising income generation potential.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

413

NET
£000

413

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	73	0	0	73
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	73	0	0	73

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

17.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

8.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.5

8 COSTS (significant one off costs associated with implementing the project)
None

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

There will be charges for minerals searches and for planning policy advice. Developers will liaise with generalist rather than specialist staff over developer contributions.

ON OTHER ORGANISATIONS

Partners will be expected to meet the proportional costs of joint work being undertaken (e.g. on the Joint Waste Core Strategy).

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics

11 RISKS AND MITIGATING ACTIONS

The proposed merger of the Conservation Team with the Planning Team will lead to the creation of a team with a diverse range of specialists requiring a greater managerial input from the team manager who may not then have sufficient time to undertake current duties. This may impact on the delivery of statutory functions and work may need to be risk assessed to ensure the focus on priority areas.

Projected income may not be realised. However, targets are considered to be achievable and their attainment will be monitored.

SUMMARY PROPOSAL

Proposal Ref.

B27

1 SERVICE AREA

Planning - Development Management

2 WHAT IS THE PROPOSAL?

To introduce a charge for pre-application planning advice, generating up to £18,000 of income by 2016/17. To reduce administrative support by making better use of ICT. To consider options to share services with other neighbouring authorities.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Development Management team is responsible for processing planning applications to the County Council as a Waste and Minerals Planning Authority. The Team also covers the monitoring and enforcement of breaches of planning control. Both of these areas are statutory functions.

The proposal is to make the service more efficient by the redistribution of business support administrative roles and by maximising income generation potential.

No planning officer reductions are proposed because, when compared with other county councils, the Development Management team has a low staff level with a high case load (e.g. approx 47 applications per staff member compared to 29 applications per officer in Derbyshire). If staffing levels were to be reduced, there is a risk that the quality of the service would suffer. The Government is introducing penalties against authorities they consider to be performing poorly.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

570

NET
£000

183

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	64	0	3	67
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	64	0	3	67

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

36.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

13.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.0

8 COSTS (significant one off costs associated with implementing the project)

None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Applicants for Planning Permission would have to pay for a service that is currently provided at no cost to them. However, this cost is likely to be recouped by a shorter planning application process as issues will have been addressed pre application submission.

ON OTHER ORGANISATIONS

Consultees will be asked for information pre-application, as process will be front loaded, negotiations as part of the application process will be reduced.

ON OTHER PARTS OF THE COUNTY COUNCIL

Departments will have to pay for pre-application advice currently provided without charge. However if, as expected, the quality of applications improves, this will shorten overall timescales for planning approvals.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

A Equality Impact Assessment would be required to gauge potential effects of the proposal to charge for pre-application planning advice on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

Applicants may not seek pre-application advice owing to charges and poor applications may be submitted, resulting in more staff input during the application process.

Detailed work will need to be undertaken to draw up an appropriate charging shedule to mitigate this risk.

SUMMARY PROPOSAL

Proposal Ref.

B28

1 SERVICE AREA

Economic Development

2 WHAT IS THE PROPOSAL?

To set up a shared economic development service with other partners and restructure the service, saving up to £250,000.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Shared services are acknowledged to offer potential benefits to:

- lower management and operating costs
- improve learning and innovation by concentrating technical and managerial expertise and facilitating knowledge sharing
- increase service quality by forming a customer-oriented mindset
- enhance credibility and solve internal conflicts.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,203

NET
£000

1,116

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	250	0	250
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	250	0	250

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

22.4%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

10.3

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

3.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Potential for service to be enhanced if delivered in a genuinely shared way. Possible that more effective delivery could be an outcome, alongside efficiencies across the public sector partners. Better offer in terms of skills sets and expertise. However dependent on the size of a shared service, there may be significant capacity limitations.

ON OTHER ORGANISATIONS

Efficiencies could be delivered to all partners if a shared service model were delivered effectively. Contrasting priorities of partners could introduce tensions.

ON OTHER PARTS OF THE COUNTY COUNCIL

Greater clarity of purpose and authority if a shared service were achieved.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

The economic development budget supports a range of initiatives focused on economic growth. It is proposed that this would be rationalised as part of any shared service arrangement. An Equality Impact Assessment would need to be conducted in relation to specific proposals to rationalise the budget to ascertain any adverse impacts on people with protected characteristics. This will be done during the process of determining specific proposals.

11 RISKS AND MITIGATING ACTIONS

This proposal would require significant discussion and negotiation with partners before it could be achieved. There is the potential therefore for delays in achieving this saving. The savings estimate is just that and may prove to be over-stated. It is not possible to carry out any further detailed modelling without clarity about which partners would be involved.

SUMMARY PROPOSAL

Proposal Ref.

B29

1 SERVICE AREA

Economic Development

2 WHAT IS THE PROPOSAL?

To reduce Nottinghamshire County Council's contribution to Experience Nottinghamshire by £100,000, leaving a total grant of £118,000.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Experience Nottinghamshire is the 'Destination Management Organisation' (DMO) for Nottingham and Nottinghamshire. It is a not-for-profit organisation funded by the City and County Councils and private sector contributions. It undertakes tourism marketing and promotions work for the County and City areas.

The rationale for the proposal is that supporting the visitor economy is of a lesser priority than other economic development priorities which focus on economic growth in high value sectors and employment (particularly youth employment) and skills development.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,203

NET
£000

1,116

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	100	0	0	100
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	100	0	0	100

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

9.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

10.3

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

As for impact on other organisations, given the nature of Experience Nottinghamshire's work.

ON OTHER ORGANISATIONS

The proposal will result in decreased marketing and promotion of the tourism offer for Nottinghamshire which may result in fewer visits to the County from outside the locality and may result in a reduction in business for the tourism businesses of Nottinghamshire which in turn may give rise to lower levels of employment in the sector.

ON OTHER PARTS OF THE COUNTY COUNCIL

Decreased tourism and marketing and promotion activity is likely to result in fewer visits to the County from outside the locality and may result in fewer visitors to the County Council's cultural offer (ie. Country Parks etc).

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics at this point. However, an Equality Impact Assessment will be undertaken by Experience Nottinghamshire, in conjunction with the Council, to understand the specific equality implications of the reduced contribution to the organisation.

11 RISKS AND MITIGATING ACTIONS

Marketing and promotion work to showcase Nottinghamshire as a visitor destination would be reduced. However, County Council funding of the organisation would return to levels it was at up until the financial year 2012/13 which means that the organisation is unlikely to have to cease trading and some level of marketing and promotion activity for Nottinghamshire will be maintained, although the precise detail would need to be negotiated as part of a Service Level Agreement (SLA).

SUMMARY PROPOSAL

Proposal Ref.

B30

1 SERVICE AREA
Community Safety

2 WHAT IS THE PROPOSAL?

To reduce community safety budget by 35% (£367K) by redesigning the service, disestablishing Safer and Engaged Communities Group and group manager post; moving parts of the service to other Council departments and reducing the commissioning budget.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

To redesign Community Safety to reduce management costs and reduce operating budgets whilst retaining a core leadership role.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,051

NET
£000

1,051

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	367	0	0	367
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	367	0	0	367

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

34.9%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

11.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Maintenance of the Community Safety Team would ensure continuation of a meaningful level of service in respect of community safety

ON OTHER ORGANISATIONS

- Partners such as Police, Probation and districts will need to work with Public Health on domestic violence.
- Greater joint work with PCC, especially over strategic assessments, funding issues and planning.
- Key partnership work on the Safer Nottinghamshire Board and Community Safety Partnerships would be maintained

ON OTHER PARTS OF THE COUNTY COUNCIL

- Public Health taking over main policy drive for domestic violence – will need to continue this through period following the uplift of funding over next two years.
- Increased synergy with Trading Standards
- Community Safety Committee could be fully served by services under Public Protection – a more coherent and streamlined approach

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

A detailed Equality Impact Assessment would be required to gauge potential effects on hate crime, domestic violence, victim support etc arising from that part of the proposal which reduces the commissioning budget.

11 RISKS AND MITIGATING ACTIONS

- If Public Health are unable to pick up domestic violence work area and attached post, the reduction in 2014/15 would need to be secured through reductions in staff/management costs or initiatives budget.
- Community Safety and Trading Standards worked with greater synergy when in the same department. There is some real potential for increasing the amount of joint work which would flow from being in the same Group with streamlined management structure.
- The realignment option would provide significant cost reductions (35%) over the next four years while maintaining core service and the positive profile of the community safety work of NCC, which the Community Safety Team has provided corporately.

SUMMARY PROPOSAL

Proposal Ref.

B31

1 SERVICE AREA

Community and Voluntary Sector Liaison

2 WHAT IS THE PROPOSAL?

To reduce the financial contribution to Healthwatch Nottinghamshire by £145,000 by the end of financial year 2015/2016.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Local authorities with social care responsibilities are statutorily required to commission a Local Healthwatch for their areas to be a 'local consumer champion for patients, service users and the public' in the provision of publicly funded health and social care services. A non-ringfenced funding allocation from Government is included in formula grant to local authorities to support their local Healthwatch.

The rationale for the project is to remove the contingency funding retained by the Council for Healthwatch (£80,000) and to reduce the current Healthwatch Nottinghamshire contract funding by £15,000 (3%) in 2014/15 and £50,000 (10%) in 2015/16, having given the organisation - a social enterprise - time to develop alternative funding arrangements.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

482

NET
£000

482

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	95	50	0	145
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	95	50	0	145

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

30.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Healthwatch Nottinghamshire may be less able to undertake its role in engaging with and representing the views of service users to health and social care commissioners and providers. However, the services it undertakes will be designed, prioritised and delivered in consultation with communities and stakeholder organisations.

ON OTHER ORGANISATIONS

Healthwatch Nottinghamshire will be less able to act as a quality monitor and scrutinise publically funded health care services. However, the services it undertakes will be designed, prioritised and delivered in consultation with communities and stakeholder organisations.

ON OTHER PARTS OF THE COUNTY COUNCIL

Healthwatch Nottinghamshire may be less able to act as a quality monitor and scrutinise publically funded health care services.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is anticipated that the proposal may have a disproportionate impact on people with protected characteristics (particularly older people and people with disabilities as primary users of publically funded health and social care services). An Equality Impact Assessment will be undertaken to inform decision making in respect of this proposal. However, as an independent organisation, Healthwatch Nottinghamshire will need to consider the measures it needs to take to accommodate the reduced contract funding from the Council (if approved) and undertake an Equality Impact Assessment to determine the impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

There is a risk that Healthwatch Nottinghamshire will be unable to undertake the full range of services it is statutorily required to do. However, this will be mitigated by the fact that funding to Healthwatch Nottinghamshire will be gradually reduced to allow it time to develop alternative income streams (as was envisaged by Government as part of the guidance on Healthwatch). Moreover, its services need to be designed, prioritised and delivered in consultation with communities and stakeholder organisations which will ensure a focus on those outcomes which are important to the people and health / social care service users of Nottinghamshire.

SUMMARY PROPOSAL

Proposal Ref.

B32

1 SERVICE AREA

Community and Voluntary Sector Liaison - Grant Aid

2 WHAT IS THE PROPOSAL?

To stop providing grant aid to Nottingham Playhouse from 2014/15 saving £94,500.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Nottingham Playhouse has received funding from the County Council for many years. A three year rolling agreement started in 2008/9 aligned to the Council's strategic priorities with outcomes (providing cultural opportunities to Nottinghamshire residents) being monitored. Funding was reduced from £137,923 in 2009/10 to its current level of £94,500 in 2010/11.

Members approved funding for the Playhouse for two years from July 2012. The Playhouse also receives Arts Council funding of £1.4m p.a, £200k from Nottingham City Council [who recoup much of this from charging rent on the building they occupy] and has just been awarded nearly £1m from the Arts Council/Heritage Lottery Fund to improve their site.

The grant aid budget funds 133, mostly charitable not for profit organisations, in accordance with the Council's Grant Aid Strategy.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,299

NET
£000

2,289

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	94.5	0.0	0.0	94.5
LESS Loss of Income	0.0	0.0	0.0	0.0
LESS Costs of Reprovision	0.0	0.0	0.0	0.0
NET SAVING	94.5	0.0	0.0	94.5

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

4.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The Playhouse is one of only two theatres in the region producing shows in their own auditoria and for touring. Whilst it does rely on grant aid, it also generates income and receives substantial funding from other sources. The reduction in funding may impact on the availability of concessionary rates and on the levels of activity aimed at younger people and other specific groups.

ON OTHER ORGANISATIONS

Potential impact on City Council as other local grant aid funder

Potential involvement from the Arts Council

ON OTHER PARTS OF THE COUNTY COUNCIL

Sports and Arts Development (Cultural and Enrichment Services) may be impacted as they currently undertake detailed work with the Playhouse , including liaison on tours etc.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Whilst the Council's grant represents a small part of the Playhouse's income, there is a risk that this will disproportionately affect activities or concessions that are specifically aimed at groups with protected characteristics. A more detailed EqIA will need to be undertaken in conjunction with the Playhouse.

11 RISKS AND MITIGATING ACTIONS

- Reduction in provision aimed at schools and other groups
- Concessions not available

SUMMARY PROPOSAL

Proposal Ref.

B33

1 SERVICE AREA

Community and Voluntary Sector Liaison

2 WHAT IS THE PROPOSAL?

To redesign the service to provide a greater focus on targeting deprived communities. This will save £245,000 and lead to the loss of six full time equivalent posts. Provide community development and funding support expertise which underpins the delivery of the County Council's strategic priorities at locality level to:

- Maximise the deployment of volunteers to support service delivery
- Enhance support to elected Members in performing their community leadership roles through direct support (operational/specialist/community/funding) in localities and strategic support at team manager level
- Align each post with a thematic/specialist focus in line with Council priorities and a co-ordinating role in targeted geographical areas
- Foster joint working with partners across the voluntary and community sector
- Manage and administer grant aid as part of a wider funding and community development service, with an increased focus on County Council priorities
- Stop providing support to Member Forums but work with elected Members to develop mechanisms they need in place to support their locality and community leadership work
- Radically redesign the service by changing the roles of the community engagement officers and voluntary and community officers.
- Securing external funding e.g. Lottery's Reaching Communities Fund/Awards for All, to maintain a proactive voluntary and community sector.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Redesign and improve the efficiency of community engagement, funding support and grant aid activity and securing Big Lottery funding (£0.5M) to ensure longer term sustainability for Community Resource Centres.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

489

NET
£000

489

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	245	0	0	245
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	245	0	0	245
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				50.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

14.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

6.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

- will provide more bespoke support to elected Members in discharging their community leadership roles
- will enable an improved emphasis on defining what localities' needs are and how best they are met to maximise resources
- will target resources, based on evidence, to deliver locally on the Council's strategic priorities. Will secure Big Lottery funding for Community Resource Centres and ensure dedicated support from officers in the team (will not be possible without team's expertise and local knowledge)
- will offer more cross sector working with the voluntary and community sector, including grant aided groups, to support vulnerable and hard to reach communities and individuals
- will focus on a clearly defined service offer to stakeholders to support the Council's localism agenda

ON OTHER ORGANISATIONS

This service realignment will support defined work with district, parish and town councils to meet council priorities. Will focus on professional support to voluntary and community groups to encourage greater independence and longer term sustainability.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

A Equality Impact Assessment would be required to gauge potential effects on support to the Voluntary and Community Sector given the Sector's role in supporting vulnerable people and communities.

11 RISKS AND MITIGATING ACTIONS

There is a risk that the Service is spread too thinly. The ability to carry out a meaningful local role will require refocussing and targeting addressed through risk assessment and prioritisation in line with strategic priorities.

SUMMARY PROPOSAL

Proposal Ref.

B34

1 SERVICE AREA
Democratic Services

2 WHAT IS THE PROPOSAL?

Reduce the individual allocation elected Members receive for their divisions under the Councillors' Divisional Fund from £10,000 to £5,000 each year.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Over time the funding allocated has increased from the initial £5,000 per division to the current rate of £10,000 per division per annum. It is proposed to revert to the original amount to reflect the Council's current and on-going financial challenges.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

682

NET
£000

682

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	335	0	0	335
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	335	0	0	335

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

49.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
None identified.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Beneficiaries are groups and individuals across the County representing a wide range of ages, interests, and needs. Experience shows that most of the payments are by way of small grants for specific purposes. The Fund is intended to support one-off items of expenditure and not for anything which would create an on-going financial commitment and so there should be limited impact in terms of disadvantage to recipients of support from one year to the next.

ON OTHER ORGANISATIONS

As for service users.

ON OTHER PARTS OF THE COUNTY COUNCIL

None.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

11 RISKS AND MITIGATING ACTIONS

The scheme was established in recognition that local democracy could be strengthened by enabling Members to respond speedily and effectively to issues and problems in their areas. It was envisaged that a relatively small amount of funding applied flexibly by Members with local knowledge could make a significant difference. The proposal will enable elected Members to still make positive interventions in their divisions but on a smaller scale.

Appendix C - Category C Outline Business Cases

Reference	Department	Service area	Title	Equality Impact Assessment Required & Undertaken
C01	ASCH&PP	Older Adults	Reducing Community Care Spend - Older Adults	Yes
C02	ASCH&PP	Younger Adults Commissioning	Reducing the average community care personal budget - Younger Adults	Yes
C03	ASCH&PP	Younger Adults Commissioning	Reduction in long term care placements	Yes
C04	ASCH&PP	Younger Adults Commissioning	Reduction in cost of transport services	Yes
C05	ASCH&PP	Younger Adults Commissioning	Managing Demand in Younger Adults	Yes
C06	ASCH&PP	Younger Adults Residential	Residential Short Breaks Services	Yes
C07	ASCH&PP	Day Services	Day Services	Yes
C08	ASCH&PP	Day Services	Employment Services	Yes
C09	ASCH&PP	Joint Commissioning, Quality & Business Change	Various contract changes by the Joint Commissioning Unit	Yes
C10	ASCH&PP	Joint Commissioning, Quality & Business Change	Savings from the Supporting People budget	Yes
C11	ASCH&PP	Joint Commissioning, Quality & Business Change	Cease NHS short breaks service (Newlands)	Yes
C12	ASCH&PP	Promoting Independence & Public Protection	Reduction in Trading Standards staffing and increased income generation	Yes
C13	ASCH&PP	Promoting Independence & Public Protection	Targeting Reablement Support	Yes
C14	ASCH&PP	Promoting Independence & Public Protection	Various options to reduce the cost of the intermediate care service	Yes
C15	ASCH&PP	Promoting Independence & Public Protection	Notts Welfare Assistance Fund (NWAFF)	Yes
C16	CFCS	Children's Disability Service	Children's Disability Service	Yes

SUMMARY PROPOSAL

Proposal Ref.

C01

1 SERVICE AREA

Personal Care and Support (Older People)

2 WHAT IS THE PROPOSAL?

A range of services are available for Older Adults to provide care and support in community settings. A key challenge is to ensure the right level of care is provided at the right time and in the right way. In some cases the Council over provides services (and over-funds personal budgets), thereby creating a dependency rather than enabling independence. See examples below where this happens. Past experience shows that the Council over provides/funds some services when Service Users (SUs) have long periods in hospital, or take holidays, and do not always provide timely reviews to ensure that support packages remain appropriate to the individual's needs. Some services such as home care can be over funded because providers under deliver actual care and SUs cancel some visits. There is a mechanism to recover funds where this happens on services directly commissioned by the Council but such a mechanism has not yet been developed when SUs are in receipt of a Direct Payment. The introduction of an electronic monitoring system across all home care providers revealed a 17% difference last year between the hours commissioned and the actual hours of care delivered.

This proposal seeks to address these issues by reviewing packages with the aim of reducing the Community Care spend across all areas. This would result in changes to:

- (i) Direct payments: various approaches will be explored, including reducing initial payments, targeting reviews to identify underspends, staff training, and aligning the cost of direct payment packages to the average cost of managed budget packages.
- (ii) External Day Care: reviewing provision commissioned externally from the Voluntary Sector.
- (iii) Home Care: A separate home-based services project will contribute to the reduction in spend on home-care. The Council will also review cases where there has been a rise in the number of people requiring additional care staff to undertake home visits, and explore ways of reducing the number of cases where there is a double up, and two carers support someone at home. Targeted staff training will facilitate this change, on the use of new techniques and equipment.
- (iv) Payments made under the Chronically Sick and Disabled Persons Act (CSDPA) 1970, which includes telephone line rental payments and payments for Talking Books. The Act gives Local Authorities a duty to assist disabled people with the provision of a whole range of services, including equipment and adaptations. Where people are no longer eligible, service provision will cease.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Direct Payments: No adjustments to direct payments are currently made to reflect the % 'slippage' of actual delivery by home care providers, which from years of experience working across the council with contracted providers is estimated at around 17.5%. This can happen for a variety of reasons, including service users taking holidays and time spent in hospital. This results in money 'sitting' in service user bank accounts, which then has to be retrieved following a review. This proposal will explore various approaches to address this including: 1) Reducing the initial payment, to reflect the predicted unspent ('slippage') element. This would reduce the need to claw back unspent monies on the scale that we currently anticipate. 2) Increasing the level and frequency of reviews to identify underspends. 3) Training so that staff provide an allocated amount that provides sufficient support to promote and maintain independence. We would also ensure that Direct Payment allocations are in line with comparable Authorities, and with the cost of average managed budget packages of care.

External Day Care: This proposal seeks to review existing provision commissioned externally from the Voluntary Sector, with the aim of reducing the overall cost.

Home care: There has been a rise in the number of people requiring 2 members of staff to visit due to their complex needs and moving and handling requirements. Extra training and use of 'new' equipment could mean that care could be safely delivered by fewer staff, and funds and home care staff redirected to where it is most needed.

Phone Rentals: The Chronically Sick & Disabled Persons is vague in specifying "assistance", and it is not necessarily the case that a local authority must pay for the rental and installation of a phone, eg the Council no longer pays for TV licences, but does make phone rental payments and payments for talking books to those who meet specific local eligibility criteria. A review will be undertaken, to identify any users no longer eligible to receive phone payments, eg as they now use a mobile phone. Payments will be stopped to those no longer eligible. A policy change is also proposed, so that assistance to obtain a phone continues, but not paying costs towards installation or line rental.

Talking Books: In addition, there are currently 780 users of the talking books services at a cost of £72 pp per year. The proposal is to review those receiving the service to identify those that could use other services that might be lower cost or free. For some, the review will identify that the provision of Talking Books is still required. For new service users, they will automatically be signposted to alternatives.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

26,321

NET
£000

19,189

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	780	1,820		2,600
LESS Loss of Income	-25	-59		-84
LESS Costs of Reprovision	0	0	0	0
NET SAVING	755	1,761	0	2,516

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

13.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

15.5

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)

Temporary assessment staff time would be required to undertake reviews over the first two years of delivery, including the review of cases where there is a double up involving two carers. Further analysis will be undertaken to identify the preferred way of undertaking these reviews.

As required, training would be needed (eg to undertake Talking Book assessments, on the use of new equipment, and new ways of working). Dedicated resource would also be needed to focus on Direct Payments to identify underspends in Service Users' bank accounts, and ensure re-payment.

Investment in equipment may also be required.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Direct Payments: Some service users will not have sufficient budget to fully meet their care needs, but it is assumed the majority have more budget than they need, as actual 'delivery' of support is often less than the commissioned/assumed package. Hence, the accumulation of surplus money in their bank accounts. This model has been implemented elsewhere in other Councils. Also, whilst the average adjustment figure used in the Council itself is 17% for home-care services, within the Direct Payment process the Council could lessen the impact by reducing the average to 10% less than the initial allocation. We could also manage an 'exceptions' process for those that could evidence they need all of their personal budget. We would do this by exploring holding a reserve amount that could be used to reallocate to Service Users who do require the full allocation of resources. The impact is anticipated to be low.

Reduction in External Day services: Reduction of people's packages of care could lead to a number of complaints and the Council could expect challenges from charitable organisations who advocate on behalf of Older Adults if we remove services from those people who have been assessed to need this level of support.

Home Care: The double to single care element will result in a less invasive service (i.e. reduction from two to one carers), improved dignity of care, reduced physical and social stress, increased flexibility in the care routine, and increased empowerment/independence of the customer/service user.

Telephone Rental Payments & Talking Books: Disabled people who meet the eligibility criteria for a phone rental payment and who are not able to use a mobile phone will keep their existing service. People who need assistance in future to get access to a phone will be helped to do so, but no new phone rental payments will be set up. All using the talking books service are visually impaired and the majority of users are older people who may be reluctant to use other services that might be lower cost or free.

ON OTHER ORGANISATIONS

External organisations impacted by this proposal include:

- External care providers: Providers will be affected by any reduction in the type or level of service that they are commissioned to deliver to service users. Where they refuse, packages will need to be re-commissioned.
- Health: As some of the care packages are jointly funded with Health, they will benefit from any changes to care packages that reduces the overall cost.
- Partners (including financial) involved in the Integrated Community Equipment Service (ICES) - double to single care element of the proposal may increase some equipment requests.
- Royal National Institute for the Blind will be impacted by the Talking Books element, who is the current provider of Talking Books, as, where appropriate, users will be signposted to other services.
- Visual Impairment Support Groups, who represent the views of Talking Books service users.

Statutory consultation with relevant stakeholders will be undertaken.

ON OTHER PARTS OF THE COUNTY COUNCIL

The double to single care element would need to dovetail with the new Home Based Services contracts, which will become effective from April 2014.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal will impact on older adults currently living at home or in community settings. No potential disproportionate impact on them is anticipated. Please see the impact section above for any potential adverse or negative impact.

The Phone Rental Payment element will impact on disabled people (as defined by Section 29 of the National Assistance Act 1948) who receive payments under the Chronically Sick and Disabled Persons Act. People who are too disabled to use a mobile phone will have their existing payments protected.

As above, the Talking Books element will impact on those with a visual impairment, the majority of which are elderly.

11 RISKS AND MITIGATING ACTIONS

- Service users may not have sufficient funds to fully meet their identified care needs. Potential challenge to the Council by Service Users who feel their Direct Payments have been reduced. Mitigated by undertaking reviews of existing service users to establish need and real cost of needs. Also reviewing bank statements of Service Users to clarify real/actual spend.
- Some people may experience a reduction in the amount of Day Services they can fund. Some smaller day service providers may not survive due to loss in income. Mitigated by working with providers to integrate provision, where possible, and reduce overheads.
- Potential increased demand for in house day services, mitigated by re-assessing service users to establish eligibility.
- Should the separate home based services project be unable to deliver on the proposals, and associated savings, then there is considerable risk as costs may well increase in relation to home care. However, this proposal will seek to align the cost of direct payment packages to the average cost of managed budget packages.
- Talking Books keeps service users up to date and helps to tackle social isolation. Whilst those no longer eligible to receive the service will be signposted to other alternative services, some may be reluctant to use these. Support groups are likely to oppose the proposal.
- Depending on the approach taken, the double to single care element could bring the following risks:
 - 1) If Council Occupational Therapy (OT) and social work staff are used to undertake this element, a reduced and dispersed OT staff group could result in increasing waiting times for OT assessments. However, the cases involved would not be extra cases but already known, either via review or new cases to the department. Therefore, this would not be extra work, just working differently. All OT assessment staff should be moving towards this new approach. Further work would be required with Health colleagues with regard to hospital discharges, to work to a similar approach to reduce double care cases coming out into the community, and to focus on a single care approach.
 - 2) If external specialists are used to implement this element, this could delay staff 'buy in' of the new approach. Initial time would be required for the external specialists to build up an awareness and usage of the Council's internal processes and pathways. In addition, two strands could be utilised, eg using external specialists to complete double care reviews and using in-house OT staff to complete double to single care approaches on new care package requests (or vice-versa). This would enable learning by in-house OT staff, whilst providing different aspects for learning from external specialists.
 - 3) If time is not allowed for care providers to disseminate the training to their care workers on new processes/equipment, this would result in reduced effectiveness of the project. This would be mitigated by setting timescales for staff training, and on-going experiential learning will become the norm, to inform on-going and future development of the double to single care approach.
 - 4) All options require the compliance/agreement of service users to engage in the new one carer approach, with potentially new types of equipment and/or moving and handling techniques. Good communication with service users and their families/carers will be undertaken. Timescales would also be built into the transition, to allow service users, carers and families to accommodate the changed approach.
 - 5) Risk of Integrated Community Equipment Service (ICES) partnership not agreeing to purchase specific moving and handling equipment to support the project. Discussions would need to be held with ICES management prior to the implementation of the double to single care element, to reach agreement to the procurement of specific equipment, with a view to it being added to the standard stock equipment list.
 - 6) Risk of agreement not being reached with the relevant external care agencies involved in those double care cases to work jointly towards the project objectives. This would be mitigated by joint working with the Home Based Service Team on the new contracts, to ensure consistent positive working practices that facilitate the enhancement of the service users' contribution in the development of their independence to the highest level.

SUMMARY PROPOSAL

Proposal Ref.

C02

1 SERVICE AREA

Younger Adults Personal Budgets

2 WHAT IS THE PROPOSAL?

This proposal involves:

- Reviewing the care packages of existing service users across all areas (i.e. Learning Disabilities, Physical Disabilities, Mental Health and Aspergers) to identify if their needs have reduced over time, and hence the amount of support provided can be reduced, or whether support can be provided in a different way (e.g. through use of Assistive Technology instead of 1-1 care).

In particular, the following types of support will be reviewed; homecare, external day services spend; high cost care packages; commissioned Direct Payment packages, with an initial focus on DP packages for those with physical disabilities. The scope will exclude residential and nursing care spend, internal day care, and internal respite care spend.

- The review of supported living care packages will be subject to the award of new contracts with an anticipated saving built into the life of the contract based on providers meeting outcome based support plans
- Identifying any unused accumulated direct payment funds in service user bank accounts, to inform if direct payment allocations to service users can be reduced.
- A separate home-based services project will contribute to the reduction in spend on home-care. We will also review cases where there has been a rise in the number of people requiring additional care staff to undertake home visits, and explore ways of reducing the number of cases where there is a double up, and two carers support someone at home. Targeted staff training will facilitate this change, on the use of new techniques and equipment.
- A review of payments made under the Chronically Sick and Disabled Persons Act (CSDPA) 1970, which includes telephone line rental payments and payments for Talking Books. The phone rental review will identify those no longer eligible for support, and in such cases payments will be stopped. A policy change is also proposed, so that assistance to obtain a phone continues, but not paying costs towards installation or line rental. For those receiving Talking Books, the review will identify those that could use other services that might be lower cost or free due to advances in technology and access to new information technology.

The overall aim will be to: 1) Reduce the average community care personal budget across all areas; 2) Provide enough support to promote and maintain independence; 3) Commission services that have average package costs in line with comparable Authorities. 4) Ensure that the average cost of direct payment packages are in line with the average cost of managed budget packages.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

- As part of existing savings and efficiency measures, existing supported living packages are being reviewed to identify areas where support may have previously been over-commissioned, where service user needs have reduced over time, or where support needs could now be met differently. This work has generated savings of more than £1m to date, with minimal impact on service users. In addition, Nottinghamshire has been successful in supporting a high number of people to move from receiving managed budgets to direct payments. Despite such change, when compared to budget and performance benchmarking data of other comparable authorities:

- The average personal budget across Nottinghamshire's Younger Adults service is high.
- The unit cost of direct payments is high in physical disabilities and learning disabilities.
- The overall number of people in receipt of services is high

- In addition, a review of the average cost of direct payment packages compared to managed budgets shows that the former is considerably higher, especially in physical disability. Further work is needed to establish if those who opt for direct payments are receiving higher allocations, or if greater resource is being allocated to direct payment support plans (than managed services). Evidence also suggests that there are accumulated direct payment funds in service user bank accounts that are not being used. The new proposals will ensure that the service is funding the right amount of support at the right time.

- There has also been a rise in the number of people requiring 2 members of staff to visit due to their complex needs and moving and handling requirements. The proposed changes will increase the capacity of overall care and support within the community, to enable the authority to continue to provide support where it is most needed.

- There are currently 780 users of the talking books services at a cost of £72 pp per year. The proposal is to review those receiving the service to identify those that could use other services that might be lower cost or free. For new service users, they will automatically be signposted to alternatives.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

29,914

NET
£000

29,218

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,155	1,470	875	3,500
LESS Loss of Income	-230	-292	-174	-696
LESS Costs of Reprovision				0
NET SAVING	925	1,178	701	2,804

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

9.6%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

This proposal will require additional temporary staff to undertake the reviews over the first two years of delivery. These staff would be required to undertake reviews and re-assessments of up to 4000 service users in receipt of community based social care services. This would include a review of cases where there is a double up involving two carers. Further analysis will be undertaken to identify the preferred way of undertaking these reviews.

As required, training would be needed (eg to undertake Talking Book assessments, on the use of new equipment, and new ways of working). Dedicated resource would also be needed to identify accumulated unspent direct payment funds in service user bank accounts. Whilst an internal cost, legal costs will increase, due to the likely increase in disputes.

Investment in equipment may also be required.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

- The main service group affected by this proposal are younger adults (aged 18-65) with learning disabilities, physical disabilities, mental health needs and Aspergers. Service users across the whole of the County will be affected. They will see:
 - A reduction in the number of hours support they receive.
 - Changes to the type of support they receive (e.g. more use of Assistive Technology instead of one-to-one support). The double to single care element will result in a less invasive service (i.e. reduction from two to one carers), improved dignity of care, reduced physical and social stress, increased flexibility in the care routine, and increased empowerment/independence of the customer/service user.
 - As part of the review work, every service user will have their individual needs reassessed to ensure they receive services that are appropriate to their needs. Services will only be removed or reduced if individuals have been assessed as no longer requiring them. Over the longer-term, any impact on service users as a result of any reduction in the number of commissioned hours will be managed through the care management and reviewing process. As all service users have a personal budget, if outcomes are different to predicted, this will be picked up when care packages are reviewed annually by social workers.
 - Support will be focussed on those carers who provide a substantial amount of care. As a result, some carers will have to provide more care for longer. As part of the review process, carers will be asked if they are able to provide care
 - Those impacted by the phone rental review are disabled people (of any age). Those who meet the eligibility criteria for a phone rental payment and who are not able to use a mobile phone will keep their existing service. People who need assistance in future to get access to a phone will be helped to do so, but no new phone rental payments will be set up.
- All people using the talking books service are visually impaired and the majority of users are older people. Alternative support will be identified where appropriate

ON OTHER ORGANISATIONS

External organisations impacted by this proposal include:

- External care providers: Providers will be affected by any reduction in the type or level of service that they are commissioned to deliver to service users. Where they refuse, packages will need to be re-commissioned.
- Health: As some of the care packages are jointly funded with Health, they will benefit from any changes to care packages that reduces the overall cost.
- Partners (including financial) involved in the Integrated Community Equipment Service (ICES) - double to single care element of the proposal.
- Royal National Institute for the Blind will be impacted by the Talking Books element, who is the current provider of Talking Books, as where appropriate users will be signposted to other services.

Statutory consultation with relevant stakeholders will be undertaken.

ON OTHER PARTS OF THE COUNTY COUNCIL

This proposal will increase demands on assessment and care management resources, at a time when a separate savings option is proposing changes to the care management structure and process.

It may also make it more challenging for Corporate Procurement colleagues to undertake their Supplier Relationship Management programme with key providers, as suppliers may be less willing to work with the authority to reduce their unit costs, if the level of business commissioned with them is reducing.

It is likely that increased legal challenge will require a higher level of support from the Council legal services

There is also a separate proposal that seeks to retender supported living services. As part of this separate proposal, providers will be asked to identify cases where service user needs may have reduced over time, or where support could be provided in a different way. This work will be separate to, but compliment this proposal.

The double to single care element would need to dovetail with the new Home Based Services contracts, which will become effective from April 2014.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, the main service group affected by this proposal are younger adults (aged 18-65) with learning disabilities, physical disabilities, mental health needs and Aspergers. No potential differential impact is anticipated. However, this and any negative or adverse impact of the proposal on service users will be considered as part of the equality impact assessment.

The Phone Rental Payment element will impact on disabled people (as defined by Section 29 of the National Assistance Act 1948) who receive payments under the CS&DP Act. People who are too disabled to use a mobile phone will have their existing payments protected.

As above, the Talking Books element will impact on those with a visual impairment, the majority of which are older people.

11 RISKS AND MITIGATING ACTIONS

As above, the existing programme of package review runs until the end of March 2014, and additional temporary staff have been recruited to assist with this. If the work is to continue to end March 2017, additional funding needs to be secured to extend the work of the team. There is a risk that existing staff will seek alternative employment, as their contracts less than six months remaining.

In some cases it is likely that either providers and / or service users may dispute decisions to change care packages, and in some cases this may lead to legal challenge. The assessment work and subsequent support planning process will ensure that any decisions to change care packages are informed by current service user needs. The adoption of the County Council's proposed Use of Resources policy will help to provide a framework within which officers can make decisions and management escalation can be described.

There is a chance that the review of packages might identify unmet need, and hence costs will increase. Experience gained as delivering similar work over the past two years suggests that this is unlikely.

Should the separate home based services project be unable to deliver on the proposals, and associated savings, then there is considerable risk as costs may well increase in relation to home care. This proposal will seek to align the cost of direct payment packages to the average cost of managed budget packages.

Talking Books keeps service users up to date and helps to tackle social isolation. Whilst those no longer eligible to receive the service will be signposted to other alternative services, some may be reluctant to use these. Support groups are likely to oppose the proposal. Full statutory consultation will be undertaken with stakeholders, and their views considered as part of the decision making process.

Depending on the approach taken, the double to single care element could bring the following risks:

- 1) If Council Occupational Therapy (OT) and social work staff are used to undertake this element, a reduced and dispersed OT staff group could result in increasing waiting times for OT assessments. However, the cases involved would not be extra cases but already known, either via review or new cases to the department. Therefore, this would not be extra work, just working differently. All OT assessment staff should be moving towards this new approach. Further work would be required with Health colleagues with regard to hospital discharges, to work to a similar approach to reduce double care cases coming out into the community, and to focus on a single care approach.
- 2) If external specialists are used to implement this element, this could delay staff 'buy in' of the new approach. Initial time would be required for the external specialists to build up an awareness and usage of the Council's internal processes and pathways. In addition, two strands could be utilised, eg using external specialists to complete double care reviews and using in-house OT staff to complete double to single care approaches on new care package requests (or vice-versa). This would enable learning by in-house OT staff, whilst providing different aspects for learning from external specialists.

SUMMARY PROPOSAL

Proposal Ref.

C03**1 SERVICE AREA**

Younger Adults - Residential and Nursing Care

2 WHAT IS THE PROPOSAL?

- Identify a target group of 120 people currently living in long-term care (out of a total of 847 across all user groups), who would benefit from a move to alternative provision. This will target high cost placements.
- Develop alternative models to residential / nursing care (including more supported living, more use of Shared Lives, more interim step up / down solutions for those leaving hospital and emergency cases).
- Review triggers leading to admissions into long-term care. Subsequently, to use this information to reduce the number of new admissions into long-term care.
- Continue to use Assistive Technology solutions in order to keep individuals out of residential care and/or to support them in moves out of residential care.
- Reduce the number of new out of county residential / nursing care placements, review existing high cost out of county packages, and move 30% of current out of area service users back home to Nottinghamshire.
- Develop outcome plans pre-admission or within a set time-frame post admission.
- Provide support to individuals with disabilities living with carers / family, to enable them to continue to stay at home for longer.
- Focus on provision of supported living (SL) services as an alternative to more expensive residential care option where overall financial benefit accrues.
- Target SL services where there is both an individual and economic benefit.
- Reduce overall average unit costs of SL.
- Consider a range of options to maintain people in the community.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

A review of benchmarking data suggests Nottinghamshire has a high number of adults with a learning disability in residential care. The average cost of LD residential care spend per person is also high (Mental Health costs and placements are also increasing). Some of this is explained by the authority taking on former Health campus provision, and as a consequence of meeting Winterbourne Report requirements, and changes to continuing healthcare arrangements.

As part of a national drive to reduce reliance on residential care and facilitate more independent living, since April 2011 the Authority has been supporting suitable LD younger adults to move from residential care into supported living (37 people in 2012/13). Whilst this work has been successful in terms of the number of individuals moved, the outcomes to individuals and savings delivered, in some cases moves have increased costs as:

- Support costs may be high, to support individuals through the transition of living independently and gaining skills and confidence.
- It is hard to predict the end costs at the start of the process.
- In some cases, moves are forced by the closure of low cost residential care homes.
- A lack of suitable SL provision, pushing up supply costs.
- Agreements with housing providers may require payment of void costs when someone moves out or if there is a vacancy.

A review of budget and performance benchmarking data suggests that in Nottinghamshire: there is still a high number of individuals with LD in SL; the average cost of SL for LD individuals is average to high; and savings achieved from moves from res care into SL could be higher. This proposal seeks to address these issues by:

- Supporting individuals to stay at home for longer: through more use of home care and day centre provision, the use of Assistive Technology, provision of respite for carers, and increased use of Shared Lives.
- Only providing supported living services as an alternative to more expensive residential care options, and where financial benefit accrues: by identifying the tipping point of when SL is more cost effective than residential care or other alternatives, and revising guidance to staff to guide decision making.

There are current 93 LD service users placed out of county. When last reviewed in 2009/10, nearly 30% (28/96) of cases were identified as possibly suitable for moving back to Notts, but to date only 13 have been moved. Moving people closer to home can bring benefits to service users, helps with meeting the Winterbourne Report requirements, and can bring cost savings.

Preliminary work has been undertaken to identify triggers leading to entry into l/t care. This shows that placements are often an interim solution, until a l/t alternative can be found, compounded by the lack of suitable alternatives. Further work is needed to explore the triggers, to inform initiatives to reduce new admissions.

The scope of existing work will extend to PD, MH and Aspergers.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

64,159

NET
£000

54,718

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	650	650	500	1,800
LESS Loss of Income	-100	-100	-77	-277
LESS Costs of Reprovision				0
NET SAVING	550	550	423	1,523

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 2.8%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

Staff resource will be required to undertake the work. A team of temporary posts (four Community Care Officers and one Senior Practitioner) is currently supporting permanent staff with delivery of the existing programme of work, with contracts due to end April to June '14 . Therefore, funding to extend the length of these contracts until March '17 will be needed.

As the scope of the work is to be extended, additional temporary posts will also need to be recruited. The separate proposal to dis-establish the County-wide teams will remove existing staff supporting delivery of this work. Therefore, if this is actioned before 2016/17, further additional temporary resource will be required.

Capital funding will also be required to help develop alternatives and to install Assistive Technology solutions.

Legal costs and temporary void costs will also be incurred.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

These proposals will impact on younger adults (aged 18-65) with learning disabilities, physical disabilities, mental health needs or Autism, currently living in residential care (or who may move into residential care). Those assessed as most suitable will be moved into alternatives, such as supported living. The proposals will apply across the whole of Nottinghamshire. However, the Out of County work is most likely to impact on neighbouring Counties.

Moves out of residential care are encouraged nationally, for suitable individuals, as this gives individuals more control over where they live, who they live with and how they wish to be supported. It also brings increased independence and social inclusion. Some people may be settled and more resistant than others to moves, leading to potential disputes and legal challenges. Those living out of county are most likely to be those on the ASD spectrum (Autistic Spectrum Disorders) and those with Challenging Behaviour, who may not cope so well with change. Those who have moved out of county to be close to relatives are unlikely to want to move back to Notts. Conversely, for some moves will bring them closer back to relatives and friends.

- For those currently living at home, they will be supported to stay at home for longer. Some will have less opportunity to go into supported living.
- For those currently living in residential care:
 - Where this is an appropriate and cost effective way of meeting their needs, they are likely to remain in residential care.
 - Where a move into supported living or other alternatives will bring benefits to service users and has an economic benefit, they may move into alternative provision.

As the carers of those with learning disabilities will be expected to look after them at home for longer, this will put more onus on family members and circles of support.

ON OTHER ORGANISATIONS

Residential and nursing care providers will see a reduction in business placed with them, and hence may not support some moves. Conversely, providers of alternatives will see an increase in business. Some of these providers will overlap. The Department's recent Market Position Statement and Choice of Accommodation Guidance, together with Corporate Procurement's Supplier Relationship Management (SRM) Programme, will help work with and guide providers through this transition.

Similarly, moving some individuals back to Notts will increase placements with local providers, and they will benefit from support, training and joint working with the authority to help facilitate moves.

The proposals will involve continued work with District and Borough Council (Planning, Housing, Housing Benefit) colleagues, to help encourage the development of alternative housing solutions and ensure the need for new residential care provision is evidence based.

Health colleagues will also be involved in the development of suitable alternatives, building on successful partnership work as part of the existing programme of works. Where packages are jointly funded, Health will benefit from any savings achieved.

There may be some resistance to the proposals from some Health colleagues (especially in LD and MH, where there is a culture of promoting residential care).

ON OTHER PARTS OF THE COUNTY COUNCIL

This proposal will need to complement similar activity being undertaken in Older Adults, as part of the Living at Home Programme.

These proposals may impact on Procurement initiatives to negotiate lower unit costs with key providers.

There is potential for a more holistic approach with Market Development and Care Standards Unit around commissioning and quality monitoring.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, these proposals will impact on younger adults (aged 18-65) with learning disabilities, physical disabilities, mental health needs or Autism.

The equality impact assessment considers any potential disproportionate, negative or impact assessment across all of the service user groups affected by the proposal.

11 RISKS AND MITIGATING ACTIONS

Risk; It may not be viable to achieve an average of 40 moves per year over three years. Other savings options that are seeking to reduce the level of support provided in the community will make it more challenging to move people out of residential care. **Mitigation;** Developing targeted plans tailored to each individual and provider will inform the best strategy to take and which 40 service users to focus effort on.

Risk; Moves out of residential care will continue to be countered by unavoidable moves into residential care, the level of which cannot be anticipated. **Mitigation;** the work planned as part of this proposal, together with planned improvements to the service's ability to improve information on future predicted needs, should help mitigate this.

Risk; In some cases, the cost of moves into alternatives may be higher than residential care. **Mitigation;** focussing on high cost residential care placements, efforts to keep people at home, and the work proposed to reduce the cost of supported living.

Risk; A number of providers may fall out of the market. There may be an inability to shape the market, especially if some providers are unwilling to engage. **Mitigation;** Procurement's stakeholder engagement strategy will help address this.

Risk; Until the proposals are approved, and temporary transitional funding secured, retention of the existing temporary staff may be difficult, who, in the absence of permanent contracts, may leave to take up other permanent posts.

SUMMARY PROPOSAL

Proposal Ref.

C04

1 SERVICE AREA

Transport for Adult Service Users

2 WHAT IS THE PROPOSAL?

This proposal seeks to achieve **an overall saving** on the expenditure on transport within Adult Social Care, Health and Public protection, in order to reduce the forecast overspend of £1m via a number of initiatives including:

- 1. Review of the Transport Policy** to focus available resources on those in most need of support with transport costs
- 2. Increasing income from individuals** towards the cost of transport services and thereby reducing the County Council subsidy
- 3. Removing the provision of subsidised transport to lunch clubs** for people who are not assessed as having critical and substantial needs
- 4. Reducing the cost of transport provision**

The aims of these changes are:

- Ensure that transport services are only provided to individuals who cannot source alternative, independent travel.
- Reduce the proportion of community care costs expended on transport services and the overall level of subsidy provided by the authority
- Enable improved budget monitoring and financial management of transport expenditure

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The transport budget is forecast to be overspent and must be rectified urgently to manage in year budget pressures and prevent future overspends. The following areas are being considered:

1. Subsidised transport to people who attend lunch clubs: 222 people receive subsidised transport to 20 lunch clubs at the moment. The attendees have not been assessed as eligible for service provision under Fair Access to Care guidance. Therefore, this discretionary provision will be removed. Information about community transport schemes will be provided to clubs (£85K per annum saving).

2. Transport Policy Review: Many people receiving transport support from the Council are in receipt of DLA Mobility Component. The current policy allows for this, however consideration is being made to withdraw this provision, other than in exceptional circumstances. This would remove automatic transport entitlement to 50%-66% of current recipients NB if this is pursued the following options will have the savings attached reduced due to fewer people being transported (£0.6m -£1m pa potential saving).

3. Some people receive transport to short breaks services: This discretionary provision may be removed, other than in exceptional circumstances (£200K pa).

4. Increasing income from service users and other agencies: The transport charge will be raised from £5 per day to £7 pd. The amount of total charge will be monitored to ensure that nobody falls below the minimum income level set by national government. Also the charge will be made to people who travel less regularly and to people who take a Direct Payment for transport. We will consider whether to enable people to pay half the charge for a single journey, as this is not possible at the moment. The charge made to Nottingham City and the NHS for transporting their clients will be reviewed (£200K pa saving).

5. Reducing the cost of transport: We will reduce the cost of internal fleet in various ways, including changes to drivers working patterns, reducing the number of vehicles in use, using vehicles more intensively over the day, ensuring people attend their nearest appropriate services, using alternative transport where it is more cost effective (£500K pa saving).

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,643

NET
£000

2,643

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	0	0	0
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	0	0

This proposal will not deliver any additional savings. However, it will seek to reduce the £1m overspend.

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

TBC

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

TBC

8 COSTS (significant one off costs associated with implementing the project)

Costs for staff time are already met (i.e.. financial analysis, commissioning of new transport arrangements, management and HR support for changes which affect staff). Existing IT systems may need to be amended or updated to allow for improved cost transparency and capture of performance data.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

People who currently receive transport support span the whole range of client groups (i.e. people with learning disabilities, people with physical disabilities, people with mental illness and older people). As a result of these proposals, some of these service users would no longer be eligible for support with transport to access services. The proposals would apply across all geographical areas.

The proposals may mean more business is generated for external transport providers such as community transport and taxis.

ON OTHER ORGANISATIONS

Independent lunch clubs will no longer receive subsidised transport provision.

External social care providers e.g. day care services, residential care and supported living providers will be affected as fewer people will be eligible for transport support.

Nottingham City Council could be affected by the review of their transport charge.

ON OTHER PARTS OF THE COUNTY COUNCIL

NCC Fleet operations will be affected. There may be a reduction in the number of vehicles and drivers required alongside changes to the transport routes and times.

More transport from external providers may be required.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, this proposal will impact on a wide range of Nottinghamshire adults with social care needs who receive Council support to travel. No anticipated disproportionate impact on service users with protected characteristics is anticipated. However, this will be considered further as part of the Equality Impact Assessment that will be undertaken on the proposal.

11 RISKS AND MITIGATING ACTIONS

Risk: There is a risk that service users would no longer use some services.

Mitigating action: This potential risk would be carefully monitored to allow action to be taken if this presented significant risk to individual wellbeing.

Risk: There is a risk that reduction in numbers of people using transport services may not have a proportionate reduction in funding commitment due to shared and other transport arrangements for example transport savings are only released when whole vehicles can be saved. Mitigation: All travel arrangements would be reviewed to ensure the most cost effective travel option.

Risk: There is a risk that removing transport from lunch clubs will mean the closure of those groups if alternative transport cannot be found. The preventative service offered by those groups will be lost. Mitigating action: Information on community transport will be offered to all the lunch clubs.

Risk: Changes to provision of transport may be challenged. Mitigating action: All policy changes will be fully supported by legal advice.

SUMMARY PROPOSAL

Proposal Ref.

C05

1 SERVICE AREA

Younger Adults - Managing Demand in Vulnerable Adults

2 WHAT IS THE PROPOSAL?

This proposal seeks to review the eligibility for some people who are being referred into the service. These tend to be individuals with mild learning disabilities, moderate mental health needs or other vulnerabilities who are prone to crisis in life events and often have chaotic life styles, but who may not have substantial and ongoing social care needs.

This will complement a separate savings proposal which seeks to further develop delivery of re-ablement in physical disability services. In tandem, the desired outcomes are to:

- Reduce the number of people requiring ongoing social care support.
- Ensure that all people who use social care funded services are eligible for support at the level required and only receive support for as long as is required.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

As part of the Organisational Redesign programme in 2011, the specialist Vulnerable Adult Worker posts were deleted and responsibility for the assessment and care management of this group of adults was shared across all younger adults teams. Nottinghamshire County Council appears to support a high number of people compared to other similar authorities. It is now proposed to:

- Identify the number of service users in this cohort being supported by the service.
- Confirm current average expenditure on this cohort and determine if this expenditure is appropriate.
- Identify the number of new cases coming into the authority each year, the reason for referral, and any mitigating actions to prevent delay or reduce referrals.
- Review current levels and forms of support to existing service users, to confirm if they are still appropriate, and identify people no longer needing support.

Where current forms of support are no longer appropriate, alternative provision or case closure is required.

Where new individuals are coming into the service inappropriately, a change in the response of the services and revised access arrangements are to be developed.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

64,159

NET
£000

54,718

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	175	200	0	375
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	175	200	0	375

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 0.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

N/A

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

N/A

8 COSTS (significant one off costs associated with implementing the project)

Time-limited staff resource will be required to undertake initial analysis work, and develop an action plan for managers. Finance and project support will be required to track progress against targets.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

This proposal will impact on adults with a mixed presentation of need, i.e. those that are not eligible for services from the learning disability, physical disability, Aspergers or mental health services. These may be individuals, for example, with mild forms of learning disabilities, that are presented to the service, e.g. because of substance misuse, or because they are homeless and have no other support network.

The impact on them could be:

- That fewer individuals are supported by adult social care services.
 - Of those eligible to receive ongoing support:
 - They will only receive the level of support required to meet their presenting needs.
 - They will only receive this support for as long as is required.
 - Of those currently receiving support, if assessment and review demonstrates that their needs have changed, or the form of support is no longer required, then they will be moved onto more appropriate forms of support or their care and support will come to an end.
- The proposal will impact across the whole of Nottinghamshire.

ON OTHER ORGANISATIONS

This proposal may mean that the County Council cannot continue to support people whose actions and behaviours impact on other agencies such as District Councils, Police, Ambulance and other health agencies.

ON OTHER PARTS OF THE COUNTY COUNCIL

No obvious impact envisaged at this stage.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Although the proposal will impact on the group of adults identified above, no potential disproportionate impact on them is anticipated. However, this and any negative / adverse impact will be considered as part of the equality impact assessment that will be undertaken on the proposal.

11 RISKS AND MITIGATING ACTIONS

Risk; There is a risk that some individuals may present with behaviours which challenge other services and or the public which may cause nuisance and possible anti-social and offending behaviours. **Mitigation;** In these circumstances people will need to take responsibility for their actions and other agencies/ organisations will need to determine appropriate alternative means of dealing with these situations.

Risk; There is a risk that an individual may 'fall through the net' and be subjected to significant harm due their vulnerabilities. **Mitigation;** The local adult multiagency safeguarding procedures should provide for people who may be at risk of significant harm. Safeguarding procedures do not rely on people being in receipt of services if they are in need of protection from significant harm.

SUMMARY PROPOSAL

Proposal Ref.

C06**1 SERVICE AREA**

Short Breaks/Respite Care

2 WHAT IS THE PROPOSAL?

The County Council currently provides 37 bookable beds and 4 emergency beds across the County in 4 locations: Wynhill Lodge, Bingham; Holles Street, Worksop; Helmsley Road, Rainworth, Mansfield; and Kingsbridge Way, Beeston.

This proposal seeks to close the Kingsbridge Way Short Break Service in Beeston. In order to undertake this proposal it would be necessary to review the amount of nights respite care for the majority of service users, with some service users using alternative provision away from the in-house residential service. The proposal seeks to make use of under-utilisation in the remaining in house Short Break services, increase provision within the Shared Lives Scheme (carers are paid to support people as part of their extended family), make more use of the independent sector, and to offer alternatives to overnight respite accommodation, e.g. daytime, evening, and weekend sessional support.

The Residential Short Breaks service provides services to carers/adults with moderate to severe learning disabilities who are eligible for care services in Nottinghamshire. Short Breaks is a residential service registered with the Care Quality Commission. It aims to:

- Prevent long term admission to care and maintain people in their family homes with their family carers.
- Delay admission to long term care by supporting carers to continue caring.
- Enable family carers to continue in their caring role.
- Provide emergency residential accommodation in the event of breakdown of usual care arrangements.

This proposal also seeks to review the existing Short Break/Respite Care policy. This would be with the objective of changing the overall service offer, whilst ensuring that those most in need of the service continue to have their needs met. The intention is to match service users and carers to the right level and type of break to meet their needs.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

Kingsbridge Way is the smallest of the Short Break services with 9 beds. It currently provides support to 63 people. Closing Kingsbridge Way removes provision in the south west of the county but maintains provision in the north, centre and south of the county thereby retaining coverage across the county. The service users who continue to use the services will be able to travel to their next nearest service, either in Rainworth or Bingham.

Closing this Short Breaks service will ensure that the remaining units will be operating more efficiently with higher occupancy rates. As more people take advantage of personal budgets and direct payments, we expect that people will exercise more choice about how they take their breaks, becoming less reliant on residential provision. Demand beyond the capacity of these units would have to be met through an increase in the provision through the Shared Lives Scheme and other service arrangements including independent sector provision.

Analysis in 2011/ 12 showed that the independent sector can provide respite care at more competitive rates for people with mild and moderate needs, whereas the local authority service has increased value for people with high and complex needs.

Reviewing the policy will ensure that breaks are effectively targeted according to levels of need. A change in policy may produce capacity within the in-house residential respite service, by signposting service users to other services which can meet their needs effectively, including the Shared Lives Scheme and independent sector provision.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,184

NET
£000

4,133

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	350	350	0	700
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	-100	-100	0	-200
NET SAVING	250	250	0	500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

12.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

101.6

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

19.0

8 COSTS (significant one off costs associated with implementing the project)
Potential redundancy costs to reduce the number of permanent staff.

The reprovion of services through other short break services, and Shared Lives will require funding. This will include the funding for placements and support for Shared Lives carers under these arrangements.

The supply of additional specialised equipment to support the needs of people transferring from the Kingsbridge Way services, and service moves across the county.

The policy review and development work will require staff time to be allocated.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

- The geographical area affected by these proposals will be countywide, though the greatest impact will be in the area served by Kingsbridge Way, which includes Broxtowe, Ashfield, Rushcliffe and Gedling. There is a likely impact in other districts as people who used this service are accommodated in other services.
- The closure of the Kingsbridge Way service will mean that the majority of people will not have a significant reduction in service, though it is anticipated that some reduction in service is likely.
- Reducing the available in-house service will reduce choice/availability of dates for those using the remaining facilities, particularly during the summer months when most carers seek breaks. This will impact on all service users not just those who currently use the Kingsbridge Way service. Service users will have to travel further to use the remaining services.
- The service group affected by this proposal are younger adults (aged 18-65) with learning disabilities and their carers.
- The closure of this service will incur additional travel time/cost for some users to access suitable alternative provision.
- As a result of the policy review, it is likely that there will be a change in the way short breaks are delivered to some service users and their carers. This impact will take the form of possible reductions in entitlement and a change to the type of break offered.
- There will be a specific impact on individuals or groups who identify with the following protected characteristics: disability. An impact assessment of the project on this group has been undertaken.
- Young people transferring to adult services may not receive the same level of support through residential breaks as they have been used to in Children's services.

ON OTHER ORGANISATIONS

Those that will be most impacted by this proposal will be the independent sector providers of short breaks/respite care for younger adults with learning disabilities, who will benefit from more provision being commissioned externally.

ON OTHER PARTS OF THE COUNTY COUNCIL
Corporate Property - potential release of buildings.

The Shared Lives Scheme will be required to build capacity for short breaks. The policy review may also increase demand on independent sector short breaks / respite care providers.

Service Commissioners will be required to source alternatives to in-house residential short break/respite provision.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, this proposal will impact on younger adults with learning disabilities. No potential disproportionate impact on them is anticipated, though it is likely that additional travel time and cost will be incurred as a result of having to travel further to access services. This and any negative / adverse impact has been considered as part of the equality impact assessment undertaken on the proposal.

The EqIA also considers the impact on staff. However, once again, no potential disproportionate impact on them is anticipated.

11 RISKS AND MITIGATING ACTIONS

- If there are insufficient Shared Lives respite carers in place, the scheme will not be able to meet the change in demand that this proposal will generate. Investment in Shared Lives will be necessary to support the expansion of the scheme, though the amount needed is not known at present.
- There also needs to be sufficient capacity within the independent sector to meet the demand. Market testing would need to be undertaken with the independent sector to see whether it is able to meet requirements, further work will be required to understand exactly what will be required.
- A reduction in services may place more pressure on carers and their ability to sustain their caring role. This may mean some carers feel unable to continue in their caring role, and as a result increase demand for the Council to provide long term care and support. This will be mitigated by assessing service users and carers for breaks according to need.
- This proposal will also be affected by the proposed decommissioning of the Newlands Short Breaks Unit (NHS provision) in Newark, as there would be an expectation to reprovide capacity in other short break services. The proposal for Newlands is outlined in a separate business case. It is anticipated that, subject to this proposal, the existing cohort of service users will access the same range of services as people currently using the in-house service.
- The review of policy is likely to be unpopular with some carers and service users, who see the change of policy as a reduction in service and limitation in terms of choice. This can be mitigated by producing a policy which clearly lays out how short breaks will be delivered in terms of type and volume.

SUMMARY PROPOSAL

Proposal Ref.

C07**1 SERVICE AREA**
Day Services**2 WHAT IS THE PROPOSAL?**

The Nottinghamshire County Council Day Services offer good quality, affordable services that support individuals in ways that maximise their independence, by maintaining existing skills and enhancing wellbeing.

Over the last three years the day service has undergone a major refurbishment, efficiency and modernisation programme. This proposal seeks to achieve a further saving by :

- Removing the weekend services and offering alternative services during the working week.
- Closing some of the smaller services and satellite bases - Retford (Grove Street) service, Retford (Lawn View) Service, Southwell Service (formally known as Three Spires) and Beeston Day Service (formally known as Middle Street).
- Not re-opening the main base that is currently closed - Rushcliffe Day Service (formally known as BGR).
- Reducing the number of main bases, with the closure of Ollerton Day Service (Whitewater).
- Reviewing the ways of working to ensure consistency across the service.

The overall aim is to ensure:

- More efficient use of remaining day service bases.
- Reduced overhead costs.
- An equitable and affordable service offer.
- Reduction in the service delivery costs of direct services.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

- This option seeks to close the smaller day service bases which have the least use, Retford (Grove Street), Retford (Lawn View), Southwell (Three Spires), Beeston (Middle Street) and the Rushcliffe main base (BGR), making better use of staffing and continuing to offer services from alternative bases.
- Closure of these services would have the lowest impact on service users and their families, as services could be delivered from the remaining day service bases.
- The service base, Grove Street, has high rental costs and is not suitable for people who have high/complex personal support needs. The security at this base is unsuitable for very vulnerable people. Service delivery could move to the Worksope bases which are purpose built and offer more opportunities for service users.
- The base at Lawn View is located within the St Michael's View care and support centre, where the day service area of the building is poor compared with other day services. Service delivery could be offered from the Worksope bases, offering purpose built facilities.
- The Southwell Service, Three Spires, is a very small older person's service based within a supported living complex. There are limited facilities at this base and the premises are not suitable for people with high/complex support needs. This service is under utilised. Service users could be accommodated at the Newark service.
- The Beeston Service is not required for the delivery of internal day services. There is the opportunity to work with charities to develop a community resource, freeing up this building for the Council.
- The Rushcliffe service at Bingham is currently closed with service users receiving their day services from other bases in Bingham, Broxtowe and Netherfield.
- The closure of the Ollerton service would help to deliver savings. Its present users of the service could be accommodated in either the Mansfield or the Newark services. Transport costs would increase.
- The weekend service is expensive compared to delivering the service within the working week. Generally, there is more family support for service users at weekends and there is flexibility to offer the carer a break during the week. Reviewing the way that staff work across the service will ensure consistency in hours of work and working patterns, which will help to deliver equitable services.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

9,939

NET
£000

9,421

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	350	220	490	1,060
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision		0	0	0
NET SAVING	350	220	490	1,060

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

11.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

282.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

13.70

8 COSTS (significant one off costs associated with implementing the project)

The following costs will be incurred, which will vary depending on the bases selected for closure:

- Closure and disposal costs. However, conversely there will be capital receipts, which will be assumed corporately.
- Redundancy payments to staff currently at bases that will be closed who will not transfer to alternative bases.
- Disturbance costs for staff currently at bases that will be closed, who will be retained and transfer to alternative bases.
- Potential reprovision costs for those service users displaced by the base closures and the stopping of the weekend service. However, it is anticipated that all displaced service users can be accommodated within other internal day bases.
- Increased transport costs, to transport service users to alternative bases, which may be further away.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The geographical areas affected by these proposals are based on closure of some of the satellite Day Service bases (Newark and Sherwood, Southwell base; Bassetlaw Day Service, Retford sites; Rushcliffe Day Service, West Bridgford; and Broxtowe Day Service, Beeston site) and closure of one of the main Day Service base at Ollerton, in Newark and Sherwood.

Service users impacted by this proposal include people with learning disabilities, physical disabilities, those with mental health needs and older people (including some with dementia). The closure of some of the bases will impact on approximately 18% of service users, who would have to be re-located to other bases, unless they chose to purchase alternative external provision.

This will cause some disruption to service users, and is likely to increase journey distances for some and journey times. The ending of the weekend service will also require alternative service arrangements to be made in the week. Careful management and phasing of this process would significantly decrease the impact for service users.

The reduction of the internal service bases would potentially limit referrals for people wishing to start having a day service as well as limiting current users who might want to expand their present attendance. The reduction of service bases could also limit the option for transfer to the internal service from other providers, should this be required. This may result in less social engagement for some, therefore increasing the feeling of isolation and possibly increasing demand on other services.

A reduced service offer would impact on a carers' ability to continue to care for an individual, thus potentially increasing referrals for residential services. Some carers may be prevented from continuing in their own employment.

ON OTHER ORGANISATIONS

External day service providers may benefit from increased business, either through recommissioning of services by the authority (where service users can't be accommodated by other internal bases) or where service users choose to take a direct payment and procure an alternative provider independently.

ON OTHER PARTS OF THE COUNTY COUNCIL

Staff currently located at the bases proposed to be closed will be impacted. Following a redundancy selection process, some will transfer to the remaining bases whilst others will be at risk unless they secure re-deployment opportunities.

There could be more call for the use of Shared Lives, particularly in rural areas.

As transport routes will need to be changed, there will be an impact on transport providers.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As above, this proposal will impact on people with learning disabilities, physical disabilities, those with mental health needs and older people (including some with dementia). The closure of services will incur additional travel arrangements to access suitable alternative provision. No potential disproportionate impact on them is anticipated. However, this and any negative / adverse impact on them and staff affected by the proposals has been considered as part of the equality impact assessment undertaken.

11 RISKS AND MITIGATING ACTIONS

RISK; Any reprovision that could not be accommodated within remaining basis would have to be externally commissioned. This will be mitigated by reviewing current service usage which should ensure that all displaced service users can be accommodated in alternative direct service (ie internal) provision.

RISK; There is likely to be an increase in complaints from service users, their carers and members of staff. Related to this, there may be higher staff turnover. Early and extensive engagement and consultation will be undertaken to reduce the impact on service users and the workforce as a result of the level of changes being placed on the service.

RISK; Further refurbishment work is planned as part of the current modernisation programme. If this is planned at bases that may close, this work needs to be halted. Similarly, potential externalisation, which was to be considered as part of the previous modernisation programme, may have to be put on hold whilst further service reduction is implemented.

SUMMARY PROPOSAL

Proposal Ref.

C08

1 SERVICE AREA

Employment Development Services - Iwork

2 WHAT IS THE PROPOSAL?

Since the introduction of national performance target NI146 to place more adults with learning disability within paid employment, the authority has invested in a special employment service, known as the i-Works Team. The team delivers individual job placement support and vocational training initiatives for adults with learning disabilities and those with Asperger's. This aims to support them into employment, thus helping to improve their health and well being, and support them to attain independence and citizenship.

There are currently 460 people supported across the County, and 148 of these people are in paid employment. The service operates from two project sites (Phoenix and Strawberry Fayre) and an Open Employment team (iWork) which covers all districts in the County.

This proposal seeks to:

- Close the Strawberry Fayre Project, re-commissioning the support it provides from Day Services.
- Close the Phoenix Project, re-commissioning the support it provides from Day Services.
- Review and rationalise the individual employment support service, iWork, to generate savings through streamlining activity.

The overall aim is to:

- Focus service delivery on paid employment outcomes.
- Ensure more efficient use of resources.
- Reduce overhead costs.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The iWorks service has proved to be successful in supporting people into employment but is a discretionary service. The work projects do not deliver paid employment. People who attend the projects have not moved on to paid employment and have either returned to traditional day services or stayed in continual training. If this service is to continue, then we would need to consider issues of employment law.

1) The Strawberry Fayre cafe currently supports 13 individuals and is supervised by 2 FTE Employment Support staff. The annual running costs exceed the income generated in this project, which the County Council must subsidise. Other options for the cafe have been considered, including another provider taking it over. These options will continue to be explored. However, if an alternative provider cannot be found within the next six to nine months, we would seek to end the current contract to deliver services.

2) The Phoenix Unit supports 17 individuals in assembly and packaging for local employers. The annual running costs exceed the income generated in the project leaving a trading shortfall which the County Council must subsidise. Due to employment regulations, and a reduction in orders, the continued operation is neither economically viable nor socially sustainable.

3) Disestablishing the iWorks Team has been considered but rejected as this would result in failure to meet with the expected outcomes and government standards relating to the employment for people with learning disability (PSA16 - NI 146). This would result in the Authority moving from the top quartile to bottom quartile performance. Therefore, the proposed option is to reduce the service offer by 30% to provide a good service without being excellent. As the national indicator is also a public health outcome indicator, it may be possible to consider alternative Public Health grant funding for this service.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

464

NET
£000

403

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	200	0	0	200
LESS Loss of Income				0
LESS Costs of Reprovision	-20	0		-20
NET SAVING	180	0	0	180

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

44.7%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

13.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

6.0

8 COSTS (significant one off costs associated with implementing the project)

Closure and disposal costs will be incurred for the projects .

Redundancy payments for any staff affected by the proposal.

Reprovision costs will apply for those displaced by the project closures, either at in-house day service provision or with external providers. Reprovision costs have therefore been netted off gross savings.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The geographical areas affected by these proposals are Sutton-in-Ashfield (location of Strawberry Fayre cafe) and Mansfield (location of the Phoenix project).The Open Employment team (I Work) covers all districts in the County.

Service users impacted by this proposal include people with learning disabilities and people with Asperger's. The closure of the projects would require alternative services to be re-provided for them (in day services). This will impact on parents and carers.

Generally, there would be a reduction in employment services available to people with a learning disability and Asperger's.

Staff located at the projects and in the iWorks Team would face redundancy, unless redeployed to other areas.

ON OTHER ORGANISATIONS

Whilst supervision at the cafe on weekdays is covered by NCC staff, the weekends are covered by an independent provider under a SLA. They will therefore be impacted by closure of the cafe.

ON OTHER PARTS OF THE COUNTY COUNCIL

Similarly, as the cafe operates under a service level agreement from The Mill Adventure Base (managed by NCC Youth Services), if it closes then the SLA will cease, and The Mill will have to find an alternative provider to run the cafe.

There may be an impact on social care commissioning budgets, as alternative services will need to be recommissioned.

There will be an increased use of internal Day Service provision.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

It is not expected that this would have a disproportionate impact. However, the impact of the proposal on service users and staff is considered in the Equality Impact Assessment

11 RISKS AND MITIGATING ACTIONS

Risk: that the cost of re-provision negates any savings that could be made. Mitigation - further cost / benefit analysis work will therefore be undertaken as part of this proposal's development. If all services are recommissioned from the internal day services then there should be no additional cost from recommissioning to the external sector.

Risk: there is likely to be an increase in complaints from, and disputes with, service users, their carers and members of staff. Mitigation; full consultation will be required with all those affected and impacted by the proposal.

SUMMARY PROPOSAL

Proposal Ref.

C09

1 SERVICE AREA

Adult Social Care Health and Public Protection,
Joint Commissioning, Quality and Business Support

2 WHAT IS THE PROPOSAL?

The majority (93%) of the Joint Commissioning Unit's budget is spent on contracts that the unit manages to provide a range of front line care and support services. These are services that people do not access using their personal budgets because it is not viable for providers to deliver the service in this way, for example, information and advice services.

This proposal aims to make savings of £500,000 by seeking cost efficiencies from merging services, negotiating reductions in volume of service, and/or seeking alternative means of delivering the service outcomes. The contracts affected are:

- 1) HIV and Aids Support.
- 2) Information, Advice and Advocacy contract held by Power.
- 3) Carers Emergency Respite - contract held by Crossroads to be maintained at current level of capacity.
- 4) Carers Universal Services contract held by the Carers Federation.
- 5) Integrated Community Equipment Service contract held by British Red Cross.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The following aim to minimise negative impacts on service users, retain viability for providers and, wherever possible, to improve outcomes and quality:

- 1) The HIV and Aids Support Service provides information, advice, sign posting and peer support opportunities. Social care contribute £18K to this partnership contract, which was originally funded by a national Aids Support Grant that has now ended. The contract ends in Mar 2014 and a review of services involving partners and service users began in 2012. The social care review recommendations are to fund a provider for two years to work with local groups to develop local community based peer support groups. These are a priority for service users. The work will ensure a more diverse range of support is available and will also provide assistance to groups to identify funding they can access. The £18k can then be withdrawn. This is a discretionary service and individual packages of support will continue to be provided to people with assessed social care eligible needs.
- 2) The Information, Advice and Advocacy service provides both discretionary and statutory advocacy. The latter forms the majority of this partnership contract, including the recent addition of Independent Complaints Advocacy Service (ICAS) in 2013. It is aimed to negotiate further contract efficiencies (£60k) from the full range of advocacy services. An effective single point of access is already in place with one lead provider who works closely with another partner associate. The aim is to strengthen this model to enable savings, whilst minimising reductions in the level of service.
- 3) The Carers Emergency Respite, Crisis Prevention and Unplanned Break Service is a 24 hour crisis service for carers, delivered to the person cared-for in their own home, until alternative longer-term arrangements can be put in place for the cared-for person or carer returns. The capacity for this service is greater than current utilisation, and the aim is to deliver £100k savings by removing funding where there is under utilisation.
- 4) Carers Universal Services provide information advice & support to individual carers & groups. Negotiation on a reduced volume of service is planned (£22k).
- 5) Integrate Community Equipment Service - demand for equipment is rising as more people with complex needs are supported to live at home longer. Partners have agreed a joint action plan to deliver savings and a Lean+ review of processes (£300k savings).

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,329

NET
£000

2,917

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	131	179	190	500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	131	179	190	500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

17.1%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
No. The work will be undertaken by existing staff in Joint Commissioning Unit

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Proposal involves a range of options; including ending funding into one service, reducing capacity of some services, and finding alternative means of delivery for some. The underlying principles in selecting these proposals have been to minimise negative impacts on people using services and their carers. However, this proposal will reduce service capacity.

The proposal will impact on all geographic areas of Nottinghamshire. As this proposal will stop the funding of one service and reduce capacity of some services it will impact service users who are vulnerable individuals in various ways, including those living on low incomes and those who may be homeless.

ON OTHER ORGANISATIONS

Proposals aim to maintain provider viability, where possible. The proposal does end funding to the HIV and AIDs Support Service partnership contract, holds capacity at current levels for the Carers Emergency Respite Service delivered by Crossroads, and reduces the volume of Carers Universal Services provided by the Carers Federation.

ON OTHER PARTS OF THE COUNTY COUNCIL

All contracts (except for the Carers universal services) are jointly funded with partners and will require negotiation with partners to withdraw adult social care budget funding.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

As this proposal will end on-going funding to one service, and reduce capacity of some services, it will impact service users who are vulnerable individuals in various ways. For example, some are those requiring HIV and Aids support, some of whom may be also be homeless and living on low incomes.

An Equality Impact Assessment has been undertaken on the proposal.

11 RISKS AND MITIGATING ACTIONS

Service Users: decrease in volume of services may impact on the health and wellbeing of people and their carers no longer able to access them: several of the changes focus on supporting people to self-help and become more independent, where possible. Need to ensure services are evidence based, and targeted at those who may benefit most. As part of the Care Bill consideration will need to be given to the new and extended responsibilities of local authorities in ensuring that there are sufficient prevention and early intervention services that ensure people do not require long-term services.

Carers: carers have been involved in developing joint plans to strengthen carer support and increase the number of breaks available and are likely to oppose the reductions. It will be necessary to keep carers informed and engaged with the process via Carer representatives and the virtual carer network.

Reputational: relationships with partners and providers will need to be managed throughout the process with robust communications. Most of the services are funded with partners and further impact analysis will be required to fully understand the implications of withdrawing Council funding, and in some cases exploring alternative income streams or models of service.

Providers: some providers may feel that a reduction will impact on viability of the whole service. Support to providers will be required to identify ways of making services more efficient e.g. reducing overheads, sharing support services or merging elements of service delivery. Negotiations around the County Council's financial contribution to the contract will require further discussions with Health commissioners.

Operational teams: reducing volume in some of these services e.g. carers information and advice, may increase work for operational teams and customer service centres.

SUMMARY PROPOSAL

Proposal Ref.

C10

1 SERVICE AREA

ASCH&PP, Joint Commissioning, Quality and Business Support - Supporting People/Early Intervention and Prevention

2 WHAT IS THE PROPOSAL?

- It is proposed that targeted discretionary prevention based services are recommissioned from Supporting People funding, based on evidence of services which reduce, delay or prevent the need for on-going care and support services. Housing related support, crisis intervention services (Supporting People funded) and other early intervention and prevention services will be reviewed against agreed priorities and resources redirected to enable savings of £4.2m. Services will be targeted at those vulnerable people that are most likely to benefit from them, in order to make best use of the reduced Supporting People resource.
- There will be a budget of £12.5m from the Supporting People budget of which £1.1m is to be transferred to the Children, Families and Cultural Services Department for the commissioning of services for homeless young people. A further £3.5m is to be transferred to other adult social care budgets (Community Care Support Budgets) for people who meet social care eligibility criteria and who require housing related support as part of a wider package of care, in accordance with the Council's statutory responsibilities. This proposal to deliver £4.2m of savings is therefore based on a remaining budget of £7.9m and involves the cessation of contracts for the following: i) drug and alcohol accommodation services; ii) offender accommodation services, including Mansfield quick access accommodation for offenders; iii) homelessness prevention floating support; and iv) homelessness move-on accommodation and quick access homelessness services at Potter Street in Worksop, Russell House in Newark, Sherwood Street in Mansfield, and Elizabeth House in Gedling.
- It would involve reductions to: mental health support services; and proposed new services for older people yet to be commissioned under the existing savings programme.
- Services commissioned in future would focus on four key areas: i) Short term preventative support for older people and tackling social isolation; ii) Mental health support services; iii) Prevention focussed support for vulnerable younger adults; and iv) Domestic Violence services.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The majority of services funded through the Supporting People budget are discretionary housing related support services and do not form part of the Council's statutory responsibilities.

In order to achieve the required level of savings, a significant reduction is proposed. However, this will still leave approximately £3.7m of funding to invest in targeted prevention and early intervention services.

It is important to ensure that future services have a strong evidence base of achieving outcomes that reduce demand for adult social care services, and that this is done as part of a wider strategy with partners to ensure best use of remaining funds, as part of the full range of Early Intervention and Prevention measures across the County. Therefore, the work is being supported by the Institute of Public Care (IPC) at Oxford Brookes University who are working with the Council and are identifying the research evidence base for the effectiveness of prevention services.

This will enable best use of resources to meet the requirements of the Care Bill duty on Local Authorities to provide services/take steps intended to prevent, delay or reduce people's needs for care and support, taking proactive steps, and making earlier interventions to reduce dependency, rather than just providing intensive services at the point of crisis.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

12,017

NET
£000

11,983

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,000	2,000	1,200	4,200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,000	2,000	1,200	4,200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

35.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

3.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)

There is currently provision in permanent staffing establishments for 0.5 FTE Programme/Commissioning Manager and 1FTE Commissioning Officer. However, the new savings option would require continuation of funding for a temporary 0.5 Programme/Commissioning Manager post until March 2017, at a cost of £28,395 pa , Inc. on-costs and an additional 0.5 FTE Commissioning officer, at a cost of £23,553, Inc. on-costs.

Public consultation costs: which can be met from existing budgets.

The cost of IPC support is already covered by the Department.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

This proposal is likely to mean a reduction in housing related support services from the current £7.9m to £3.7m, which will mean a number of services will have to cease and other services will have to be significantly reduced. The impact will be greatest on users of homelessness and offender services, and will affect access to accommodation for single roofless people, and those needing support to prevent loss of accommodation, management money and debt, address social exclusion and manage health well-being (drug and alcohol use, mental health, general health and manage self-harm). Mental health support services will also be reduced under this proposal.

ON OTHER ORGANISATIONS

This proposal is likely to have a significant impact on District/Borough Councils in respect of homelessness provision, on health services in respect of current mental health and homeless service users, and on the Nottinghamshire Probation Trust in terms of access to supported accommodation, as part of planned reduction in reoffending.

It may also increase demand on a range of other service providers and community based organisations, and is likely to impact on the sustainability and viability of some providers. The largest provider of Supporting People funded services in the county is Framework Housing Association, who would lose over £3.5m of funding.

ON OTHER PARTS OF THE COUNTY COUNCIL

Any reductions to the mental health support service will impact on Mental Health Teams.

Reductions to Vulnerable Adults and Physical & Sensory Disability services are also likely to increase presentations and thus impact on assessment teams. May affect wider provider sustainability for those offering a range of services.

The 1.0 FTE reduction in staffing relate to 0.5 FTE located within the Procurement Unit and 0.5 FTE located within Adult Care Financial Services.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal will impact directly on a range of vulnerable adults who currently receive housing related support services. For example:

- Drug & alcohol
- Domestic Violence
- Gypsies & Travellers
- Homelessness & Homelessness Prevention
- Learning Disability
- Mental Health
- Offenders
- Older People
- Physical Disability
- Young People

11 RISKS AND MITIGATING ACTIONS

Reputational - relationships with partners will need to be managed throughout the process. Detailed discussion will be required to best manage impact, explore alternative funding options, and models of provision.

Political/reputational - high likelihood that proposals will be unpopular and trigger a wide response. Clear and detailed information will be required explaining the rationale and context for each element of the proposals.

Operational/Financial - independent support with researching evidence base from the Institute of Public Care, to ensure funding is focused on services that will deliver best outcomes. Need to assess potential impact on operational staff time, if services are reduced, including where service users may not be eligible for social care but may be vulnerable/chaotic.

Legal - need to explore all options for maintaining services that address service user needs without/with reduced on-going Council investment. A robust Equality Impact Assessment has been undertaken, and will be reviewed again following consultation. Wide consultation with service users and stakeholders will also be undertaken.

SUMMARY PROPOSAL

Proposal Ref.

C11**1 SERVICE AREA**

ASCH&PP - Joint Commissioning Unit
Newlands NHS Short Breaks Unit

2 WHAT IS THE PROPOSAL?

To decommission the NHS short breaks unit which the County Council currently funds as a block contract and to commission alternative respite for the 18 individuals currently receiving a service from this Unit. The service provides accommodation based breaks for people with learning disabilities in order to support their family carers to have a break and continue in their caring role.

It is expected that the reprovision will be undertaken largely within in-house provision. It is anticipated that due to the high levels of need of these individuals, additional staffing may be required, hence £100k is being retained to meet this need.

Commissioning responsibility for the NHS short breaks unit was transferred to the County Council in 2012 as part of local implementation of the national Valuing People programme. Part of this policy was to promote independence and reduce the institutionalisation of people with learning disabilities who were unnecessarily in hospital and other health provision when their needs can be met within the community. It also meant that all short breaks provision was drawn together in one place, enabling more effective overview and commissioning.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The current service does not deliver value for money. It runs at a cost of £458,000 and currently supports 18 families, offering 160 weeks respite a year (average cost of £2,800 per week with utilisation of only 41%). While many of these individuals have a level of health need, the Council's in-house short breaks units would be able to support them with input from community nurses which is already available in the units.

There is currently sufficient capacity within in-house short breaks units to pick up and meet these needs. All other healthcare provided short breaks in other areas of the county were successfully transferred to the Council's in house services between 2003 and 2007.

The County Council currently provides 37 bookable beds and 4 emergency beds across the County in 4 locations (Wynhill Lodge, Bingham; Holles Street, Worksop; Helmsley Road, Rainworth Mansfield; Kingsbridge way, Beeston). These services provided breaks for 268 people in 2012. Each individual has an allocation of between 14 and 84 nights a year dependant on need. The cost of the Council's provided services is between £1,550 and £2,000 per person per week

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

458

NET
£000

458

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	175	175	0	350
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	175	175	0	350

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

76.4%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

0.0

8 COSTS (significant one off costs associated with implementing the project)
There would be some project management costs.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

Most of the 18 service users have been attending this unit for many years. There will be some initial disruption for them and their carers in getting to know a new service.

There is also likely to be greater restrictions and less choice on when the breaks are available to be booked, as the current low usage of the NHS unit means that it is easy to book specific weeks.

The greater utilisation of in-house services will mean some reduced choice of dates.

The Council applies a means-tested charge for services. Historically, NHS services have been provided free in line with national NHS policy, so it may impact on some service users' finances.

The length of journey will be reduced for the majority of Newland service users as they will live nearer to their most local Nottinghamshire County Council short break service.

ON OTHER ORGANISATIONS

NHS Trust will have staff to redeploy or make redundant with loss of income of £448k per annum.

ON OTHER PARTS OF THE COUNTY COUNCIL

Impact of increased demand to be picked up by in-house short breaks units and inter-relationship with a separate business case on the proposed closure of one of the in-house units. Also potential impact of increased demand for Shared Lives services, if this service is used as an alternative for some existing Newlands service users. Shared Lives is where people are paid to provide support within their own home.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

All 18 of the service users affected by this proposal will be adults with learning disabilities.

11 RISKS AND MITIGATING ACTIONS

Reputational risk: of service users and their families opposing the changes.

Potential political impact of dissatisfied carers: need to mitigate by explaining the rationale and being as flexible as possible in providing alternative breaks to fit with the families regular patterns and requirements. However, all other health provided short breaks ceased between 2003 and 2007, and successfully transferred to adult social care responsibility. There are no indications that this will be different in the transfer of services away from Newlands.

SUMMARY PROPOSAL

Proposal Ref.

C12

1 SERVICE AREA

- Trading Standards enforces a wide range of criminal and civil legislation to make Nottinghamshire a better, safer and fairer place, managing a broad range of risks and legislative duties on behalf of the County Council.
- The Service also supports legitimate businesses to help them trade well, not only regionally, but nationally and internationally.

2 WHAT IS THE PROPOSAL?

This proposal is to reduce the net cost of Trading Standards by **£487k**. This will be achieved by:

- **£270k** from the disestablishment of 9 Trading Standards Officer posts and a part-time Business Support Officer.
- **154k** increase in income generation.
- **63k** reduction in running costs.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The service currently targets resources on the issues causing the most detriment and in supporting those most in need. Additional income streams have already been developed to recover costs. This proposal seeks to target resources further and reduce running costs and increase income by:-

1. Further tightening the criteria for deciding what work and issues are to be tackled.
2. Reducing proactive activity to cover statutory work only - e.g. reduce disease plan testing, reduce some areas of anti-counterfeiting work, reduce inspectional work.
3. Stopping or reducing initiatives/projects that do not contribute specifically to core Trading Standards responsibilities (or where specific funding for the initiative is not provided), e.g. electric blanket testing and high levels of illicit tobacco activity.
4. Pursuing further opportunities for income generation that complement the objectives of the Service. The new Consumer Law Landscape may offer opportunities to raise additional income to offset the costs of providing the service.
5. Where appropriate and possible, recovering the costs incurred by the Service.
6. Try to find another provider from the voluntary or private sector to run the Buy with Confidence approved trader scheme.
7. Reduce the overall level of more complex prosecutions undertaken, seeking where possible to achieve compliance through other less resource intensive means.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,876

NET
£000

1,609

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	292	195	0	487
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	292	195	0	487

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

30.3%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

46.8

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

9.5

8 COSTS (significant one off costs associated with implementing the project)

The proposal will require dedicated management time to reduce the numbers of staff, to further develop advice and guidance to support the public/businesses (e.g. further website development) and to develop further income streams. Support will also be required to streamline processes, to decommission existing services and to identify and work with appropriate independent sector providers to increase their provision.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

- This proposal will impact across Nottinghamshire. By its nature, the Service supports those who are most vulnerable, including low income groups.
- The Service will prioritise investigations against those rogue traders who deliberately set out to defraud older and vulnerable residents.
- The Service will have reduced capacity for preventative work to test for compliance in a particular market sector e.g. monitoring for unlicensed consumer credit activity.
- Fewer victims of rogue traders, fraud and scams will be offered direct support by the Service. The Service will focus on helping on the most vulnerable consumers facing the most serious detriment.
- The Service will prioritise animal welfare cases and focus on those where there is a threat to human safety, for example where animals are subsequently put into the food chain.
- The Service will focus on complaints involving a risk of animal disease (e.g. animal carcasses not disposed of correctly, and illegally landed animals), as opposed to those concerning purely animal welfare issues.
- The Service will generally not undertake formal enforcement action regarding counterfeit product where there is no safety/health risk to humans (unless there are other aggravating factors). The Service will though offer to work with trademark holders to help them to protect their rights, on a cost recovery basis where appropriate.
- The Service will prioritise animal welfare cases and focus on those where there is a threat to human safety, for example where animals are subsequently put into the food chain.
- The Service will further prioritise product safety complaints where there is the greatest risk of human injury. Proactive work around product safety, and the supply and storage of hazardous substances will be reduced.
- The Service will only offer basic guidance and support to businesses to comply with legal requirements in line with what is required as a minimum by law. Tailored advice and support will be offered on a cost recovery basis for businesses that would like more support.

The impact of the proposal on service users has been considered in the Equality Impact Assessment undertaken.

ON OTHER ORGANISATIONS

- The Service will have reduced ability to coordinate a joint response to problem solving. The Service will have reduced capacity to work on some initiatives, such as alcohol misuse and young people, reducing smoking prevalence, stimulating economic growth through supporting businesses, tackling obesity, and supporting older adults to remain independent.
- Individuals, families, communities, community groups and businesses will be expected to become more resilient and responsible for protecting themselves and others from frauds, scams and other crimes.

ON OTHER PARTS OF THE COUNTY COUNCIL

- Reductions in the Service's work is likely to result in an increase in residents' need for other public services. For example, repeat victims of doorstep crime often have a greater dependence on social and health care services. Reductions in the Service's work to tackle illicit and counterfeit tobacco and alcohol, or work to tackle the underage sales of tobacco and alcohol, may lead to a decrease in public health and increased demands on the healthcare system.
- The Service will need to reduce resource invested in supporting economic growth, for example initiatives such as D2N2 Local Enterprise Partnership 'Better Business for All' initiative, and also reduce the ability to support initiatives such as enforcement of environmental weight restrictions work and introduction of Lorry Watch Schemes.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Whilst not a protected characteristic, this proposal may have a disproportionate impact on those living on a low income.

The Equality Impact Assessment on this proposal considers its potential impact on service users, staff and protected characteristics.

11 RISKS AND MITIGATING ACTIONS

RISK: Possible increased risk of animal disease outbreaks, food and feed contamination (e.g. counterfeit alcohol, animal feed contaminants), or storage of hazardous substances (including explosives and petroleum); other specific community safety related crime, such as bogus property repairers/doorstep crime, loan sharks, age restricted product sales to minors, and mass marketing scams. **MITIGATING ACTION:** the impact can be reduced by increasing public awareness of rogue traders, businesses, and trading practices, and the development of further schemes where a greater number of residents or organisations can provide more assistance to protect communities (e.g. Lorry Watch Schemes, 'Real Deal' Market Charter, Community Champion Network etc.)

RISK: **Possible** increased risk for vulnerable residents because of the reduced capacity to tackle criminals, which could result in higher levels of crime focussed on defrauding the more vulnerable, for example through doorstep crime, mobility equipment cons, or mass marketing scams. **MITIGATING ACTION:** Increasing the general public's awareness and specifically those who interact with those most susceptible, of rogue traders, trading practices, and self-help measures. The Safer Nottinghamshire Board to prioritise action across Partners to those areas or issues causing the most detriment.

RISK: The economic downturn means that crime levels may well increase. Further, businesses may be tempted to cut corners to increase profit. Reductions are likely to have significant long and short term health impacts, for example, counterfeit tobacco leads to significant increases in tobacco consumption (and thus increases in preventable disease and early death); the prevalence of counterfeit alcohol has potential for health problems, whilst the Service's food work contributes to strategies to tackle obesity.

MITIGATING ACTION: Increasing the public's awareness of rogue traders and legitimate businesses, and the development of campaigns to reduce consumption of harmful products. The Safer Nottinghamshire Board to prioritise actions to address crime that causes the most detriment.

RISK: Reduced impact on the ability of the Service to reduce the risk of an animal disease outbreak occurring and managing an outbreak or incident when it has happened. **MITIGATING ACTION:** Working with local businesses to realise the importance of safeguards, and taking stronger action where breaches are found.

RISK: Reduced capacity to minimise the safety risks posed by the storage of dangerous product, such as explosives and petroleum. **MITIGATING ACTION:** Working with local businesses to realise the importance of safe storage.

RISK: Reduced capacity for the Service to deliver certain projects outside of the core business of the Service, such as Community Lorry Watch initiatives, the Buy with Confidence Approved Trader Scheme, and safety testing and replacement of electric blankets for older adults. **MITIGATING ACTION:** Signposting people to an independent/private-sector register of traders. Attract external funding to underwrite costs of these projects. Use of technology to ensure the work is carried out in the most efficient way possible, such as introduction of an automated lorry watch camera system to reduce the amount of staff time in monitoring breaches of weight restrictions.

RISK: Not realising sufficient income. **MITIGATING ACTION:** Develop additional income streams/funding sources and to recover more of the costs incurred of existing work where significant financial benefits are realised elsewhere in other parts of the organisation or in external organisations. The new national Consumer Law Landscape may offer new opportunities to deliver national projects that will contribute towards the overheads of the Service.

RISK: Reduced capacity to undertake Trading Standards functions. **MITIGATING ACTION:** Bring in more flexible ways of working, improve the ICT services available, and to help streamline business processes, in order to develop efficiencies to maximise Trading Standards Officer's time.

SUMMARY PROPOSAL

Proposal Ref.

C13

1 SERVICE AREA

The Short Term Assessment & Reablement Team (START).

The START service is a multidisciplinary social care reablement service covering the County and managed in 3 locality teams: Mansfield and Ashfield; Broxtowe, Gedling and Rushcliffe; Newark and Bassetlaw. These teams enable people to remain living as independently as possible.

2 WHAT IS THE PROPOSAL?

To reduce the capacity of the START service by 30%. This will be achieved by targeting the service to people who are likely to be eligible for on-going social care services (based on the Government's Fair Access To Care criteria) without undergoing a period of reablement.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

In order to evaluate the future options for the provision of the START reablement service an independent review was undertaken by the previous national lead for reablement in the efficiency programme at the Department of Health.

The review found that efficiencies could be realised by improving productivity and utilising effective rostering systems, streamlining processes, and targeting the START programme to those in greatest need. This would then decrease the cost of providing the START service by 30%.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,965

NET
£000

4,965

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	755	755	1,510
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	755	755	1,510

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

30.4%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

209.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

62.7

8 COSTS (significant one off costs associated with implementing the project)

This would require additional project to fully implement the efficiency savings.

Dedicated time through the Ways of Working Programme, mobilisation of the workforce, implementing ICT improvements, and a Lean+ review will be needed.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

This proposal will impact on older adults. It may:

- Potentially increase the length of time some people remain in hospital, as those with lower needs will no longer be eligible for reablement service, which could have allowed earlier discharge.
- Increase the number of people waiting to be admitted to hospital, if people are not being discharged sooner.
- Reduce the number of people benefitting from reablement, resulting in potentially higher rates of dependency and longer recovery times.
- Increase the pressure on carers and carer stress, resulting from lack of reablement and increased levels of dependency.
- Increase the pressure on assessment and care management teams.
- Potentially increase the length of time some people remain in hospital, as those with lower needs will no longer be eligible for reablement service which could have allowed earlier discharge.

The impact of the proposal on service users has been considered in the Equality Impact Assessment undertaken.

ON OTHER ORGANISATIONS

Potential increase in the numbers of delayed transfers of care.

Increased costs to Health to provide suitable reablement and rehabilitation services.

ON OTHER PARTS OF THE COUNTY COUNCIL

The proposal may have an adverse impact on the prevention agenda and the ability to deliver the Helped to Live at Home Programme. This could lead to an increase in the number of people needing long term social care support in the future.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal will impact on older adults, individuals with disabilities, and those living on a low income.

Any potential disproportionate, adverse or negative impact on service users and staff has been considered as part of the proposal's Equality Impact Assessment.

11 RISKS AND MITIGATING ACTIONS

RISK: Some people not being eligible for a reablement service. **MITIGATING ACTION:** the impact could be reduced by increasing the public's awareness of alternative sources of help and support through information on the public website and via the Customer Service Centre.

RISK: Increased numbers of complaints about delayed discharges from Health. **MITIGATING ACTION:** The impact can be reduced by the Council being clear that reablement services will be targeted to those people in the greatest need, and Health commissioning reablement for those people not eligible for social care provision, and improving access to health care rehabilitation provision.

RISK: The reductions are not consistent with the Prevention Agenda and the Help to Live at Home Agenda. **MITIGATING ACTION:** The service will be targeted to those people in the greatest need. Information and advice provided to people who are not eligible for social care support may be commissioned by Health.

RISK: Increased people needing long term Social and Health services **MITIGATING ACTION:** Work with Public Health and Health services to target services and support to those people in greatest need.

RISK: Not delivering the required efficiency savings. **MITIGATING ACTION:** Project Board to be established to monitor progress against deliverable support from Improvement Programme.

SUMMARY PROPOSAL

Proposal Ref.

C14

1 SERVICE AREA

INTERMEDIATE CARE: There are 6 intermediate care schemes in Nottinghamshire, providing 60 beds in Residential Care Homes, jointly funded by the Council and Health. The focus is to facilitate safe discharges to enable people to recover and receive appropriate rehabilitation before returning home and to prevent unnecessary hospital admission. The provision is provided in the six County Council Care and Support Centres, and in the six care homes managed by Runwood Care Homes.

ASSESSMENT BEDS: There are 31 beds that are aligned with the Intermediate Care beds. These beds are used to assess future needs and avoid unnecessary permanent admissions into a Care Home.

COMMUNITY HOSPITALS: There are 3 Community Hospitals that provide rehabilitation to patients discharged from the Acute Hospitals, but who are unable to return immediately to their own home to live independently.

2 WHAT IS THE PROPOSAL?

The proposal is to reduce the cost of each of the service area by:

INTERMEDIATE CARE / ASSESSMENT BEDS (2 OPTIONS)

1. To reduce the amount of Residential Intermediate Care and Assessment Beds funded by the Council by targeting the service on those that are likely to be eligible for long term social care support (based on the Government's Fair Access to Care criteria) and decommissioning the beds.

2. To explore if the Clinical Commissioning Groups would increase their contribution to the cost of running the schemes.

COMMUNITY HOSPITALS

To reduce the number of Social Care staff at the Community Hospitals by undertaking a review of the social work function and targeting support on those that are likely to be eligible for long term support.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

INTERMEDIATE CARE AND ASSESSMENT BEDS

The current usage of both services averages between 70-80%. Therefore, the scheme could be reduced and the service rationalised.

Additional beds could be spot purchased if required. The independent sector have vacancies and additional services could be commissioned if required.

COMMUNITY HOSPITAL TEAMS

People are admitted to Community Hospitals from an Acute Hospital setting. Social care needs could be identified and discharge plans arranged by social care staff at the Adult Access Service based at the Customer Services Centre, and/or by social care staff in the Acute Hospitals.

Social care support will be focused and targeted on those people with the greatest need and who are likely to be eligible for social care.

Information and advice to support people not eligible for support could be provided at the Customer Services Centre and/or via the Council's website.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,289

NET
£000

4,094

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	1,234	1,234	0	2,468
LESS Loss of Income	-694	-694		-1,388
LESS Costs of Reprovision	0	0	0	0
NET SAVING	540	540	0	1,080

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

26.4%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

24.1

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

2.5

8 COSTS (significant one off costs associated with implementing the project)

Support from the Improvement Team to streamline processes further, to decommission existing services and to work with the independent sector to shape the market. Support will be required from Communications to develop the information available on the internet.

Dedicated time through the Ways of Working Programme, mobilisation of the workforce, implementing ICT led improvements, and undertaking a Lean Plus review.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

1. Potential increase in the length of time some people remain in hospital, as those with lower needs will no longer be eligible for intermediate care and community hospital social work services.
2. Increase in number of people waiting to be admitted to hospital, if people are not able to be discharged sooner.
3. Reduction in the number of people who would receive intermediate care/assessment bed access, resulting in potential higher risks of dependency and longer times to recover.
4. Increase in the cost of commissioned packages from the provider sector.
5. Possible increase in number of assessments undertaken in assessments and care management teams.
6. Possible increase in the number of customers entering long term care.

The impact of the proposal on service users has been considered in the Equality Impact Assessment undertaken.

ON OTHER ORGANISATIONS

1. Potential increase in the numbers of delayed transfers of care through a reduction in community provision.
2. Increased costs for Health to provide suitable reablement services.

ON OTHER PARTS OF THE COUNTY COUNCIL

1. The proposal may have an adverse impact on the prevention agenda and the ability to deliver the Help to Live at Home Programme. This could lead to an increase in the number of people needing long term social care support in the future.
2. Increased capacity in the Procurement section to provide additional services on a spot purchase basis in the Independent Sector, and associated management costs.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal will impact on a range of service users with protected characteristics, including older adults and those with disabilities.

Any potential disproportionate, adverse or negative impact on service users or staff has been considered as part of the Equality Impact Assessment that has been undertaken on the proposal.

11 RISKS AND MITIGATING ACTIONS

RISK: Increase risk of complaints about delayed transfers of care from Health. **MITIGATING ACTION:** The impact can be reduced by the Council being clear that Intermediate Care and Community Hospital based social work services will be targeted to those people in the greatest need, and Health commissioning intermediate care for those people not eligible for social care provision.

RISK: A reduction in intermediate care and assessment beds is not in line with the preventative and helped to live at home agenda. **MITIGATING ACTION:** The service will be targeted to those people who are in the greatest need. Information and advice can be provided to people who are not eligible for support. Health may commission intermediate care for those people not eligible. The usage of the assessment beds is an average 70-80%, and on current demand the service can be reduced to meet needs.

RISK: Increased number of people needing long-term support from social care and health services. **MITIGATING ACTION:** Work with Public Health and Health services to target services and support to those people in greatest need.

RISK: Not delivering the required efficiency savings. **MITIGATING ACTION:** Project Board to be established to monitoring progress against deliverables and support from the Improvement Programme.

RISK: Capacity to undertake assessments and arrange discharges at the Customer Services Centre and from Acute Hospital settings. **MITIGATING ACTION:** As part of the existing improvements and efficiency measures, the Adult Access Service has increased the number of enquiries that can be resolved over the phone and through one off visits. Therefore this risk can be mitigated by increasing the number of cases resolved at the front end, and by developing social care clinics to maximise social care staff's time.

RISK: Increase risk of complaints from the public. **MITIGATING ACTION:** The impact could be reduced by increasing the public's awareness of alternative sources of help and support through information on the public website and via the Customer Services Centre.

RISK: The reductions are not consistent with the Prevention Agenda and Help to Live at Home agenda. **MITIGATING ACTION:** Work with Health and Public Health services to target services and support to those people in greatest need. Through the Ways of Working, mobilisation of the workforce, ICT led improvements and a Lean+ review, further efficiencies will be found to maximise social care staff's time to undertake assessments and core business activities.

RISK: If current contracts are cancelled and subsequently the Council has to purchase spot beds in addition, these may be at a higher price than the current contract. **MITIGATION ACTION:** Need to test and be confident in no. bed places required. Compare current contract costs to spot market rates in advance.

RISK: The Clinical Commissioning Groups may not agree to increasing their percentage contribution towards the cost of running the scheme. **MITIGATION ACTION:** Intermediate Care will be targeted at those people with the greatest need.

SUMMARY PROPOSAL

Proposal Ref.

C15

1 SERVICE AREA

Nottinghamshire Welfare Assistance Fund (NWAF). This fund is to provide emergency provision for vulnerable groups in hardship, e.g. homeless people.

2 WHAT IS THE PROPOSAL?

The proposal is to cease the scheme and to signpost people to alternative sources of support.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

From April 2013 the Department for Work and Pensions no longer provided Community Care Grants or Crisis Loans. To replace this, the Government made funds available to provide emergency provision for vulnerable groups. The decision to provide the NWAF scheme is discretionary and support to vulnerable people can be provided by other means. Currently, the budget is forecasted to be underspent.

4 WHAT IS THE PERMANENT BUDGET?

GROSS £000	2,130	NET £000	2,130
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5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	2,130	0	0	2,130
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	2,130	0	0	2,130

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? 100.0%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

1.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

1.0

8 COSTS (significant one off costs associated with implementing the project)

The proposal will require dedicated management time to disestablish the scheme. This can be met within existing resources.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

The fund is one of last resort, as eligibility to the scheme requires applicants to have exhausted all other available support. Therefore, in terms of the proposals impact on deprivation, it could impact on a range of vulnerable adults, including victims of domestic violence, those on low incomes and those who are homeless.

The resultant changes to the Welfare Reform Act 2012, as they take effect, could see a further increase of people applying for assistance.

The fund also provides assistance for people either to stay in the community or to resettle into the community. This includes groups such as domestic violence victims and those resettled from institutions i.e. residential settings or prisons.

The impact of the proposal on service users has been considered in the Equality Impact Assessment undertaken.

ON OTHER ORGANISATIONS

Other organisations (including voluntary organisations, domestic violence and homeless charities, and Borough/District Councils) who support people in crisis may see an increase in demand for support, such as food banks.

Possible increased demand on support provided by the Department of Work and Pensions.

ON OTHER PARTS OF THE COUNTY COUNCIL

Social care and children's and young people's services may see an increase in referrals for people needing support in crisis situations, and to resettle them back into the community.

Community Safety and Public Health may see an increase in demand for support for vulnerable people, including domestic violence victims.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

This proposal may impact on a range of vulnerable adults, including those with protected characteristics, e.g. those living on low income, those suffering from domestic violence, those with disabilities, those that are homeless and people living in high risk flooding areas.

The Equality Impact Assessment on this proposal considers its potential impact on service users, staff affected, and protected characteristics.

11 RISKS AND MITIGATING ACTIONS

1) RISK: Increased risk of no crisis support being available to those most in need. MITIGATING ACTION: Work with third sector organisations and other services to target support to those in greatest need. The scheme is currently under-utilised.

2) RISK: The funding is only guaranteed for 2 years, so this may not be a permanent saving. Current levels of spend may influence future funding. MITIGATING ACTION: Future funding will be dependent on the outcomes of the comprehensive spending review. It is possible that the funding will continue.

3) RISK: The economic downturn means that the number of people facing financial hardship could increase. MITIGATING ACTION: The risk may be reduced by increasing the public's awareness of alternative sources of help through information on the public website and signposting people to organisations that support people in crisis.

4) RISK: The full effects of the resultant Welfare Reform changes have not yet been experienced; this could increase those seeking to access support. MITIGATING ACTION: The risk may be reduced by increasing the public's awareness of alternative sources of help through information on the public website and signposting people to organisations that support people in crisis.

5) RISK: Increase demand on social care budgets. MITIGATING ACTION: Signpost those applying to other sources of help by managing enquiries through the Customer Services Centre and increasing the public's awareness of the qualifying criteria for social care.

6) RISK: Increased risk of reduced support to domestic violence victims. MITIGATING ACTION: Work is currently underway to review the support available to those experiencing domestic violence across the Council, and any changes to the scheme will be fed into these discussions.

SUMMARY PROPOSAL

Proposal Ref.

C16

1 SERVICE AREA

Children's Disability Service

2 WHAT IS THE PROPOSAL?

This outline business case sets out proposals to review the Children's Disability Service (CDS).

Benchmarking data shows that Nottinghamshire spends significantly more than its statistical neighbours (comparable local authorities) on children with disabilities. A 30% savings target has been set for CDS over 4 years. There are no planned reductions in year 1 to allow full consultation with parents and carers.

A number of initial work streams have been identified, including:

- Understanding current need and forecasting future demand for services
- Consideration of options around personal budgets / direct payments
- Providing more flexibility and choice for parents and carers
- A comprehensive review of current service provision

The next stage will be detailed business planning including key milestones, reporting and monitoring arrangements, risk management and financial analysis for the individual work streams. Detailed consultation will take place throughout each phase.

3 WHAT IS THE RATIONALE FOR THE PROPOSAL?

The Children's Disability Service sits within Children's Social Care and provides support to children with a disability and their families who require both the services of a specialist social worker and specialist disability services. The Children's Disability Service brings together social work services with residential homes for children with a disability, homecare, sitting and befriending, occupational therapy, short breaks and direct payments. The main catalyst for the project stems from a combination of changing national policy and financial pressures.

Services for children with disabilities are changing in national policy, such as set out in the Special Educational Needs (SEN) White Paper and the Children and Families Bill. A key feature of the legislative changes is 'personalisation' enabling parents to have greater control over the services they would choose to meet their assessed needs, and for the local authority to stimulate a wider diversity of options for families to choose. The Bill includes provision to extend the age limit for this up to 25 years old.

A savings target has been set for CDS of 30% over 4 years (4th year outside of the timeframe of this OBC) to contribute to required budget reduction.

4 WHAT IS THE PERMANENT BUDGET?

GROSS
£000

12,350

NET
£000

11,800

5 WHAT ARE THE PROPOSED NET SAVINGS TO THE BUDGET?

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Gross Saving	0	1,180	1,180	2,360
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	1,180	1,180	2,360

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

20.0%

NB these figures profile 3 years only & do not include savings due to be made in the 4th year, when included, these increase the savings made to 30%

6 WHAT IS THE CURRENT PERMANENT FTE STAFFING?

233.0

7 WHAT ARE THE PROPOSED PERMANENT FTE REDUCTIONS?

TBC

8 COSTS (significant one off costs associated with implementing the project)

Further work followed by detailed consultation will be required during this project to detail the financial implications of each proposed option both in terms of implementation costs and also how this will contribute to the overall savings target.

9 WHAT IS THE IMPACT?

ON SERVICE USERS AND COMMUNITIES

(including considerations relating to deprivation & equality)

It is expected that any proposed changes to the way the Children's Disability Service is run will require an Equality Impact Assessment and consultation with relevant groups.

The potential introduction of personalisation over time is likely to have a positive impact on service users. This will enable families to have more input and control over how a child or young person is supported. However it is possible that budget reductions may result in a reduced service in some areas.

The detailed development of proposals will enable a full analysis of potential impacts on service users and appropriate action to be identified.

ON OTHER ORGANISATIONS

This will be considered as part of proposal development.

ON OTHER PARTS OF THE COUNTY COUNCIL

This will be considered as part of proposal development.

10 INITIAL EQUALITY IMPACT ASSESSMENT

Even if the proposals apply to everyone equally, could they have a disproportionate / adverse or negative impact on people with protected characteristics, (age, disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), gender and sexual orientation). If so how?

Children's Disability Service - it is expected that an EqlA will be required due to the potential impacts on children with disabilities and their families of any changes to the way the Children's Disability Service is run.

11 RISKS AND MITIGATING ACTIONS

- The project is unlikely to deliver any savings in the first year.
- At this stage transition costs are unknown and may be greater than the £200k estimated
- Timescales to deliver savings could lead to risk of limited time to consult with parents, interest groups and other stakeholders
- It may not be possible to identify sufficient savings to meet the proposed 30% savings target by 2017-18.
- Nationally, it is unclear whether the personalisation agenda has achieved any efficiencies and implementation of personalisation may result in increased costs in the short term.

**REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S
COMMITTEE****POLICY STATEMENT FOR SCHOOLS****Purpose of the Report**

1. The purpose of this report is to seek approval to amend the Policy Statement for Schools, as set out in **Appendix 1**, and as recommended by the Children and Young People's Committee at its meeting on 14 October 2013, to reflect the commitment of the Council to continue to support and, where appropriate, challenge all publicly funded schools within Nottinghamshire, whatever their form of governance.

Information and Advice

2. The Policy Statement for Schools, agreed in 2010 and last updated in December 2012, has been a key document that has guided the work of officers in supporting and challenging schools, in promoting school to school partnerships and in responding to the government's agenda to promote diversity and choice. The Policy has been amended in the past three years to reflect changes in the re-structure of the Children, Families and Cultural Services Department and in changes to legal responsibilities and statutory guidance, such as that concerning the Admissions Code of 2012, with a particular emphasis to protect the interests of vulnerable pupils as schools and academies acquire greater autonomy.
3. The revised Policy, attached as **Appendix 1**, asserts the belief of the Council that schools, and especially primary schools, can exercise appropriate autonomy and fulfil the potential of their children and young people while retaining their status as community schools. The Policy outlines the serious reservations the Council has in regards to the development of Free Schools because of their potential to undermine planning for the provision of sufficient and appropriately sited school places, which remains a key statutory function of the Council. The revised policy reflects the development in the arrangements for children and young people who are excluded, or in danger of being excluded, from school, and especially the more vulnerable.
4. An ongoing piece of work has been to negotiate and agree principles and protocols with all Nottinghamshire schools and academies, covering such areas as partnerships and collaborations, data sharing, place planning and admissions. An updated version of these principles and protocols is shown in **Appendix 2**.
5. The Policy Statement for Schools has underpinned the improvement model which has served the County's schools well over the past seven years. From 2006 – 2012

(inclusive) the outcomes for children and young people at the end of their statutory schooling at 16 have improved ahead of the national average in each year. This revised Policy Statement will sustain a partnership approach, properly respect the autonomy of all schools and retain the emphasis upon protection of the most vulnerable pupils, which have been the hallmarks of the Policy since 2010. The revised Policy emphasises the commitment of the Council, as a champion of children, young people and their families, to support and challenge all schools and academies, a duty made clear in recent months by Her Majesty's Chief Inspector of Schools (HMCI). Additional emphasis is given to the option which community schools have to remain within the family of schools directly supported by the Council.

6. The Policy Statement for Schools will be reviewed annually.

Other Options Considered

7. The Policy Statement for Schools has contributed to school improvement and provided clear guidance to officers and schools since its inception. The revised Policy will sustain improvement. The proposed revised version of the Policy, as set out in **Appendix 1**, has been considered by the Children and Young People's Committee on 16 September and recommended to Policy Committee for approval. No other option has, therefore, been considered.

Reasons for Recommendations

8. The Policy Statement has supported the creation and maintenance of partnership working between schools that has focused upon providing good and outstanding schools for Nottinghamshire.
9. The revised Policy Statement reflects the improved arrangements for children excluded or in danger of exclusion from school which will help schools retain more children and young people within mainstream schools, better control costs and lead to better outcomes.
10. The revised Policy Statement accurately reflects the statutory duties of the Council.
11. The revised Policy Statement includes the updated principles and protocols agreed with all Nottinghamshire schools, following consultation.

Statutory and Policy Implications

12. This report has been compiled after consideration of implications in respect of finance, public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation and discussion has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That the revised Policy Statement for Schools, as set out in **Appendix 1**, be approved.

Councillor John Peck
Chairman of the Children and Young People's Committee

For any enquiries about this report please contact:

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Constitutional Comments (LM 12/08/13)

13. The Policy Committee has responsibility for policy development and approval except on matters reserved to the Full Council and may approve the recommendations in the report.

Financial Comments (KLA 09/08/13)

14. There are no financial implications arising directly from this report.

Background Papers and Published Documents

Policy Statement for Schools – report to County Council on 16 September 2010
Policy Statement for Schools – report to Policy Committee on 12 December 2012
Policy Statement for Schools – report to Children and Young People's Committee on 14 October 2013

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

All.

C0278

Policy Owner: CYPS - Portfolio holder

Policy Title: Policy Statement for Schools

Equality Impact Assessment: Action to be listed on LA system

Implementation: November 2013

Review: November 2014

Purpose: To ensure that every school in Nottinghamshire is a good or outstanding school.

Principles

In our work with schools and other education providers we will:

- (1) ensure sufficiency of school places
- (2) emphasise and seek to retain the free choice of governors to decide upon the governance status of their schools.
- (3) help schools to keep all children and young people safe
- (4) ensure safe schools with fair access, particularly for vulnerable pupils including Looked After Children (LAC) and those who need the protection of the Fair Access Protocol (FAP)
- (5) promote effective leadership and governance
- (6) build capacity to secure sustained and continued improvement
- (7) work collaboratively to support all children and families
- (8) promote the development of self improving schools
- (9) identify and disseminate effective practice
- (10) recognise the value of partnership working between schools
- (11) promote affordability in approaches to place planning, admissions and school improvement
- (12) ensure value for money
- (13) promote partnership working that supports the development of local arrangements for those at risk of exclusion from schools
- (14) seek to retain small schools, especially those serving more isolated communities

Key Target Groups

School leaders
Governors
Education providers

Guidance

Provided below is a hyperlinked list, setting out a range of useful and relevant statutory and non-statutory guidance. The list will change in line with new documentation from central government.

Revised Ofsted Framework
<http://www.ofsted.gov.uk/resources/framework-for-school-inspection>

DfE Schools Causing Concern Guidance
<http://www.education.gov.uk/aboutdfe/statutory/g00192418/scc>

DfE Guidance on Exclusions
<http://www.education.gov.uk/schools/pupilsupport/behaviour/exclusion>

DfE Guidance on Attendance and Behaviour
<http://www.education.gov.uk/schools/pupilsupport/behaviour>

National College Models of Leadership
<http://www.nationalcollege.org.uk/modelsandpartnerships>

The Schools Admissions Code 2012
<http://www.education.gov.uk/aboutdfe/statutory/g00213254/school-admissions-code-2012>

The Schools Appeals Code 2012
<http://www.education.gov.uk/aboutdfe/statutory/g00213244/school-admission-appeals-code-2012>

Five Steps to Collective Responsibility - SEBD
www.nottinghamshire.gov.uk/sebd

Determined Admissions Arrangements 2013-14
<http://www.nottinghamshire.gov.uk/learning/schools/admissions/school-admission-arrangements/>

Nottinghamshire Children and Young People's Plan
<http://www.nottinghamshire.gov.uk/caring/childrentrust/childrenyoungpeopleandfamiliesplan2011to2014/>

Key Requirements

In order to ensure all Nottinghamshire schools are good or outstanding we will:

1. Ensure the sufficiency of school places across the County

We shall fulfil the Local Authority's statutory duty to plan efficiently for the sufficiency of school places across the County. Whilst we acknowledge the importance of parental preference, we also recognise that it will not always be possible to provide every parent with their first choice of school.

2. Value all our schools, whatever their governance and support, and challenge all schools appropriately

We shall challenge all schools, whatever their governance, to provide a good or outstanding quality of education. Where schools underperform and are at risk of receiving an adverse judgement from Ofsted inspection, or already in an adverse Ofsted category, we shall seek to promote the support of other schools or academies, or academy chains, to help drive improvement. We will not, however, place pressure on such schools to change their governance status, unless such a change is unequivocally in the best interest of the children and young people the school serves. There will be no presumption in favour of the superiority of any form of governance.

3. Ensure the arrangements for schools admissions are compliant with the Admissions Code February 2012 and that a Fair Access Protocol outlines procedures for admissions, including in-year admissions

We shall ensure that admissions arrangements are legally compliant during all admissions rounds. The Place Planning and Admissions Board will monitor the implementation of The Admissions Code in Nottinghamshire to ensure that the most vulnerable are admitted to schools speedily and appropriately.

Through working in partnership with schools including those which are Academies, Voluntary Aided, Voluntary Controlled, Free Schools or Studio Schools, the Local Authority's 'fair access', LAC and Special Educational Needs & Disabilities (SEND) protocols will ensure that vulnerable children are appropriately admitted to a school. FAP, LAC and SEND protocols will be regularly mediated and reviewed with schools through a range of forums including the Education Trust Boards, Nottinghamshire Association of Governors (NAGs) and the Place Planning and Admissions Board.

4. Maintain a variety of models of leadership, governance and partnership to match local needs and circumstances

If headteachers and governing bodies are interested in academy status, we shall encourage them to make their decisions in the best interest of their pupils. The Local Authority will work in partnership with all Nottinghamshire schools, irrespective of their status. All schools will be entitled to purchase any Council provided services, as they choose. Schools will be offered advice on the full

range of governance, leadership and partnership options open to them. We shall, however, emphasise to all schools considering a change in their status from a community school that the Council values its community schools and will strive to protect their free choice on the matter of schools governance. The Council does not support the development of Free Schools, because they undermine rational planning and could prove to be wasteful and inefficient. We prefer, where possible, to expand good and popular schools to provide additional places, when needed, rather than see new schools opened by providers who may, in some instances, have no track record in providing education. However, where central government chooses to establish any Free School in Nottinghamshire, we shall work collaboratively with them, as with any other schools, irrespective of their governance, for the benefit of their children and young people. We shall expect Free Schools, in their turn, to work collaboratively with the Local Authority.

5. Secure strong partnership between schools and wider children's services

We shall encourage all schools to keep children and young people safe and promote their welfare, by working cooperatively with early intervention and social care services, where appropriate. We shall encourage schools to continue to provide extended services in and around schools, such as breakfast and after school clubs. We shall encourage schools to play a full part in the range of provision made to engage with families where there is evidence that children or young people may be at risk of harm, of disengagement or of failing to flourish and achieve at school. We shall remind all schools of the importance and requirement to work with the Local Authority Designated Officer (LADO) where there are concerns or allegations of child abuse and insist upon strict compliance with safer recruitment and working practices.

6. Use the full range of strategies and policies available to the Council to support schools

We shall encourage all schools to engage in partnership work with other schools to share their strengths and to address weaknesses. For example, sharing leadership, management and subject expertise have been shown to benefit all of the partners involved. The Council will use resources, such as those for school improvement, to compensate schools for time and shared expertise. We shall promote good practice through sharing of experience by such means as conferences, meetings and the use of the Council's websites.

7. Provide services to help schools access necessary support to promote the well being of their pupils or guide schools to where such services are available

We shall provide opportunity for all schools to share with a range of professional partners any concerns about the well being of their pupils, at an early stage of such concern. We shall work in partnership with schools, colleges and employers to ensure that young people have a range of opportunities to fulfil their potential through academic, vocational and employment options. We shall continue to provide and support a range of opportunities for young people to enjoy their leisure and avoid anti-social behaviour.

8. Use the full range of statutory powers to intervene in schools causing concern, where the Council retains power to intervene

These will be used – but only after appropriate support has first been given. For example, we shall issue a warning notice if a school continually fails to improve standards of discipline and achievement after support has been provided. We will ask Ofsted to bring forward inspection where there is clear evidence of underperformance and inefficient or ineffective response to weaknesses. In exceptional circumstances, where governance is weak and the school gives cause for grave concern, we shall apply to the Secretary of State to form an Interim Executive Board (IEB) to replace the Governing Body.

9. Use risk management to intervene early and establish clear timelines with regard to outcomes and financial sustainability

We shall continue to risk assess all schools against a set of openly shared criteria. Headteachers and Principals will be given early notice of any concerns and of the grounds for such concern.

10. Close or reorganise schools where intervention is not effective

Where a school, for which the Council retains accountability, shows evidence of inability to improve to acceptable standards, the Council will consider its closure. In such cases the premises may be used to extend another successful school.

11. Enable, where possible, good and outstanding schools to expand

We shall include a review of schools' performance into the planning process for the whole estate, so that more children and young people can attend successful schools. In reviewing the Local Authority's basic need requirements, acknowledgement of popular schools will be factored into any plans for expanding school provision, wherever possible.

12. Seek out and respond to parents' views on school choices available in their area

We shall use a range of means, including surveys, parent advice, the admissions process and complaints to ascertain the views of parents and seek, where possible, to expand good and outstanding schools and, where necessary and possible, close those that are inadequate and unpopular.

Communication

The policy statement and the implications of implementation will be communicated with target groups through:

- **Education Trust, Primary, Secondary and Special Phase Boards and Governors' Board.**

These boards have been established specifically to promote effective consultation between Children, Families and Cultural Services (CFCS) and schools and their governors. The membership of each board consists of nominated head teachers representing other head teachers in their areas. The Governors' Board consists of members of the Nottinghamshire Association of Governors (NAGs) executive and a representative from each of the districts of the County, all nominated by their peers. The boards meet termly or twice annually, as decided by their membership. Each of the head teacher boards elects a chair who serves on the Education Trust Board, which is itself chaired by the Corporate Director for Children, Families and Cultural Services.

- **Governing Bodies**

These usually meet once termly (3 times a year). Currently over 90% of governing bodies buy back the Council's governor services package. Chairs of governors and head teachers are invited to a termly meeting with officers to discuss matters which may arise on their agendas, including usually a small number of reports from the Corporate Director. These meetings, as well as the Council's website, will be used to consult and communicate with school governors.

- **Nottinghamshire Association of Governors (NAGs)**

We shall continue to use the local branch of the National Association of Governors, which meets termly, in order to consult and communicate with governors.

- **Area head teacher meetings**

These meetings are convened by local head teachers and are typically served by a County Council officer, where this is the wish of the head teachers. We shall continue to consult and communicate with head teacher colleagues through these meetings.

- **Schools Forum**

This is a forum of nominated head teachers, governors, Diocesan representatives, teaching and non teaching trade union representatives and representatives of voluntary and independent sector providers of education. The group shares with the Council decisions regarding schools' budgets. Where the implementation of this policy statement impacts upon schools' finance issues, the Schools Forum will be appropriately consulted.

- **Diocesan Education Board representatives of the Education Diocesan Board for the Church of England and Roman Catholic schools**

These meet termly with the Corporate Director and other senior officers of the CFCS Department. Where implementation of this policy statement impacts upon provision made through church schools, then the relevant Diocesan representative will be consulted.

- **County Council intranet and public websites**

The policy will be available to schools, Elected Members and officers through the County Council's intranet site, the schools' website, known as Wired, and the public website.

- **Briefings for Elected Members and Council officers**

Once the policy has been amended by the Children and Young People's Committee, briefings will be offered to Members and officers to explain the changing context of the relationship with schools and the scope and significance of this amended policy.

Monitoring and Evaluation

The impact of the implementation of this amended policy will be monitored and evaluated by the Performance Board of the Children, Families and Cultural Services Department. The following outcomes will be evaluated to ensure that the implementation of the policy is effective:

- There will a greater proportion of schools judged by Ofsted to be good or outstanding.
- No school will be judged by Ofsted to be inadequate.
- Levels of satisfaction from parents and pupils, indicated in a range of surveys, will improve.
- There will be improvement in all relevant measures in the Children and Young People's Plan, including the national indicators with regard to the performance of schools, such as the end of Key Stage results.
- There will an increase in the number of good and outstanding schools which have been expanded.

Nottinghamshire County Council
Working in partnership with all schools and academies to deliver the
Nottinghamshire Policy Statement for Schools.

Partnership protocol

Ambition

We want Nottinghamshire to be a place where children are safe, happy and healthy, where everyone enjoys a good quality of life and where everyone can achieve their potential.

Partnerships and Collaborations

Successful partnerships are created within a context of openness, trust and honesty around shared values and a shared moral purpose.

We aim to continue to create ways of working that will provide high quality education in Nottinghamshire to ensure that children develop the knowledge, understanding and skills required for future emotional and economic success.

Nottinghamshire County Council values diverse partnerships within a rapidly changing educational landscape which are underpinned by a vision and mission to serve all children and families, particularly the most vulnerable. The Council recognises the importance of schools and academies working collaboratively, both locally and nationally, through working with partners, including national academy sponsors, academy chains and the private and voluntary sectors.

The ambition of the County Council is that all children and families access excellent provision in learning environments which are safe and which secure high quality outcomes for all children and young people.

Context

Local authorities are required to be a champion of children and their families and to develop a school improvement strategy that ensures high quality education for all children, with vulnerable children being a priority, as set out in the Importance of Teaching (2010).

In line with the Nottinghamshire Policy Statement for Schools (September 2010, updated September 2013), this partnership aims to ensure that every school in Nottinghamshire is at least a good school.

This Policy Statement commits the County Council to the achievement of this aim through the promotion of a variety of models of leadership, governance and partnership to match local needs and circumstances.

Roles and Responsibilities

The County Council respects every child's religion, culture and ethnicity. The development of diverse partnerships and educational provision should provide effectively for all children and particularly those in identified vulnerable groups. Reducing the impact of poverty on educational outcomes continues to be a key objective for all educational partners and providers.

Successful partnership requires protocols and practices that will promote the education of all children and will safeguard the most vulnerable. This can be achieved through ensuring:

- an admissions policy, including strategic place planning across all phases, which is open, fair and transparent to all in the most appropriate settings, including special schools, enabling, where possible, good and outstanding schools to expand
- an exclusions policy which protects the child and identifies those at risk of exclusion, allowing all members of the partnership to align any available resources around the needs of the child, particularly those in identified vulnerable groups
- a commitment to the continued education of all children including those who are at risk of exclusion, have been excluded or whose attendance would raise concerns
- a commitment to sharing information and data around admissions, exclusions, educational outcomes and student destinations to safeguard children, secure appropriate learning pathways and promote collaborative professional learning
- agreed protocols and procedures for data sharing to enable the County Council and external agencies to work directly with vulnerable students and groups where the law requires (such as those in the Youth Justice system)
- a commitment to developing and sharing innovative practice within a context of professional trust with all local schools and academies regardless of status
- a commitment to identify those children in need of support or protection and ensure that the appropriate processes are in place.

Our role as Champion of Children and Families

All schools and academies, as well as the County Council, recognise the need to embrace the responsibility to be champion of children and their families. Whilst the County Council will retain statutory responsibilities for aspects of education, particularly around place planning, SEND (special educational needs and disability) and LAC (looked after children), there is a need for all settings providing education for Nottinghamshire children to accept their moral responsibility, particularly for identified vulnerable groups, and to play a part in keeping children safe.

There is a need for all educational providers and partners to continually review their roles, responsibilities and accountability. The increase in competition in a fast changing educational environment creates tensions and dilemmas for all.

Collaborative working with a shared moral purpose has the potential to safeguard children and young people and ensure high quality provision and outcomes within Nottinghamshire for all our children and young people.

Partnership Protocols and agreed actions

Data Sharing for Vulnerable Groups

Context

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on data sharing aims to provide services to help schools and academies access necessary support for the attainment and achievement of every child and young person or guide schools and academies to where such services are available.

Currently, all schools and academies share whole school and group level data annually with Nottinghamshire County Council.

Some data, particularly in relation to individual children at risk of exclusion or who are persistently absent, is often not reported early enough to relevant agencies, including the County Council. This results in vulnerable children and young people being placed at risk due to their absence or exclusion from schools and academies.

For vulnerable children and young people such as LAC, SEND, FSM (Free School Meals), CME (Children Missing Education) and those from vulnerable ethnic groups, the importance of the regular reporting of key data, including progress data, is vital if life chances for the most disadvantaged are to be improved.

Agreed action

All partners who work with Nottinghamshire children and young people are committed to the timely reporting of transparent data to ensure early intervention for the most vulnerable including:

- termly progress and attainment data in reading, writing, and mathematics at Key Stages 1-2 and English and mathematics in KS4 for LAC
- termly behaviour and attendance data for LAC
- One-to-One Tuition progress data for LAC
- the immediate notification to the Coordinator of the Virtual School of any Looked After Child at risk of exclusion

Further actions

Consideration is to be given to the development of appropriate processes for other vulnerable groups as necessary, particularly in relation to excluded pupils and those on the verge of exclusion.

Exclusions and Alternative Provision

Context

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on exclusions and alternative provision aims to provide services to help schools and academies access necessary support for the attainment and achievement of every child and young person or guide schools and academies to where such services are available.

All maintained Nottinghamshire schools currently adhere to the NCC Admissions Policy. Many Foundation and Voluntary Aided schools also adhere to this policy. Within this fast changing educational environment and the increase of diverse providers and sponsors, there is a need to agree protocols for admissions, including the readmission and provision for excluded children and young people.

There is a need for schools and academies in geographical areas to either build on existing partnerships such as SBAPs (school behaviour and attendance partnerships) and/or Alternative Provision to ensure that vulnerable children and young people at risk of exclusion have access to appropriate alternative provision during crisis periods.

There is a need for all schools and academies to engage with each other and Nottinghamshire County Council to develop their understanding and use of short term alternative provision to meet the needs of vulnerable children and young people and avoid the need for permanent exclusion.

Agreed action

To continue to work with the schools and academies to agree protocols and guidance to support all schools and academies to work in partnership to provide good education for all pupils, particularly those who have been excluded or are on the verge of exclusion. The implementation of the principal recommendations of the SEBD review, which involve transferring centrally retained Council funding to schools in return for the commitment of schools to retain more children and young people within mainstream education, will be central to this development.

Further action

- develop clear protocols on exclusion and alternative provision with a view of securing consistent practice across all providers
- increase the availability of alternative provision, particularly at primary and KS3 through collaborative arrangements across the range of providers within each locality
- improve communication across key stages and phases to identify children and young people who may be more at risk at points of transition. This may include some vulnerable children identified with SEND
- develop a protocol in relation to how Alternative Provision should be quality assured and the criteria against which the provision should be evaluated

- agree a shared protocol to ensure that all schools and academies accept their responsibility to improve provision to meet the needs of all children and young people, particularly the most vulnerable, thereby reducing exclusions and the need for alternative out of school provision.

Place Planning and Admissions

Context

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on place planning and admissions aims to provide services to ensure that all pupils can attend a good or outstanding school, by enabling where possible, good schools and academies to expand. The County Council is committed to seeking out and responding to parents' views on school choices available in their area.

There is tension around the need to ensure parental preference can be met in all localities. As successful schools expand to meet parental demand for high quality education, there will be a need to manage a reduction of pupil places in other schools.

The strategic planning of pupil places remains a statutory responsibility of the County Council which will require collaboration with new partners to enable, where possible, good schools and academies to expand in line with County Council Policy. The development of the Place, Planning and Admissions Board will provide strategic leadership and ensure that NCC meets its statutory responsibilities in relation to place planning and admissions, formulating a shared understanding of appropriate place planning.

Agreed action

- all educational providers in Nottinghamshire should be encouraged to adopt the Nottinghamshire County Council Admissions Policy
- task the Pupil Place Planning and Admissions Board to continue to develop protocols around the admission of children from vulnerable groups, particularly SEND and LAC
- develop further the role that Nottinghamshire County Council officers can play in improving parents' understanding of the quality of provision in all schools and academies in each locality
- increase the number of places available in special schools for first admissions and post 16 through more collaborative working across secondary and special school providers
- continue to coordinate in year admissions for all community and Voluntary Controlled (VC) schools and offer this service to Own Admissions Authorities (OAAs) to join on a voluntary basis

Further action

To ensure high quality places, consideration should be given to the consequences of schools and academies remaining in the Ofsted category of satisfactory, now known as “requiring improvement” and the resulting tension with this policy as good schools and academies expand their capacity.

SEND

Context

In line with the Policy Statement for Schools (September 2010, updated September 2013), this agreement on SEND aims to help schools access necessary support for the attainment and achievement of every child and young person, especially those with SEND to guide schools to where such services are available.

Currently all schools, including academies, receive additional financial resources and specialist support from specialist teams provided by the County Council targeted at children with SEND.

In addition, Family SENCO (special educational needs co-ordinator) networks provide an effective structure to allocate support and resources for pupils with SEND. The benefits include transparency of provision and resource allocation within a family of schools and effective transition arrangements across phases.

Schools in Newark town are currently piloting the employment of a ‘Town SENCO’ which is beginning to improve transparency across the locality in terms of the level of need in each school and the appropriate and fair allocation of SEN funding, including ‘Additional Family Needs’ funding.

Agreed action

- further develop the partnership arrangements around SEND that exist in families of schools, towns or districts.
- set out the SEN support services that are currently provided to schools by the County Council and finalise costing for these services.
- ensure high quality provision, attainment and achievement for pupils with SEND by all families of schools by considering the development of the role of the family SENCO.

Further action

- review and evaluate the effectiveness of a range of partnership arrangements currently in place in order to preserve those which work and add value
- develop a shared agenda regarding BESD (behavioural, emotional and social difficulties) and SEND to reduce significantly the number of children with SEND who are excluded from schools.

**REPORT OF THE CORPORATE DIRECTOR FOR CHILDREN, FAMILIES AND
CULTURAL SERVICES****SCHOOL FUNDING: AGREEMENT OF THE LOCAL FUNDING FORMULA
FOR 2014-15****Purpose of the Report**

1. This report seeks approval for the adoption of the Nottinghamshire schools budget local funding formula, as recommended by the Schools Forum, for the financial year 2014-15.

Information and Advice

2. From April 2013, all local authorities are required to use a new simplified local funding formula to distribute the notional Schools Block of funding to all mainstream primary and secondary maintained schools and academies. Following a short review of the 2013-14 arrangements conducted by the Department for Education (DfE) in March 2013, the arrangements for 2014-15 were published in mid-June 2013.
3. In accordance with the School Finance (England) Regulations 2013, the responsibility for determining the local funding formula for schools lies with the local authority. Prior to agreeing the formula, the local authority must first consult with the Schools Forum and all schools on the proposed changes. The Schools Forum is a representative body from the Nottinghamshire schools and early years community which is constituted to make decisions and give guidance to the Council about the schools budget.
4. The Schools Forum established a working group in July 2013 to develop a series of models showing the effects of the proposed changes to the local funding formula for consultation with all parties affected by the changes. The models and consultation document were agreed by the Schools Forum on 13 September 2013, and a formal consultation on the proposals held from 26 September to 18 October 2013. A series of briefings took place to accompany the consultation documents throughout the consultation period. At the recommendation of the Schools Forum, these were mainly delivered at existing area head teacher meetings, with two additional sessions taking place in the north and south of the County.
5. As part of the consultation, schools were provided with an estimate of the impact of the proposed changes, modelled using 2013-14 pupil data. The modelling also included an illustration of the financial impact of the most significant funding stream for all schools outside of the formula, the Pupil Premium, which is rising from £900 per eligible pupil in April 2013 to £1,300 in April 2014. A copy of the consultation document is attached as **Appendix 1**.

6. The consultation proposed that the majority of formula factors continued to be applied on the same basis as in 2013-14. However, there were four key areas in the consultation which focussed on the areas where local authorities were **required** or had the **option** to change the criteria used for distributing funding through the permitted formula factors. The four key areas and associated models were:
- Prior attainment factor (required change)
 - New Sparsity factor for small and rural schools (optional change)
 - Variable lump sum factor for primary and secondary phases (optional change)
 - Continuation of local gains cap application (optional change)
7. A full analysis of the consultation responses is attached as **Appendix 2**. This was reported to members of the Forum at their meeting on 29 October 2013. In the majority of cases, the consultation responses showed a clear indication of if and how individual formula factors should be applied in the local funding formula for 2014-15.

Prior attainment – low cost, high incidence SEN factor (financial models 1a to 1c)

8. In 2013-14 a total of 4.31% of total funding through the formula was allocated through this factor, with a single unit value in both the primary and secondary phases. The change in criteria for the prior attainment factor means that, based on the 2013-14 data, the percentage of secondary pupils who would attract funding through this factor increases from 9.7% to 23.3%. This change requires a decision to be made on how funding will now be distributed through this factor.
9. The consultation outlined the three options available for 2014-15 for distributing funding through the prior attainment factor:
- Model 1a – maintain a single prior attainment unit rate but reduce this to maintain the same percentage of funding as 2013-14; or
 - Model 1b – maintain a single prior attainment unit rate at the 2013-14 value and increase the overall level of funding through this factor; or
 - Model 1c – operate different prior attainment unit rates in the primary and secondary phases and keep the same percentage of funding as 2013-14.
10. The responses to the consultation showed that 71.4% opted for model 1a, 5.7% for model 1b and 22.9% for model 1c. The Schools Forum vote on this option recommends that financial model 1a is adopted in the local funding formula for 2014-15.

Sparsity factor

11. Sparsity is a new optional factor for 2014-15 to enable local authorities to target funding at small rural schools. Funding may only be targeted at schools that qualify under the DfE's sparsity criteria which measure the distance that pupils live from their second nearest school. In Nottinghamshire only 15 primary schools qualify for funding through this factor.
12. It was proposed not to adopt a sparsity factor in the local funding formula for 2014-15 as very few schools qualified, and due to the impact on all schools and due to the impact of

the national minimum funding guarantee, it could not be assumed that this would generate additional funding for the eligible schools.

13. The responses to the consultation showed that 73.7% of respondents agreed not to adopt a sparsity factor. 18.4% felt that a sparsity factor should be adopted with the remaining 7.9% giving a response of 'not sure'. Of the responses that suggested a sparsity factor should be adopted, the suggested value that should be applied was £10,000 (2 responses). Both responses suggested the sparsity factor should be funded by a reduction in the primary AWPU. The Schools Forum vote on this option recommends that a sparsity factor is not adopted in the local funding formula for 2014-15.

Lump sum

14. In 2013-14, local authorities had to set a single lump sum for all schools with an upper limit of £200,000. The lump sum for Nottinghamshire was set at £100,000 which was estimated to cover the average fixed costs (that the DfE suggest all schools incur irrespective of size, namely a head teacher, administrative and clerical support and caretaking) of a small primary school in Nottinghamshire.
15. For 2014-15, a separate lump sum can be set for primary and secondary schools with an upper limit of £175,000. In order to maintain stability within the formula, the Schools Forum and local authority recommended that the lump sum in both phases was maintained at £100,000. The rationale behind this was that the lump sum was set at £100,000 in 2013-14 in order to protect small schools.
16. The responses to the consultation showed that 81.3% agreed that the secondary lump sum should remain at £100,000.
17. In respect of the primary lump sum, the responses were less clear – 55% of responses agreed that the primary lump sum should be maintained at £100,000 while 40% disagreed, with the remaining 5% not sure. For the 40% that disagreed with maintaining the primary lump sum value at £100,000 for 2014-15, alternative values suggested ranged from £110,000 to £150,000.
18. The Schools Forum vote on this option recommended that the sparsity factor is not adopted in the local funding formula for 2014-15.

Application of a gains cap

19. To minimise the impact of changes to school budgets caused by the changes to the local funding formula required by Government, and to allow schools time to plan for any changes in the level of funding they receive, a national minimum funding guarantee (MFG) operates at a value of minus 1.5% per pupil in 2014-15. This is to ensure that no school loses more than 1.5% per pupil in delegated pupil led funding in comparison to the previous financial year's budget.
20. The cost of the MFG protection has to be funded from the overall funding available for distribution through the local funding formula. As there could be significant amounts of protection required in some areas as a result of formula simplification, local authorities are able to apply a gains cap so that schools cannot gain more than a certain amount per pupil as a result of the new formula. A gains cap works on the same principles as the

MFG; however, instead of providing a 'top-up' to formula budget it makes a reduction on any per pupil gains over a certain level. The amount generated by a gains cap is then redistributed through the basic per pupil entitlement of the local funding formula.

21. The application of a gains cap was considered by the Schools Forum as part of the 2013-14 consultation, and it was agreed in principle that a scaled gains cap should be applied over a period of three years against the budgets schools received in 2012-13. The intention behind this transitional support was to allow schools that would lose funding under the new formula arrangements sufficient time to plan for this reduction, and also provide assurance to those schools that would gain funding that this would eventually be fully realised. A gains cap of 5% per pupil was applied in 2013-14 and it was agreed, in principle, that this should be increased to 7.5% in 2014-15.
22. The majority of responses to the consultation (76%) were in support of increasing the cap to 7.5% for 2014-15. As the effect of the gains cap is cumulative, a further cap of 2.5% would be applied for 2014-15. The Schools Forum vote on this option recommended that the further cap of 2.5% per pupil was applied in the local funding formula for 2014-15.

Recommended local funding formula for 2014-15

23. The Schools Forum has decided upon its recommendations to Policy Committee for the construction of the local funding formula for Nottinghamshire schools. The full set of recommendations is set out in **Table 1** below:-

Table 1

<u>Formula factor</u>
Primary to Secondary funding ratio <ul style="list-style-type: none"> The overall primary to secondary funding ratio will be maintained at 1:1.265 for 2014-15
<u>Pupil led factors</u>
Basic per pupil entitlement <ul style="list-style-type: none"> The AWPUs used for 2013-14 will be proportionally adjusted in order to maintain the overall primary to secondary funding ratio of 1:1.265 for 2014-15
Deprivation <ul style="list-style-type: none"> This factor will continue to be applied for 2014-15 The same percentage of total funding (3.2%), deprivation indicators and weightings will be used to allocate deprivation funding in 2014-15 The same rate of funding per pupil will be applied for both the primary and secondary sectors
Prior attainment – low cost, high incidence SEN (financial models 1a to 1c) <ul style="list-style-type: none"> This factor will continue to be applied for 2014-15 The principles outlined in financial model 1a will be adopted to distribute funding through this factor The same rate of funding per pupil will be applied for both the primary and secondary

sectors but this will be adjusted in order to maintain the same percentage of total funding (4.3%) distributed through this factor
Looked after children <ul style="list-style-type: none"> • This factor will continue to be applied in the formula for 2014-15 • The rate per eligible pupil will remain at £3,000
English as an additional language <ul style="list-style-type: none"> • This factor will continue to be applied in the formula for 2014-15 • The same percentage of total funding distributed (0.25%) will be maintained • The same rate of funding per pupil will be applied for both the primary and secondary sectors
Pupil mobility <ul style="list-style-type: none"> • This factor will continue to be applied in the formula for 2014-15 • The same percentage of total funding distributed (0.25%) will be maintained • A mandatory qualifying threshold of 10% will apply • The same rate of funding per pupil will be applied for both the primary and secondary sectors
<u>Non pupil led factors</u>
Sparsity (financial models 2a and 2b) <ul style="list-style-type: none"> • An optional sparsity factor will not be adopted in the local funding formula for 2014-15
Lump sum (financial model 3) <ul style="list-style-type: none"> • This factor will continue to be applied in the formula for 2014-15 • The value of the lump sum will be maintained at £100,000 for both the primary and secondary sectors
Split site (optional factor) <ul style="list-style-type: none"> • This factor will continue to be applied in the formula for 2014-15 • The existing qualifying criteria and rates payable will be maintained in line with the current funding formula for 2013-14
Rates (optional factor) <ul style="list-style-type: none"> • This factor will continue to be applied in the formula for 2014-15 • The current arrangement of paying rates centrally for maintained schools will continue. For academies, the EFA will pay the academy once the actual rates paid are known
Joint use (exceptional factor) <ul style="list-style-type: none"> • The use of this factor has been approved by the EFA and will be applied in the formula for 2014-15 for all schools and academies which have official joint use agreements • The existing qualifying criteria and rates payable will be maintained in line with the current funding formula for 2013-14

Rental of school accommodation (exceptional factor)

- The use of this factor has been approved by the EFA and will be applied in the formula for 2014-15 for all schools which pay rental costs that exceed more than 1% of their total budget share
- The existing qualifying criteria and amounts payable will be maintained in line with the current funding formula for 2013-14

De-delegation of funding for maintained primary and secondary schools

- Funding for the following services will be de-delegated for **both** the maintained primary and secondary sectors:
 - a. *Support for minority ethnic and underachieving pupils*
 - b. *Administration of free school meals eligibility*
 - c. *Staff costs / supply cover (trade union facility time)*
- For the primary sector only, a contingency will be retained for previously agreed transitional protection for amalgamated primary schools

Pupil growth fund

- A pupil growth fund of £0.600m will be established for the primary sector to support the maintenance of infant class sizes within current regulations
- A pupil growth fund of £0.150m will be established for the primary sector to support basic need growth agreed with the authority
- The allocation of funding for the maintenance of infant class sizes and basic need provision will be subject to criteria agreed with the Schools Forum. These criteria will be considered at the next Schools Forum meeting in December 2013.

Application of a gains cap (financial model 4)

- A further gains cap of 2.5% per pupil will be applied for 2014-15 in order to achieve the cumulative gains cap of 7.5% per pupil proposed in the 2013-14 consultation

Other Options Considered

24. Other financial models were considered as part of the consultation as outlined in **Appendix 1**. The majority view of the Schools Forum was that the recommended option minimises change as far as possible from the principles agreed for the 2013-14 local funding formula.

Reason/s for Recommendation/s

25. Council is required to decide upon the redistribution of the schools budget through a new funding formula which complies with current regulations and must have regard to the consultation with schools and the recommendations of the Schools Forum.

Statutory and Policy Implications

26. This report has been compiled after consideration of implications in respect of finance, public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service

and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

27. The quantum of funding distributed to schools overall is unaffected by changes in the formula. However, there are financial implications for individual schools and the effect of these has been minimised as outlined in the report.

RECOMMENDATION/S

- 1) That the Committee approves the recommendations of the Schools Forum, as outlined in Table 1 (paragraph 23), to distribute available funding between Nottinghamshire schools and academies in 2014/15.

Anthony May
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Constitutional Comments (LM 01/11/13)

28. The Policy Committee has delegated authority within the Constitution to approve the recommendations in the report.

Financial Comments (KLA 01/11/13)

29. The financial implications of the report are set out in paragraph 27 above.

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

All.

C0315

SCHOOL FUNDING 2014-15:

**CONSULTATION WITH SCHOOLS
ON THE
LOCAL FUNDING FORMULA**

SEPTEMBER 2013

**Consultation period:
26 September to 18 October 2013**

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Appendix 1 – Financial Models 1 to 4

Appendix 2 – Formula Unit Values comparison (all models)

Appendix 3 – Consultation Response Form

Introduction

1. This consultation concerns the distribution of the Dedicated Schools Grant (DSG) – Schools Block of funding for 2014-15 and the distribution of this through the local funding formula. It is relevant to all primary and secondary maintained schools and academies in Nottinghamshire.
2. During March 2013, the Department for Education (DfE) conducted a short consultation to review the effectiveness of the changes made to the school revenue funding system in 2013-14. This review was limited in scope, and was carried out in order to enable the DfE to identify what further changes were required in 2014-15 in order to reach national consistency (and by definition move closer to a national funding formula) and achieve greater transparency in the distribution of school budgets.
3. The introduction of a national funding formula - where pupils attract the same level of funding no matter where they go to school in the country, will not be addressed in the 2014-15 financial year. However, as announced in June 2013, the Government are planning to introduce this during the next comprehensive spending review period commencing in 2015-16. It is expected that a consultation on this will be launched by the DfE later in the year. The changes required to local funding arrangements from 2014/15 can, therefore, be viewed as a further period of transition - to support the move to a new national formula.
4. In June 2013, the DfE published the outcome of this consultation in '***School Funding Reform: Findings from the review of 2013-14 financial year arrangements and changes for the 2014-15 financial year***'. This paper is available in full on the Schools Forum website www.nottinghamshire.gov.uk/learning/schools/information-for-schools/schools-forum. This details the changes required by the DfE and the requirement for all Schools Forums and local authorities to review their local funding formula. A full consultation must be held with schools and the local authority must submit a pro-forma detailing the new formula to the Education Funding Agency (EFA) by 31 October 2013.

Approach to the Consultation

5. This document outlines the requirements set by the DfE for each of the factors that may be used in determining the local schools funding formula in 2014-15.
6. The changes that are required by the DfE were discussed at the Schools Forum meeting held on 20 June 2013. The outcome of discussions at this meeting and the Schools Forum Funding Reform Working Group, held on 3 and 15 July 2013, form the basis of the proposals in this consultation document. The local authority's consultation therefore encompasses any required changes to the local funding formula by the DfE, as well as changes proposed by the Schools Forum following these meetings.
7. The aim of the consultation is to seek the views of all maintained primary and secondary schools and academies on the principles that should underpin the use of the factors in 2014-15. The consultation on these proposals will be open from 26 September to 18 October 2013.
8. Responses to the proposals in this consultation should be submitted by no later than Friday 18 October 2013.
9. **At this stage, the local authority is unable to provide financial modelling to show how making any combination of these changes would affect indicative budgets for 2014-15 as changes in pupil numbers, demographics and DSG settlement are not available. However, to help inform responses to the consultation questions, any proposed changes to**

individual factors have been modelled in isolation to demonstrate the potential impact in adopting the proposals.

10. A summary of the potential impact on the formula for each proposal is included in the relevant section on this document. Further appendices are included to show the potential impact on each school. The models are based on October 2012 pupil numbers and datasets provided by the DfE and 2013-14 funding levels. They therefore do not reflect the funding that will be received by a school in 2014-15 and have been provided for the purposes of modelling only.
11. The responses to the consultation will be considered at an extraordinary meeting of the Schools Forum on 29 October 2013, and used to finalise the local funding formula for 2014-15 for submission to the EFA by 31 October 2013. The formula will then subsequently be recommended to the County Council's Policy Committee for approval in November 2013.
12. The final local funding formula for 2014-15 will then be finalised based on affordability of the 2014-15 DSG settlement and issued pupil data sets in late December 2013, for final submission to the EFA on 22 January 2014. Individual school budget allocations will be confirmed to local authority maintained schools by 20 February 2014. The EFA will confirm academy budgets by 28 February 2014.

Summary of the changes for 2014-15

13. Below is a brief summary of the main changes that the DfE have made to the school funding system for 2014-15. As outlined in paragraph 3 above, full details of the changes required for 2014-15 can be accessed through the Schools Forum website.
14. Funding within the Schools Block must be delegated to schools with the exception of any approved de-delegation for maintained schools (exception 1) or where the authority continues to provide for historic commitments or statutory functions (exceptions 2 and 3). Where funding is retained under exceptions 2 and 3, the authority is not allowed to retain more than the 2013-14 budget without the permission of the Secretary of State. Where funding was previously retained through de-delegation (exception 1), this must again be agreed with the Schools Forum for 2014-15.
15. The local funding formula for 2014-15 will operate with a maximum of 13 allowable factors, compared to 12 in 2013-14. Of the 13 factors, three remain not applicable in Nottinghamshire – Private Finance Initiative (PFI) contracts, London Fringe and Post-16 funded through the DSG.
16. The remaining 10 factors are listed with a brief description of how each factor will operate in 2014-15 in the table below. Any changes from the arrangements for 2013-14 are shown in ***bold italics***.

Factor		Description
Pupil led factors		
1	Basic per pupil entitlement - age weighted pupil unit (AWPU)	Single unit value for primary – <i>the value of the primary AWPU must be greater than £2,000</i> Single unit value for each of KS3 and KS4 – <i>the value of the KS3 and KS4 AWPU must be greater than £3,000</i>
2	Deprivation	Continues to be measured by free school meals (either single year or Ever6 indicators) and/or

		<p>Income Deprivation Affecting Children Index (IDACI).</p> <p>Separate unit values for primary and secondary phase are still permitted.</p> <p>Local authorities and Schools Forums are requested to determine an appropriate proportion of schools block funding to allocate through this factor.</p>
3	Prior attainment (Low Cost, High Incidence SEN)	<p>Primary pupils continue to be identified by Early Years Foundation Stage Profile (EYFSP). Pupils in Years 2 to 5 will be identified by a score of less than 78 or 73 points on the old EYFSP. Pupils in Year 1 will be identified as those not achieving a 'good' level of development.</p> <p>Secondary pupils continue to be identified by Key Stage 2 assessments, but will now be identified as achieving Level 3 or below in English OR Maths.</p> <p>Separate unit values for primary and secondary phase are still permitted.</p>
4	Looked after children	<p>A single unit value for both phases will remain.</p> <p>A single indictor will now be provided, covering all pupils who have been looked after for one day or more on 31 March 2013.</p>
5	English as an additional language (EAL)	<p>Pupils will continue to attract funding for a maximum of three years after the pupil enters the statutory age school system.</p> <p>Separate unit values for primary and secondary phase are still permitted.</p>
6	Pupil mobility	<p>Pupils starting school at non-standard start dates (i.e. not August, September or January for Year R) in the last three academic years. A 10% threshold will now apply to attract funding.</p> <p>Separate unit values for primary and secondary phase are still permitted.</p>
Non pupil led factors		
7	Sparsity	<p>A fixed or variable amount to a maximum of £100,000 may be applied to small schools where the average distance (as the crow flies) to pupils' second nearest school is</p> <p>>2 miles primary</p> <p>>3 miles secondary</p>

		<i>To be classed as a small school, primary schools must have a maximum of 150 pupils on roll and secondary schools must have a maximum of 600 pupils on roll to qualify.</i>
8	Lump sum	<i>Lump sum value may be differed for primary and secondary phase, with a new upper limit of £175,000.</i> <i>The value use for <u>each phase</u> must be applied to all schools in that phase.</i> <i>Merging schools will be permitted to keep 85% of the two lump sums for the next financial year in which they merge.</i>
9	Split sites	The criteria used for this factor can continue to be determined locally but must clearly define what constitutes a split site and how much is paid.
10	Rates	Rates will continue to be funded at the latest estimate of cost.

17. In addition to the factors shown in the table below, it will be permitted to apply to use exceptional premises factors in the local funding formula. In 2013-14 Nottinghamshire was successful in the application to use exceptional factors for joint use arrangements and rental of premises. These approved factors can continue to be used in 2014-15 provided that the same criteria are applied. Permission for any new exceptional premises factors to be used must be applied for from the Education Funding Agency (EFA).

18. For 2014-15, of the total funding delegated to schools through the local funding formula, a minimum of 80% of this must be distributed through the locally determined combination of pupil led factors (numbered 1 to 6 in the table above). In Nottinghamshire, a total of 90.8% was allocated through the pupil led factors in 2013-14.

19. The DfE have not prescribed any constraints on the primary to secondary funding ratio for 2014-15, although they have indicated that this may be considered for future years. However, local authorities are advised to identify how they compare nationally. The national average for the primary to secondary ratio in 2013-14 was 1:1.27; in Nottinghamshire the ratio was 1: 1.265.

20. The minimum funding guarantee (MFG) will continue to operate in 2014-15 at minus 1.5% per pupil. The MFG only applies to the funding received for statutory school age children and therefore excludes any early years or post 16 funding. As the protection provided by the MFG is based on per pupil funding, the MFG calculation will not include the lump sum, sparsity funding or rates. There is a clear commitment that the MFG will continue beyond 2014-15; however the level at which this will be set in future years has not been confirmed.

21. The ability to apply a local gains cap will remain for 2014-15. It will continue to be a requirement that any cap applied has to be at the same level and on the same basis for all schools, so cannot be differentiated by phase. The EFA will apply the local gains cap to academies on the same basis as for maintained schools.

Overview of Proposals for 2014-15

- To maintain the overall primary to secondary funding ratio at 1: 1.265 (page 7, question 1)
- To fund AWPU rates in 2014-15 at the level required to maintain the overall primary to secondary funding ratio of 1:1.265, taking into consideration the decision to fund proposals included in this consultation and the overall affordability of the formula (page 7, question 2)
- To continue to fund a deprivation factor using a combination of Free School Meals (FSM) Ever 6 and IDACI data using the same funding proportions and weightings as in 2013-14 (page 8, question 3)
- To continue to use the Prior Attainment (Low Cost High Incidence SEN) factor using the same proportion of funding as in 2013-14 but to consult on the rates used for each phase (page 9, question 4)
- To continue to have a factor for Looked after Children using the same fixed rate of funding as in 2013-14 (page 10, question 5)
- To continue to fund English as an Additional Language for up to 3 years from when a child enters the compulsory school system using the same proportion of funding as in 2013-14 (page 10, question 6)
- To continue to use the Pupil Mobility factor using the same proportion of funding as in 2013-14 (page 10, question 7)
- To consult on allocating funding through the new Sparsity factor (page 11, questions 8 to 10)
- To maintain the Lump Sum at £100,000 for secondary schools and to consult on the Lump Sum value for primary schools (page 12, questions 11 to 12)
- To keep the criteria and rates for the funding factors for split sites, joint use and rental the same as in 2013-14 (pages 12 to 13, questions 13 to 15)
- To consult on increasing the amount of funding centrally retained and widening the criteria of the existing growth fund to meet pre-16 basic need (page 13, questions 16 to 17)
- To consult on de-delegating funding in 2014-15 for maintained primary and secondary schools (page 14, question 18)
- To consult on applying a further gains cap of 2.5% per pupil in 2014-15 in order to achieve the cumulative gains cap of 7.5% per pupil proposed in the 2013-14 consultation (page 14, question 19)
- To continue with the current allocation of notional SEN as it is now mandatory that schools fund the first £6,000 of any high needs pupils (page 15)

Primary to Secondary Funding Ratio

22. This ratio shows the comparative level of funding per pupil across primary and secondary schools in the local authority. When the County Council's Policy committee approved the local funding formula for 2013-14, they requested that the local funding formula kept this under review, especially in regard of the options concerning the lump sum and primary to secondary ratio in light of the announcements on the 2014-15 arrangements.
23. Based on the DfE analysis of all local funding formulae, and the comparison against both our statistical and local neighbours, the primary to secondary ratio in Nottinghamshire for 2013-14 of 1:1.265 is broadly in line with the national average of 1:1.27.
24. The DfE will not be determining a fixed national primary to secondary funding ratio for 2014-15; however they are advising that this may be a consideration in the future as we move closer to a national funding formula.
25. In light of this direction of travel, the benchmarking data available and the desire to maintain as much stability in school budgets as the DfE requirements allow, it is the recommendation of both the Schools Forum and the local authority that the current primary to secondary ratio should be maintained for the 2014-15 financial year. It is assumed that in the modelling of all other proposals in this consultation and associated financial modelling that this ratio is maintained.

Question 1

Do you agree that the primary to secondary ratio should be maintained at 1:1.265 for the 2014-15 financial year?

Basic Entitlement – Age Weighted Pupil Unit (AWPU)

26. The DfE require that for AWPU funding in 2014-15, a single value must be applied for the primary AWPU and this must be at least £2,000. Separate values are permitted for KS3 and KS4, however the value of these must be at least £3,000. The current Nottinghamshire formula already complies with this requirement as the primary AWPU in 2013-14 is £2,930, KS3 is £4,071 and KS4 is £4,998.85.
27. As the most significant proportion of funding is distributed through the AWPU factor, the value of the rates is key to maintaining the overall primary to secondary ratio of 1:1.265. It is therefore proposed that the AWPU rates for 2014-15 will be proportionally altered across all 3 values to maintain the existing primary to secondary funding ratio of 1: 1.265. This will be necessary if the following circumstances apply:
- The overall affordability (i.e. cost of the MFG) in 2014-15 requires the AWPU to be altered across any of the 3 given values
 - The decision to fund proposals included in this consultation, require the AWPU to be altered across any of the 3 given values

Question 2

Do you agree that the 2013-14 AWPU rates should be proportionally adjusted in order to maintain the overall primary to secondary funding ratio of 1: 1.265 for 2014-15?

Deprivation and the treatment of the Pupil Premium

28. The DfE is clear that deprived pupils should attract additional funding, and as such local authorities are required to have a mandatory deprivation factor within their formula to do this. **There will continue to be an investment in support for deprived pupils over and above the amounts distributed through local formulae in the form of the Pupil Premium.** For 2013-14, the funding allocated nationally to the pupil premium totals £1.875 billion, equating to £900 per eligible pupil. a pledge that this will increase to £2.5 billion by 2014/15. The per pupil rate for 2014-15 was confirmed by the Deputy Prime Minister In July 2013 at £1,300 per eligible pupil. The impact of this increase at individual school level is shown in **Appendix 1**. In order to ensure that the Pupil Premium remains an additional allocation to school budget shares to support deprived pupils, the Deprivation factor remains mandatory in the local funding formula.
29. Local authorities can continue to use free school meals (FSM) data, Income Deprivation Affecting Children Index (IDACI) data or a combination of the two. Where FSM data is used it can either be through eligible pupils or the Ever 6 model (which counts pupils who have been entitled to a free school meal at the January census point in the last 6 years). For 2014-15, local authorities are required to determine the amount of funding they are going to allocate through the deprivation factor. In 2013-14, 3.2% of the total funding distributed the local funding formula was allocated through the deprivation factor.
30. It is proposed to continue to use a combined factor with funding at the same level (3.2% of total funding) and in the same proportion as in 2013-14, being 50% of the total funding distributed through Ever-6 FSM data and 50% through IDACI data.
31. The banding for IDACI data are set by the DfE and remain the same as 2013-14, it is proposed to retain the same weightings as shown in the table below:

Band	IDACI score Lower limit	IDACI score Upper limit	Weighting
1	0.2	0.25	1.0
2	0.25	0.3	1.0
3	0.3	0.4	1.0
4	0.4	0.5	1.0
5	0.5	0.6	2.0
6	0.6	1.0	2.0

Question 3

Do you agree that the same percentage of total funding, deprivation indicators and weightings should be used to allocate deprivation funding in 2014-15?

Low Cost, High Incidence SEN (Prior Attainment)

32. Local authorities have the option to target funding to schools for pupils with low cost, high incidence SEN through the prior attainment factor. The measurement differs for primary and secondary funding allocations and these have been changed for 2014-15. In 2013-14, Nottinghamshire targeted 4.31% of funding through this factor and applied a single unit value of £1,075.10 per eligible pupil in both the primary and secondary phase.
33. Funding for primary schools will continue to be based on the Early Years Foundation Stage Profile (EYFSP) for 2014-15. However, a new EYFSP was introduced in September 2012, with the first assessments taking place in Summer 2013. Therefore year 1 pupils will be assessed on the new profile and pupils in years 2-5 will have been assessed on the old profile.

34. Local authorities will be able to target funding in the primary phase by either:
- The number of pupils in years 2-5 who achieved fewer than 78 points and pupils in year 1 who did not achieve a good level of development; or
 - The number of pupils in years 2-5 who achieved fewer than 73 points and pupils in year 1 who did not achieve a good level of development.
35. It is proposed to continue with pupils who do not achieve 78 points or fewer for years 2-5 and for year 1 pupils who did not achieve a good level of development. As the new profile assessment has not yet been measured, financial modelling assumes all year groups not achieving 78 points.
36. Funding for secondary schools in 2013-14 through this factor was based on pupils who did not achieve level 4 in English **and** Maths at Key Stage 2. However, the DfE want to ensure that this factor more accurately allows funding to be targeted to support pupils who are at risk of not attaining well at KS4. The DfE review of attainment data shows that currently only 20% of pupils who achieved level 4 in English **or** Maths went on to achieve the 5 (A*-C) GCSEs including English and Maths. In light of this, the DfE have changed the criteria for 2014-15 and secondary schools will now receive funding through this factor for pupils who did not achieve level 4 in English **or** Maths at Key Stage 2. Based on the 2013-14 data, this would increase the number of secondary pupils who would attract funding through this factor from 3,948 (9.7%) to 9,538 (23.3%).
37. In order to keep the overall funding at the same level as in 2013-14, this change in criteria will require a reduction to the unit rate for this factor in both the primary and secondary phase if a single rate is to be maintained, or just the secondary phase if a differential rate is to be applied. There is also the option to increase the overall level of funding in this factor to maintain a single rate of funding in both phases at same unit value for 2013-14. The overall impact the three options are summarised below and are modelled an individual school level in **Appendix 1 (models 1a to 1c)**.

Option	Funding requirement	Effect on AWP	Effect on MFG
1a Maintain a single prior attainment unit rate and reduce to £811.32 to keep the same level of funding as 2013-14	Nil	Primary +£15.10 KS3 -£134.95 KS4 -£163.37	Overall increase +£23,048
1b Maintain a single prior attainment unit rate at £1,075.10 and increase the level of funding to 5.8%	£6,009,859	Primary -£41.54 KS3 -£134.95 KS4 -£163.37	Overall decrease -£292,342
1c Maintain the unit rate at £1,075.10 in the primary phase and reduce the unit rate in the secondary phase to £444.98, to keep the same overall level of funding as 2013-14	Nil	Primary -£43.44 KS3 -£57.44 KS4 -£57.44	Overall decrease -£164,715

Question 4

Which of the options (1a, 1b or 1c) do you think is the most appropriate for distributing funding through the Prior Attainment factor?

Looked after Children

38. A single indicator will apply in 2014-15 for targeting funding for Looked after Children through the local funding formula. This will identify those children who have been looked after for one day or more as at the 31 March 2013 and recorded on the SSAD903 return. This return will then be mapped back to the children recorded on the school census as at January 2013 and applies as a percentage of the total school roll.

39. In 2013-14, a fixed unit value of £3,000 was allocated through the local funding formula at a cost of £1.430m. It is proposed to continue to have a fixed unit value of £3,000 for the Looked after Children factor in 2014-15.

Question 5

Do you agree that a fixed unit value of £3,000 should be used to allocate funding through the Looked after Children factor in 2014-15?

English as an Additional Language (EAL)

40. The total funding distributed for EAL in 2013-14 represented 0.25% of the total funding, with a single unit value in both the primary and secondary phase and restricted for 3 years from when a pupil enters the compulsory school system.
41. It is proposed that funding for EAL will continue at the same level and using the same criteria for 2014-15.

Question 6

Do you agree that the same percentage of total funding should be allocated through the EAL factor with a single unit value in 2014-15?

Pupil Mobility

42. The Pupil Mobility factor is intended to provide funding to schools that have higher levels of pupil mobility, and targets funding where there are pupils starting school at non-standard start dates in the last three academic years. A total of £169,814 (0.04%) of funding was distributed through this factor in 2013-14, using single unit rate of £24.86 per pupil. In order to target this funding more effectively, a 10% threshold has been applied by the DfE.
43. It is proposed that funding for Pupil Mobility will continue at the same total funding level, but the single unit value will be increased to reflect the reduction of eligible pupils.

Question 7

Do you agree that the same percentage of total funding should be allocated through the Pupil Mobility factor in 2014-15, with an increased single unit value to reflect the reduced eligibility?

Sparsity

44. Sparsity is a new optional factor for 2014-15 to enable local authorities to target funding at small rural schools. It is intended to be set at a level to provide additional funding required by unavoidably small schools that could not operate on the basis of per pupil funding alone. Funding may only be targeted at schools that qualify under the DfE's sparsity criteria which measures the distance that pupils live from their second nearest school.
45. The distance has been calculated using pupil and school postcodes. For each school the DfE has identified the pupils that live nearest to it and then has calculated the distance they live from their second nearest school as the crow flies. The mean distance is then calculated and this is the school's sparsity distance.

46. The criteria for Sparsity funding are as follows:

- Primary – fewer than 150 pupils and an average distance greater than or equal to 2 miles;
- Secondary – fewer than 600 pupils and an average distance greater than or equal to 3 miles.

In Nottinghamshire, only 15 primary schools qualify and no secondary schools.

47. If the factor is adopted, the maximum funding permitted per school is £100,000 which can be funded either as an absolute lump sum or a tapered lump sum so the very rural smallest schools receive more funding.
48. If the Sparsity factor was included in the local funding formula, in order to maintain the overall primary to secondary funding ratio, the cost of the factor would either have to be funded from a reduction in the primary AWPUs or the primary Lump Sum funding. Assuming a notional Sparsity allocation of £10,000, the effects of both approaches are illustrated in the table below.

Sparsity Unit value	Funding Requirement	Funded From	Reduction to unit value	Effect on MFG
£10,000	£150,000	Primary AWPUs	- £1.20	- £58,995
£10,000	£150,000	Primary Lump Sum	- £289.55	- £48,298

49. Details of the effect on each primary school on funding Sparsity at this level are included in **Appendix 1 – financial models 2a and 2b**. Schools which qualify for the Sparsity factor are annotated on the models. Please note that when reviewing these models all other factors remain the same as in model 1a. The financial effect of increasing the Sparsity allocation in increments of £10,000 has been modelled, and the relationship between increasing the unit value incrementally and the effect on the AWPUs and Lump Sum unit values are not linear due to the effect of the MFG.
50. It is proposed not to have a Sparsity factor as very few schools qualify, it would impact on all primary schools and due to the MFG cannot be assumed to generate the additional funding to the eligible schools. The factor could also divert funding from other small but not sparse schools. In addition, the Lump Sum was set at £100,000 in 2013-14 in order to protect small schools.

Question 8

Do you agree with the proposal not to adopt a Sparsity factor for the 15 primary schools identified as eligible under the DfE criteria?

If you have answered no to question 8, please answer questions 9 and 10

Question 9

What unit value do you think is appropriate to support these schools?

Question 10

Should this be funded from a reduction in the primary AWPUs rate or primary lump sum?

Lump Sum

51. In 2013-14, local authorities had to set a single lump sum for all schools and the upper limit was £200,000. The lump sum for Nottinghamshire was set at £100,000 which was estimated to be reasonable to cover fixed costs (Head teacher, Admin & Clerical support and Caretaking) in a small primary school in Nottinghamshire.

52. In 2014-15, a separate lump sum can be set for primary and secondary schools and the upper limit is £175,000. It is not proposed to alter the secondary lump sum of £100,000.
53. In order to maintain stability, the Schools Forum and local authority are minded also to retain the £100,000 primary lump sum. However as outlined in paragraph 22, when the County Council's Policy Committee approved the local funding formula for 2013-14, they requested that the options concerning the lump sum were kept under review.
54. As it is now possible to set a separate lump sum for each phase, the effect of altering the primary lump sum by both an incremental increases of £10,000 has been modelled. The effect of this is that for every £10,000 the lump sum is increased, it results in a reduction of approximately £50 to the primary AWP unit value. The effect of increasing the primary lump sum to £110,000 on individual primary schools is shown in **Appendix 1 – model 3**. Please note that when reviewing this model all other factors remain the same as in model 1a.

Question 11

Do you agree with the proposal to keep the lump sum value at £100,000 in 2014-15 for the

- a) Primary phase?***
- b) Secondary phase?***

Question 12

If you answered no to question 11, at what value do you think the primary lump sum should be set

- a) Less than £100,000?***
- b) £110,000?***
- c) Other?***

Split Sites

55. It is not proposed to change the existing arrangements and to retain the current criteria for split site allowances. The cost of the Split Site factor is estimated to be £828,646 (0.2%) in 2014-15.

Question 13

Do you agree to continue with the current methodology and funding for split site schools?

Rates

56. Funding for rates is currently delegated to schools and shown in the schools annual budget statement. By mutual agreement, these changes are paid centrally and are therefore deducted prior to schools' budgets being distributed. In the case of academies, the EFA pays the academy when the actual rates sum paid are known. It is proposed that this arrangement will continue for 2014-15.

Question 14

Do you agree to continue with the current arrangement to pay rates centrally?

Exceptional Factors

57. In 2013-14, Nottinghamshire received DfE approval to apply exceptional premises factors for schools which have official joint use arrangements for shared leisure facilities and schools where costs are incurred through the rental of school accommodation. These factors can continue to be applied in 2014-15, providing that these factors continue to meet the qualifying criteria of applying

to less than 5% of the schools in the authority and account for more than 1% of the budget of the school(s) affected.

58. It is proposed to continue to fund both of these exceptional factors in 2014-15. The estimated cost of these factors in 2014-15 is £526,901 (0.12%) for joint use and £54,569 (0.01%) for rental.

Question 15

Do you agree to continue with the exceptional factors for joint use and rental?

Growth Fund

59. The growth fund must be agreed by the Schools Forum and is deducted from the Schools Block before calculating budget shares. In 2013-14, the growth fund was set at £500,000 to provide a contingency to support the maintenance of infant class sizes, subject to schools meeting the agreed criteria. Based on the latest data from the Children's Place Planning and Admissions team, it is proposed to increase the growth fund held to support the maintenance of infant class sizes to £600,000. Based on October 2012 census data, the estimated cost of increasing the growth fund by £100,000 is approximately £1.69 per primary pupil.

60. In 2014-15, it is proposed to continue with the growth fund for the maintenance of infant class sizes, but in addition it is proposed to provide additional funding to support basic need provision agreed with the authority primarily in primary schools. The allocation of funds from the basic need growth fund would be subject to meeting criteria agreed by the Schools Forum. It is proposed that an amount of £150,000 is set aside for a basic need growth fund in 2014-15. Based on October 2012 census data, the estimated cost of establishing a basic need growth fund of £150,000 is approximately £2.53 per primary pupil.

Question 16

Do you agree that the growth fund should be increased to support the maintenance of infant class sizes?

Question 17

Do you agree that a pupil growth fund should be established to support basic need growth agreed with the authority?

De-delegation

61. The DfE continues to require that the funding that was subject to de-delegation on 2013-14 should be delegated to schools in 2014-15. Maintained schools in each phase will need to agree collectively, through the Schools Forum, whether to de-delegate funding to the local authority to meet certain permitted categories of expenditure centrally. The rationale for de-delegation is to achieve economies of scale and to pool risk across schools for these costs.
62. De-delegation will be an option for maintained primary and secondary schools for the following allocations in line with 2013-14 delegation. The indicative rates for de-delegation in 2014-15 are shown in the table below:

	Primary per pupil de-delegation	Secondary per pupil de-delegation
Contingencies (pre-agreed amalgamation transitional support)	£1.68	nil
Free school meal eligibility assessment	£0.87	£0.91
Staff costs/supply cover (trade union facility time)	£3.23	£3.40
Support to underperforming ethnic minority groups and bilingual learners	£5.03	£5.03

Question 18

As a representative of either a maintained primary or secondary school, do you agree to the de-delegation of the following in 2014-15:

- ***Contingencies for pre-agreed amalgamation transitional support?***
- ***Free school meals eligibility assessment?***
- ***Staff costs / supply cover (trade union facility time)?***
- ***Support to underperforming ethnic minority groups and bilingual learners?***

Gains Cap and Minimum Funding Guarantee

63. To minimise the impact of changes to school budgets and to allow schools time to plan for any changes in the level of funding they receive, the national minimum funding guarantee (MFG) will continue to operate at minus 1.5% per pupil in 2014-15. This is to ensure that no school loses more than 1.5% per pupil in delegated funding in comparison to the previous financial year's budget.
64. Certain items will be automatically excluded from the calculation of the MFG, as including them could result in excessive or insufficient protection for schools. The automatic exclusions are:-
- Post 16 funding
 - High Needs funding for pupils with SEN
 - Lump sum (set at 2014-15 value)
 - Early years funding
 - Rates
65. The cost of the MFG protection has to be funded from the overall funding available within the Schools block. As there could be significant amounts of protection required in some areas as a result of formula simplification, local authorities will be able to apply a gains cap so that schools cannot gain more than a certain amount per pupil as a result of the new formula. A gains cap works on the same principles as the MFG, however instead of providing a 'top-up' to formula budget it makes a reduction on any per pupil gains over a certain level. The amount generated by a gains cap is then redistributed through the basic per pupil entitlement of the local funding formula.
66. The application of a gains cap was considered by the Schools Forum as part of the 2013-14 consultation, and it was agreed in principle that a scaled gains cap should be applied over a period of three years against the budgets schools received in 2012-13. The intention behind this transitional support was to allow schools that would lose funding under the new formula arrangements sufficient time to plan for this reduction, and also provide assurance to those schools that would gain funding that this would eventually be fully realised. A gains cap of 5% per pupil was applied in 2013-14, and the Schools Forum agreed in principle, that this should be increased to 7.5% in 2014-15 and 10% in 2015-16 (subject to a national funding formula).
67. As the gains cap works by comparing any change in per pupil funding between financial years, in order to achieve the cumulative gains cap of 7.5% per pupil, it is proposed to apply further cap of 2.5% in 2014-15. The effect of applying this has been modelled on individual schools and is shown in **Appendix 1 – model 4**. Please note that when reviewing this model all other factors remain the same as in model 1a.

Question 19

Do you agree with the proposal to apply a further gains cap of 2.5% per pupil in 2014-15 in order to achieve the cumulative gains cap of 7.5% per pupil proposed in the 2013-14 consultation?

High Needs Funding

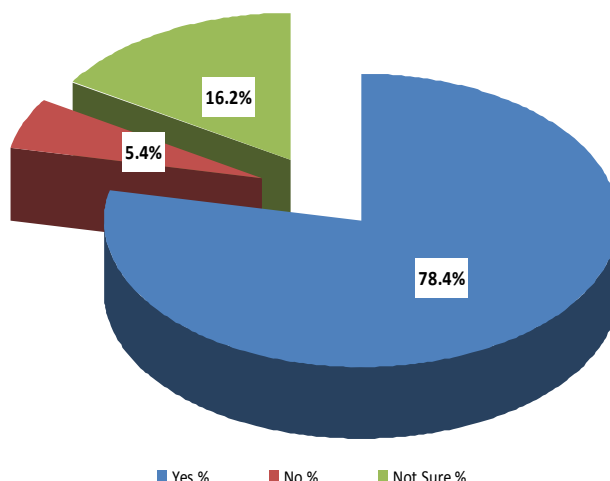
68. Schools will continue to be required to fund the first £6,000 of high needs pupils. The £6,000 was a recommendation in 2013-14 but is mandatory in 2014-15.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 1:

Q1: Do you agree that the primary to secondary ratio should be maintained at 1:1.265 for the 2014-15 financial year?



Comments

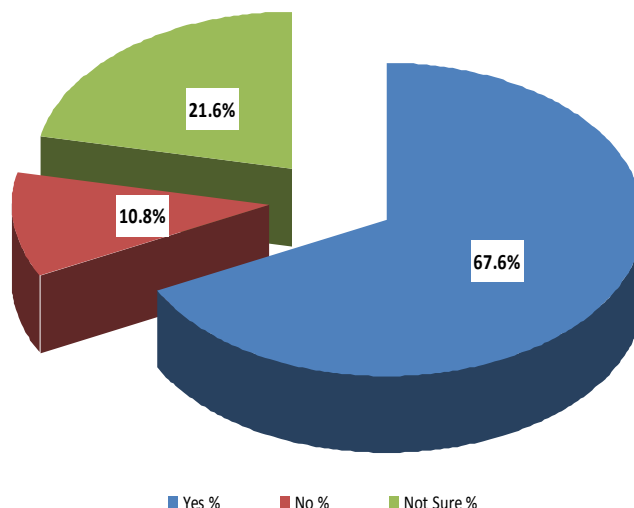
- I think we need a clearer understanding about why, there is such a discrepancy in funding between the 2 phases. Especially as secondary schools clearly have much greater pupil numbers, who contribute to school running costs. A small tweak in favour of the primary schools would probably make a big difference to us and a less significant dent in secondary budgets.
- As already broadly in line with national average.
- Would like to know how it would affect budgets if the ratio was adjusted slightly e.g. 1: 1.25.
- Yes but it is not enough funding in a small primary school.
- Would prefer better weighting to primary!
- Better weighting towards Primary would enable interventions to start earlier so that less problems in secondary.
- The ratio should be in line with the national average 1:1.27. If the indications are that there will be a national ratio in 2015-2016 then it seems sensible to make that adjustment now so that schools can start to prepare for the impact of the national change.
- Would seem fair.
- Last year, heads requested that more work was done on why secondary schools require more money per pupil than primaries; e.g. particularly the high resource demands for very young children. The detail given in the consultation document doesn't say why the disparity should exist.
- Is generally fair.
- Would seem fair.
- We believe that Secondary schools more funding per pupil due to the specialist equipment required. However it is difficult to determine whether the ratio is appropriate. There should be no reduction in Primary funding.
- But I would prefer that this actually matched the national average.
- Keeping the ratio the same should enable calculations to be formulated on an equitable basis.
- It reflects the national average.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 2:

Q2: Do you agree that the 2013-14 AWPU rates should be proportionally adjusted in order to maintain the overall primary to secondary funding ratio of 1:1.265 for 2014-15?



Comments

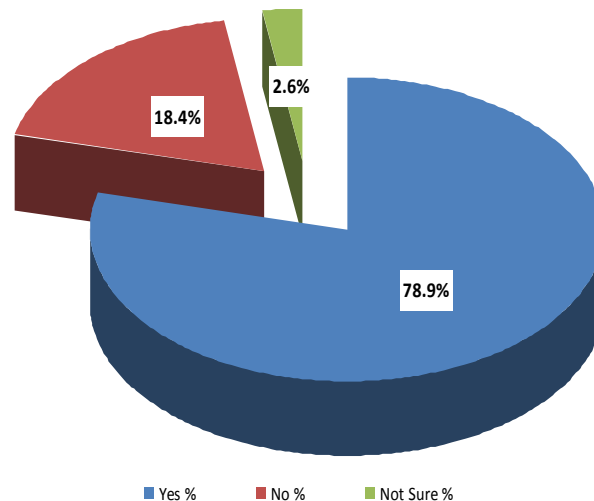
- In a small school can't afford AWPU to drop below £2930.
- The potential options outlined could mean a reduction in Primary AWPU and this would have significant negative impact on our budget position. The consultation notes didn't clarify impact for us and hence we've chosen 'not sure'.
- Would like to know how it would affect budgets if the ratio was adjusted slightly e.g. 1: 1.25.
- We are unsure about the rationale that suggests that older children are more expensive to teach.
- It should be adjusted in favour of primary schools to give children a good start.
- If ratio kept, yes.
- Needs to be done to achieve above.
- They should be adjusted in order to meet the national average ratio of 1:1.27.
- To achieve above this needs to be a yes.
- See answer for question 1. Until this question is resolved, there should be no such assumption.
- I would think this needs to be the case to achieve the above.
- Unable to comment.
- It is my opinion that the AWPU aspect of the formula should be as high as possible to maintain the funding per pupil.
- As with questions 1 it maintains the balance of funding.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 3:

Q3: Do you agree that the same percentage of total funding, deprivation indicators and weightings should be used to allocate deprivation funding in 2014-15?



Comments

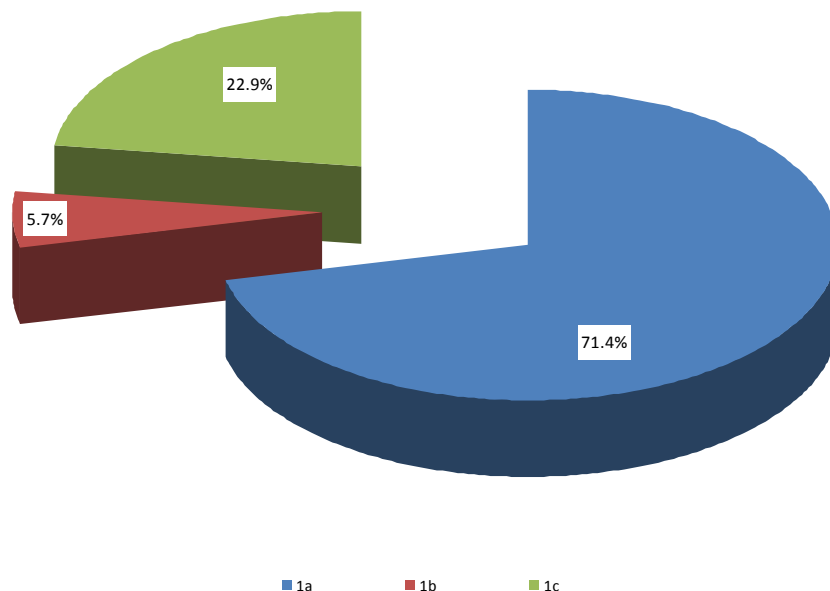
- Greater weighting should be given to FSM as IDACI doesn't identify pockets of deprivation that exist within a generally un-deprived area. Some significantly un-deprived cancel out the few deprived.
- While deprivation funding is not a significant factor in our school context we have benefited from separate PP funding this year and believe same balance of allocation should be maintained.
- Neither FSM or IDACI are ideal as they do not always present a true picture but they are the best that we have.
- Greater weighting given to FSM as areas that are perceived as relatively 'well off' can still have pockets of deprivation.
- Greater weighting should be given to FSM as IDACI doesn't identify pockets of deprivation that exist within a generally un-deprived area. Some significantly un-deprived cancel out the few deprived.
- IDACI doesn't identify pockets of deprivation that exist within all areas. So un-deprived cancel out the few deprived. Greater weighting should be given to FSM.
- Greater weighting should be given to FSM as IDACI doesn't identify pockets of deprivation that exist within a generally un-deprived area. Some significantly un-deprived cancel out the few deprived.
- My preference would be that this is lowered. Deprivation is addressed through the pupil premium.
- This may have a negative impact on our budget as our catchments is increasingly wider as we take just under 50% of pupils from out of catchments which may skew our deprivation factors.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 4:

Q4: Which of the options (1a, 1b or 1c) do you think is the most appropriate for distributing funding through the prior attainment factor?



Comments

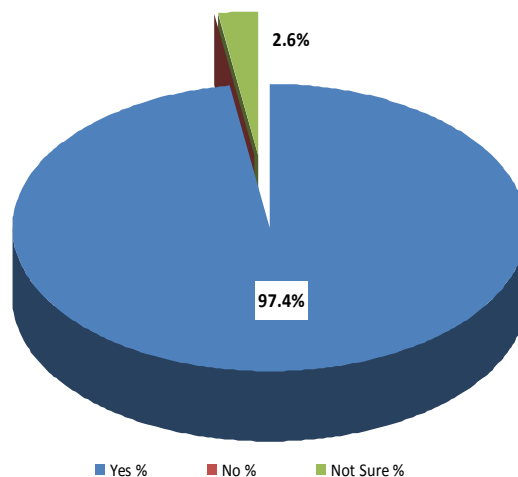
- I think prior attainment should be what it says and mean prior to a child starting school, so prior attainment for most primary schools should be measured on achievement on entry to foundation stage, not on exit.
- If primary schools put early intervention in, then secondary schools need less intervention.
- Given our school context option 1a indicates a manageable loss to 14/15 funds however other options are indicative of much greater loss which would be difficult to manage without negative impact.
- So long as there is a gains cap in place.
- This model requires no additional funding and the impact on the AWPU across the three phases is even.
- Different options will have different outcomes for schools.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 5:

Q5: Do you agree that a fixed unit value of £3,000 should be used to allocate funding through the Looked after Children factor in 2014-15?



Comments

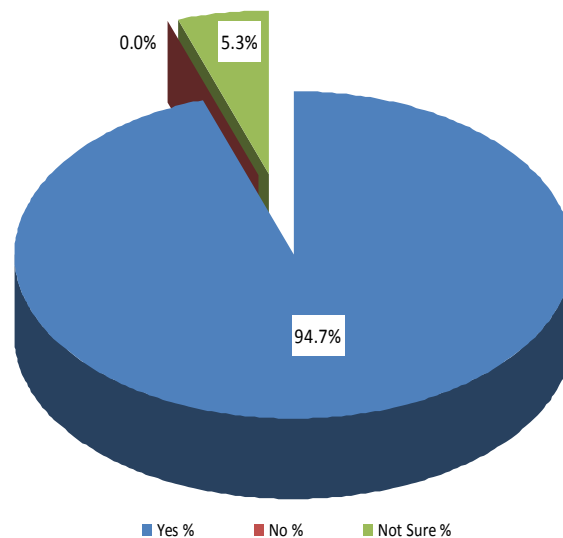
- The significant need of these pupils incur costs related to legal responsibilities mean this is needed. LAC are not always found in deprived areas. Often high frequency in un-deprived areas as children are placed in foster care.
- We think this is an appropriate level of funding.
- Money should go to the children as they bring significant needs and can be fostered in perceived 'affluent' areas.
- The significant need these pupils come with and costs related to legal responsibilities mean this is needed.
- Again LAC is not always found in deprived areas. Often in un-deprived areas as children are placed in foster care.
- Not having had any LAC in the last academic year, I cannot comment on the effectiveness of this proposal.
- The significant need these pupils come with and costs related to legal responsibilities mean this is needed.
- Again LAC is not always found in deprived areas. Often high frequency in un-deprived areas as children are placed in foster care.
- I would be opposed to this being increased above £3,000.
- Yes, however this should be based on pupils in school when they enter not based on January Census which means that some LAC may be waiting for funding.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 6:

Q6: Do you agree that the same percentage of total funding should be allocated through the EAL factor with a single unit value in 2014-15?



Comments

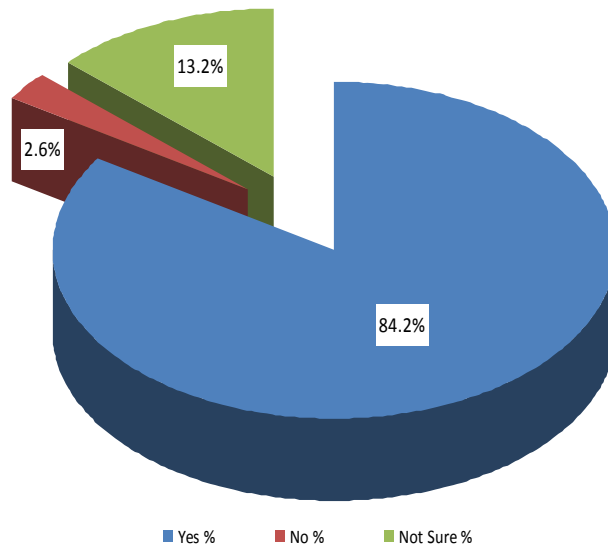
- This a key factor in our context with a large numbers of pupils who have EAL. We therefore think from experience 3 yrs is an appropriate funding phase from initial start at school.
- I would be opposed to the percentage funding being above its current level.
- As long as EAL is recorded accurately at each census.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 7:

Q7: Do you agree that the same percentage of total funding should be allocated through the pupil mobility factor in 2014-15, with an increased single unit value to reflect the reduced eligibility?



Comments

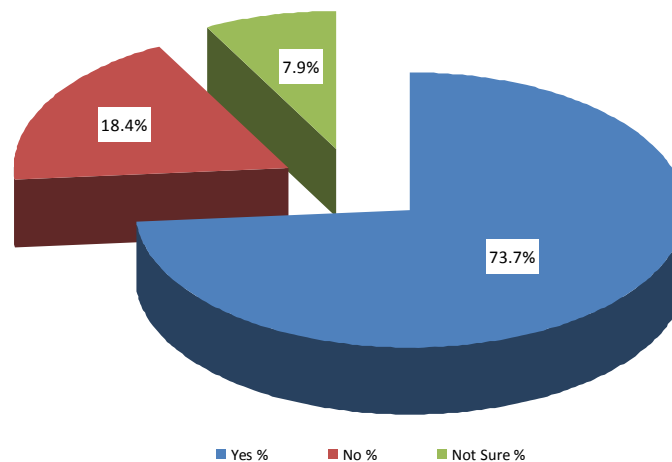
- Not knowledgeable enough to make a judgement.
- May impact on the status quo and may make staffing structure more difficult to plan for.
- The same percentage of funding allocations is agreed, but why increase the unit value? Savings made could be used to benefit more schools.
- Mobility is an increasing issue for our school and this funding should have an increased single unit value.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 8:

Q8: Do you agree with the proposal not to adopt a sparsity factor for the 15 primary schools identified as eligible under the DfE criteria?



Comments

- We are a small school - 141, but our children live within 2 miles. We would therefore be penalised.
- Only 4 of the 15 would actually benefit! Why is this – we are one of the school with a sparsity factor but wouldn't gain financially???
- As long as something else is put in place for small schools.
- Providing this does not work to the detriment of small schools i.e. they get the money elsewhere.
- We are aware of local schools which would benefit in part, but an increased lump sum would be of greater benefit to them.
- On balance, the negative impact on all Primary schools is not worth the positive impact on just 15 small schools.
- Small schools are already supported by the lump sum.
- Only 4 of the 15 would actually benefit!
- Even though I am one of the schools that would benefit, it only effects 15 schools.
- I understand the point being made about impact on other schools but my school is one of the 15!
- I think the proposal is written in a confusing way asking do you agree with the proposal not to adopt a Sparsity factor. Adopting a Sparsity factor would significantly benefit our school, although I understand we would be one of the few schools that would benefit from this and I would rather greater weighting be given to increasing the lump sum.
- As a school which would benefit from the sparsity factor, I still agree not to adopt this as the lump sum increase would benefit us and more of the other local schools.
- The school incurs additional costs due to its isolated location. ICT services are limited and costs are incurred each time pupils travel. Heating and non-mains drainage are also extra costs.
- More equitable.
- This may have a detrimental impact on schools in certain areas, although the number of schools eligible may negate this.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 9: What value do you think would be appropriate to support these schools?

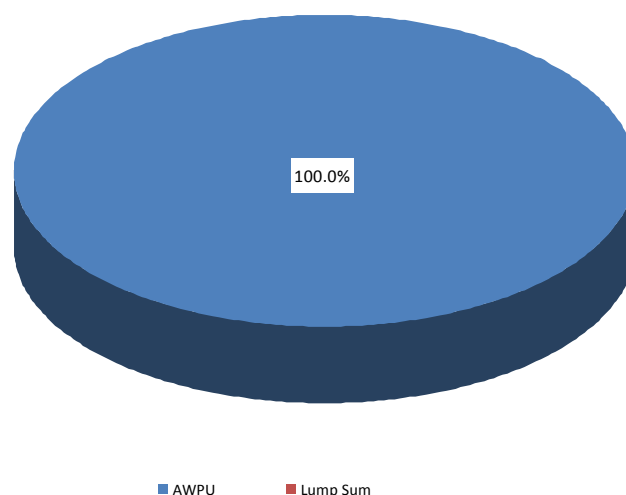
No graph available

Comments

- Support should come via lump sum increase
- These schools need some additional lump sum to offset the effect that other changes make.
- Fixed amount per school for primary £10,000
- £10,000

Question 10:

Q10: Should this be funded from a reduction in the primary AWPU rate or primary lump sum?



Comments

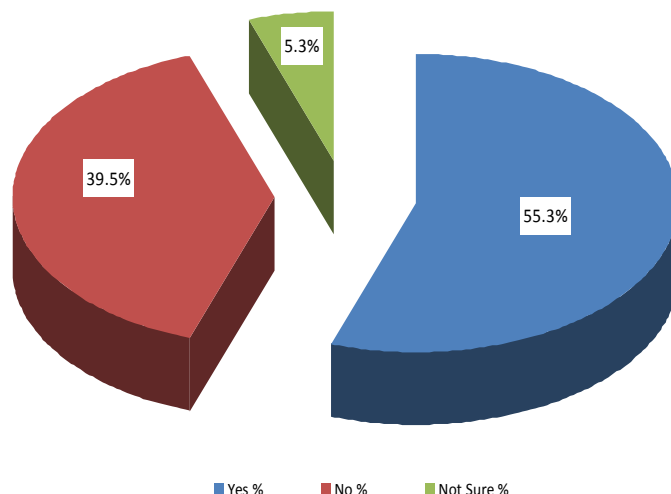
- NEITHER - should be a separate funding pot specially for this.
- Lump sum was the other factor/tool DfE suggested LA's should use to address the unexpected/unintended disproportional impact last year's arrangements had had on small schools.
- Sparsity funded from Primary AWPU.
- By doing that, in theory we would lose approximately £130 from the AWPU, but would gain £10770 to fund the incremental costs of our location.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 11a:

Q11a: Do you agree with the proposal to keep the lump sum the same in 2014-15 for the primary phase?



Comments

- Lump sum in Notts was well below that national average. Amount awarded to pupil led factors was 90% which was well in excess of national average. As such the two mean small schools were doubly disadvantaged by the Notts formula last year.
- The DfE review clearly states schools' forums should consider how they will address the significantly negative impact new arrangements had on small schools last year. The lump sum is the tool for doing this as sparsity has been modelled to show it wouldn't achieve this aim in Notts.
- Increasing the primary lump sum to around £130,000 would mean that the Notts lump sum would be closer to national averages (but still below!) and the percentage awarded to pupil led factors would drop down to be closer to national figures but still remain well in excess of national average.
- Keep it at £100k for all – fairest balance between all size schools.
- Last year the formula disadvantaged small schools by a disproportionate amount. The lump sum is the best way to redress this.
- For years we received a lump sum well below national averages and amount awarded to pupil led factors is above national average- this is a double whammy for small schools. DfE has already said the negative funding impact on small schools needs to be addressed- the lump sum is the primary mechanism for this. Increasing the lump sum would put us nearer national averages and the subsequent reduction in pupil led factors would again place us nearer national averages.
- The lump sum is a life saver to small schools and a negligible amount (in proportion to AWPU generated funding) to larger schools.
- We are a small school where AWPU & pupil premium are not consistent factors, an increase in the lump sum would help small schools.
- An increased amount of lump sum would go some way to supporting small schools. This also would mean we would rely less heavily on the minimum funding guarantee which surely demonstrates that an increased lump sum means this is a fairer model for small schools. We have no indication as to how long the MFG will last, so we have to ensure that we are protected.
- We would be one of the very few it would benefit.
- The sparsity model did not address the negative impact on small schools in Notts. However, increasing the primary lump sum to around £130,000 would help to reverse the negative impact

School Funding 2014-15: Consultation on the local funding formula

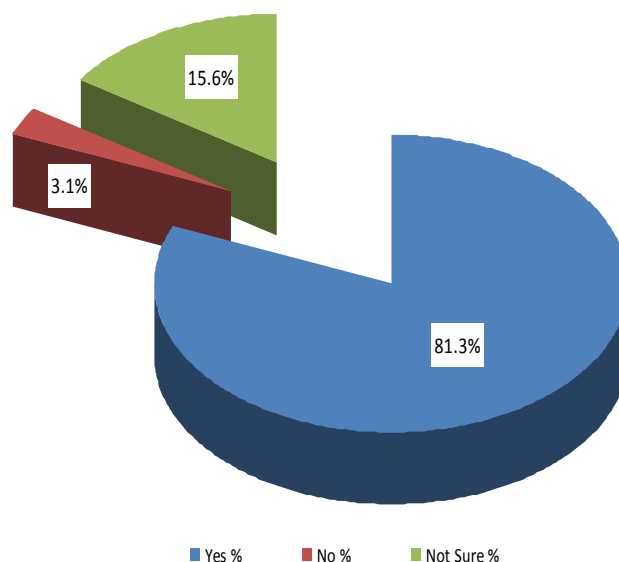
Analysis of consultation responses

the new arrangements had on small schools last year. Especially in schools which don't necessarily benefit from other funding streams like the pupil premium.

- Lump sum in Notts was well below that national average. Given that we fear that NCC will not adopt the sparsity factor we would argue strongly for increasing the lump sum. This is a significant factor for small schools. The DfE review clearly states schools' forums should consider how they will address the significantly negative impact new arrangements had on small schools last year. Increasing the primary lump sum to a realistic figure would ensure the long-term survival of our small schools.
- An increase in the lump sum would go some way in supporting small schools where we can't rely on the AWPUP and pupil premium.

Question 11b:

Q11b: Do you agree with the proposal to keep the lump sum the same in 2014-15 for the secondary phase?



Comments

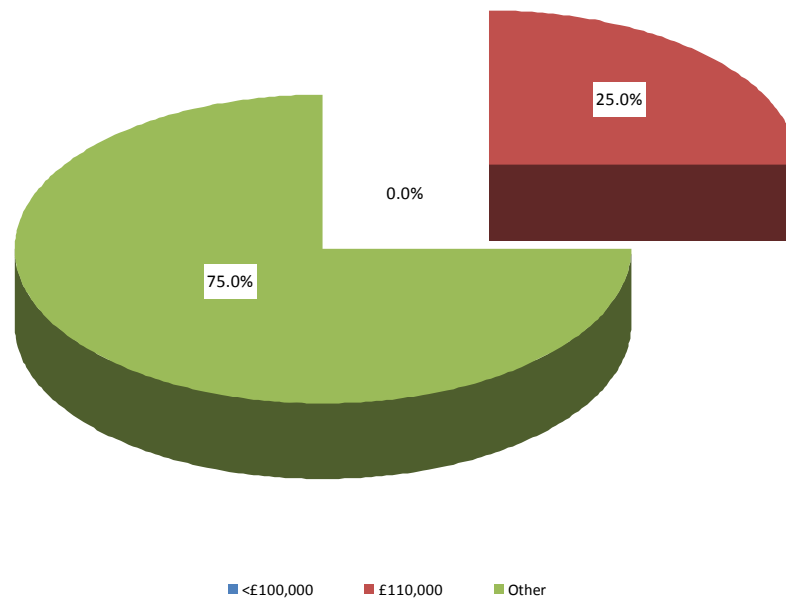
- I would be opposed to any raise in the level of the lump sum. This could become a mechanism to encourage or retain unviable schools.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 12:

Q12: If you answered no to question 11a, at what value do you think the primary lump sum should be set?



Comments

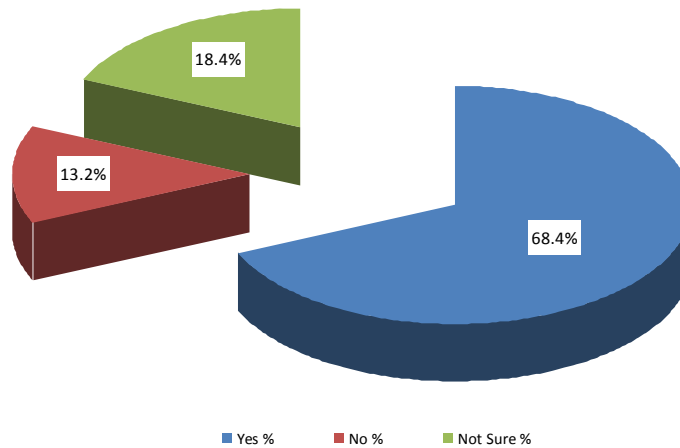
- This seems to be the model which begins to address the prior attainment issue very slightly
- £130,00 based on reasoning above
- £130,00 minimum ideally £150,000
- £130,000 - core functions still have to be provided whatever the size of the school & these represent a larger % of overall budget compared to larger schools.
- To follow the National Average as we are in a high deprivation area but it is not reflected in our budget.
- £120,000 (see above). If the Forum is of the opinion that it should remain the same as last year I would urge them at least to consider as a minimum the £110,000.
- £130,00 based on above
- As there is no inflation built into 2014-15 budgets, an increase is necessary in the lump sum

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 13:

Q13: Do you agree to continue with the current methodology and funding for split site schools?



Comments

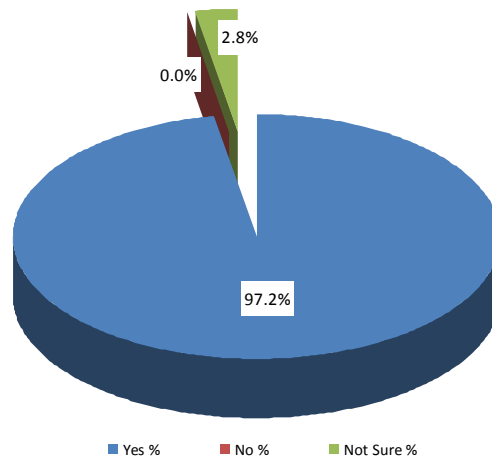
- It doesn't recognise sites where NCC have not provided schools with all the necessary facilities and they need to hire or share with/from non-school organisations.
- Each school has its own particular issues and a broad brush approach is not the way.
- No view either way.
- It does not apply to us be we do agree with it.
- I am unsure as to the impact this has for split site schools.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 14:

Q14: Do you agree to continue with the current arrangement to pay rates centrally?

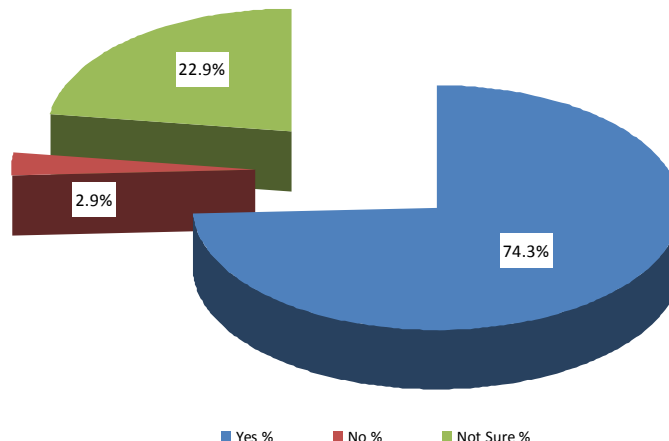


Comments

- I believe this supports all schools.

Question 15:

Q15: Do you agree to continue with the exceptional factors for joint use and rental?



Comments

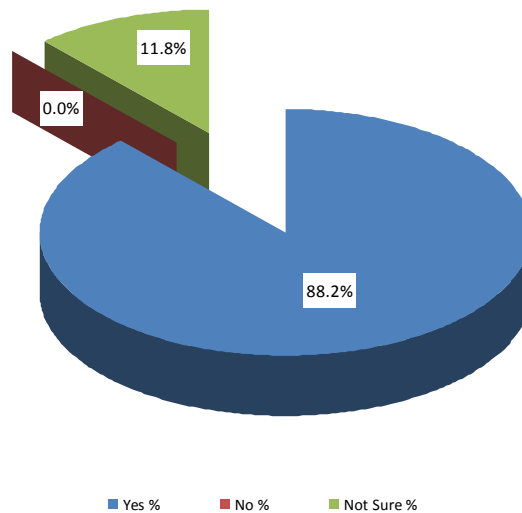
- Yes but criteria needs to change. Schools who have managed to secure best value contracts and to only pay on a per use basis are penalised as costs are below 1% of total budget.
- This is absolutely essential for a small rural primary school like ours where we have to pay rental costs to the Diocese of Southwell and hire of the village hall as we have no hall of our own. It would be grossly unfair if we were expected to pay these rental charges as they do not apply to other NCC schools. (This is obviously a purely in/out payment).
- I am not sure how this will affect specific schools.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 16:

Q16: Do you agree that the growth fund should be increased to support the maintenance of infant class sizes?



Comments

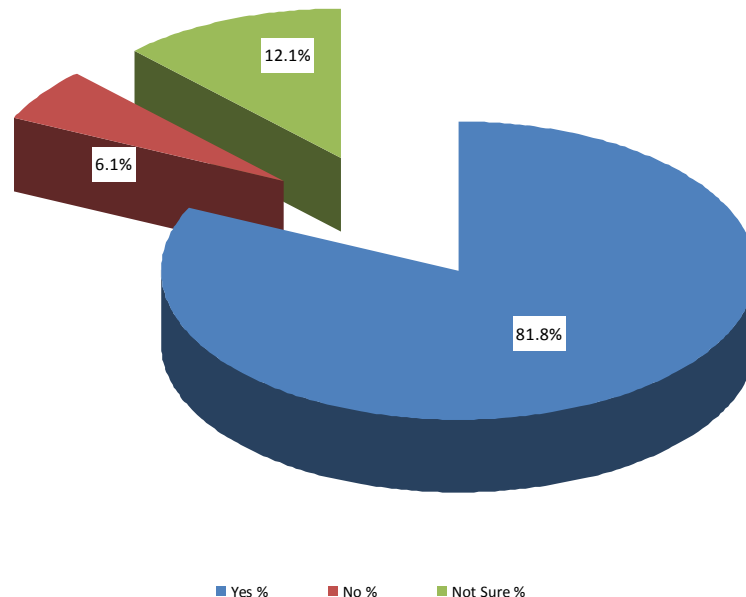
- This is crucial to put the resources where they are most needed.
- Support for infant class sizes with variable cohort sizes is vital.
- Birth rates have risen in recent years and we are starting to see them hit our schools. Infant class places are limited and growth is inevitable.
- A life line for small schools.
- What happens to under spent funds? It is my view that these should be released back into the main budget the following year.
- It is vital to maintain the infant class size for effective learning and opportunities.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 17:

Q17: Do you agree that a pupil growth fund should be established to support basic need growth agreed with the authority?



Comments

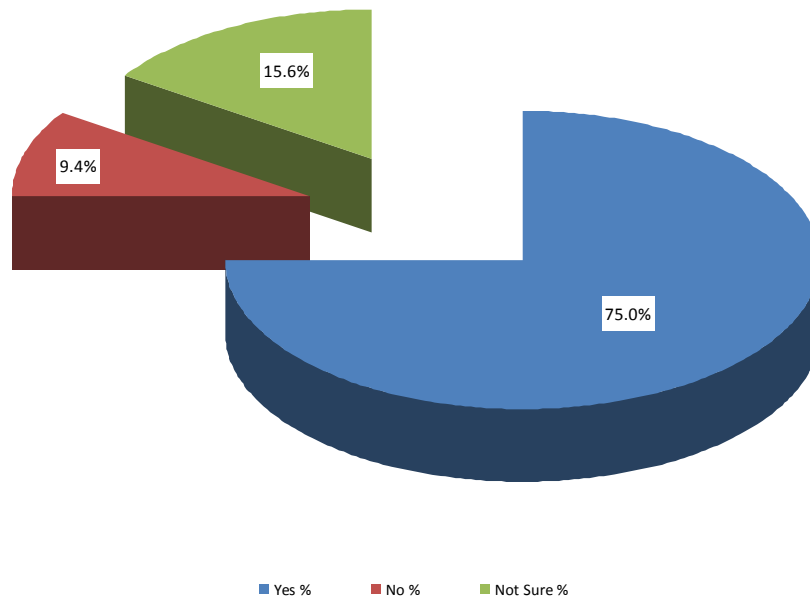
- From the information provided it is not clear what the purpose of the fund is.
- We are unclear as to the criteria.
- this needs to be carefully regulated to maintain fairness if funding between schools, to ensure that the school receiving this is not advantaged over its neighbours. Is this funding outside of future MFG funding – if not it could cause problems for the future, as the school would in effect continue to receive additional funding over a long period of time.
- Well as long as schools actually get this – you must rethink the “expected pupil” ridiculousness!
- There are many differentiations across schools for basic need and a fund would support this.
- School roles are increasing due to increasing birth rate and this is penalising those schools who are finding it hard to cope with the influx as class sizes are growing and pupils missing out.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question18a:

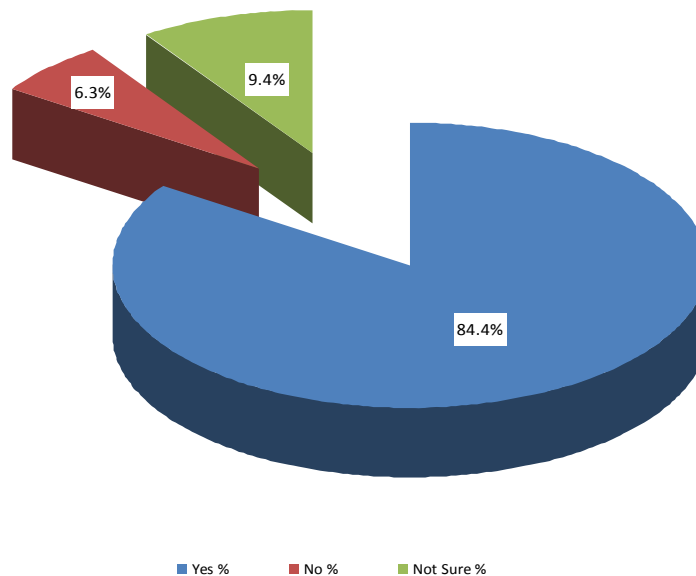
Q18a: As a representative of either a maintained primary or secondary school, do you agree to the delegation of the following in 2014-15:Contingencies for pre-agreed amalgamation



- No comments made

Question 18b:

Q18b: As a representative of either a maintained primary or secondary school, do you agree to the delegation of the following in 2014-15:Free school meals eligibility assessment?



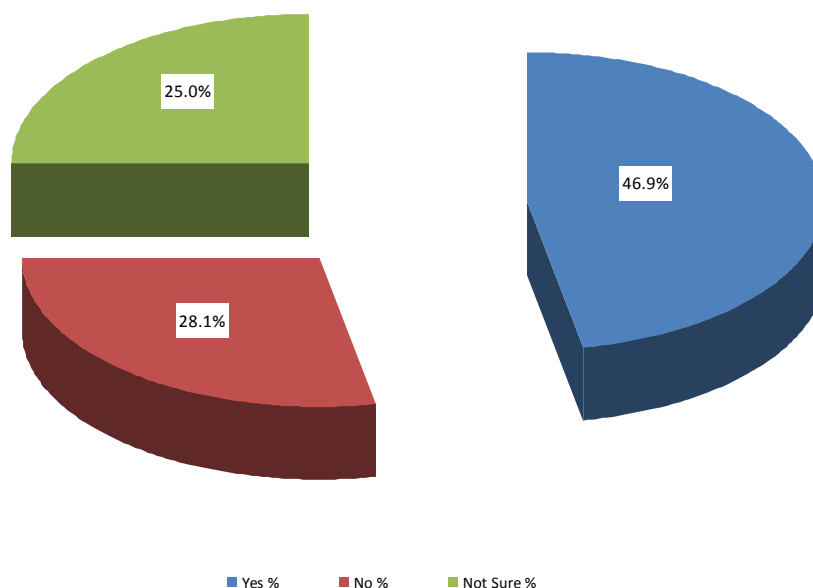
- No comments made

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 18c:

Q18c: As a representative of either a maintained primary or secondary school, do you agree to the delegation of the following in 2014-15 Trade union facility time?



Comments

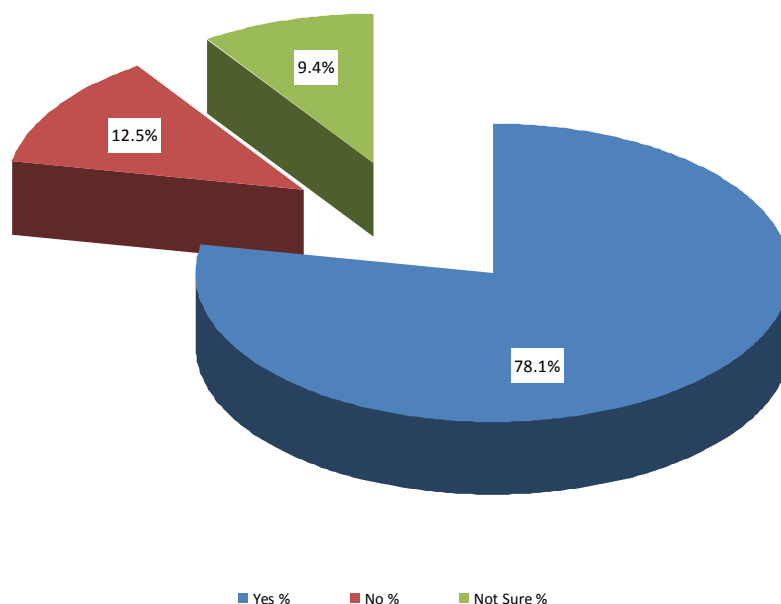
- Clear on LA lead on a, b, and d but unclear of meaning of c and notes don't provide clarification.
- Trade Unions could contribute to costs incurred from membership subscriptions.
- No. We believe it should be centrally retained.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 18d:

Q18d: As a representative of either a maintained primary or secondary school, do you agree to the de-delegation of the following in 2014-15: Support to underperforming ethnic minority groups & bilingual learners?



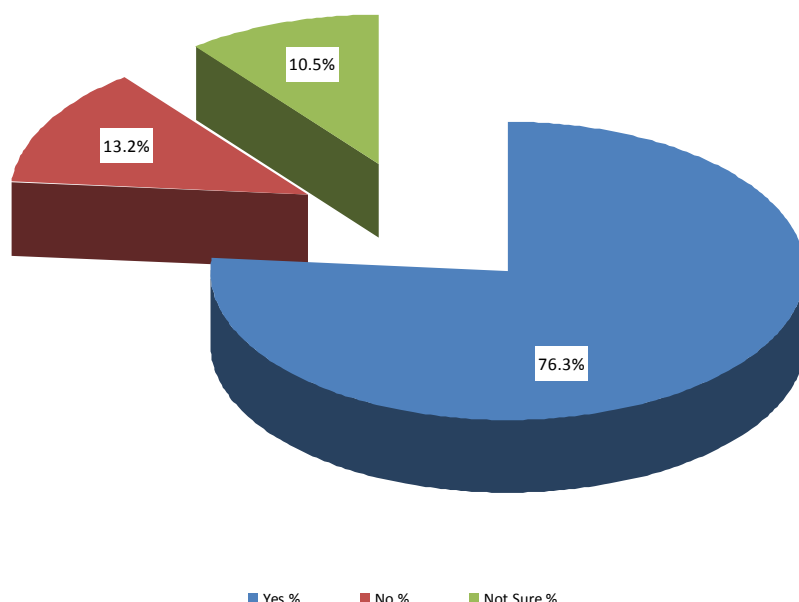
- No comments made

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

Question 19:

Q19: Do you agree with the proposal to apply a further gains cap of 2.5% per pupil in 2014-15 in order to achieve the cumulative 7.5% gains cap proposed in the 2013-14 consultation?



Comments

- Minimum funding really helps support budgets in smaller schools, so I don't know if a sliding scale is a possibility?
- This was the plan agreed last year and think changes to formula funding need this level of cap.
- All models show a reduction in budget for a significant number of schools, who I am sure, will appreciate the transition opportunity that the additional gains cap offers.
- The gains cap should remain at 5% as this will help the transition to the change to a national funding formula and ensure that no school has to deal with large swings.

Additional Comments

- I look forward to the day that there are national funding arrangements, as I'm sure all staff in Nottinghamshire do, we have lost out for too long. Also I am pleased Nottinghamshire is committed to small schools, providing they are of a viable size, 45+ pupils. If we are going to continue, small schools do then have unique funding issues, most don't have any deprivation funding, but only receive very small ASN budgets, yet we are often the schools of choice for families with SEND children and they end up having an enormous impact on our budgets.
- Is research being undertaken to find evidence for the different funding ratio between primary and secondary schools, and could it be reduced to say 1:125?
- Is the government being lobbied about the prior attainment factor for primary schools- our prior attainment is the achievement levels on entry to Foundation, not as children exit Foundation Stage following several terms of hard work by Foundation stage staff?
- As a school we would consider Model 3 to be the best option both for ourselves and our near statistical neighbours based on the spreadsheet provided by the finance team.

School Funding 2014-15: Consultation on the local funding formula

Analysis of consultation responses

- It will not surprise you that we wish to avoid models 1b,1c & 3 which reflect a reduction in Primary AWPU or include the impact of change to lump sum.
- Our school's individual AWPU context starts at a disadvantage to begin with- it's historical level puts us in lowest 3 schools in county for AWPU despite for size being in largest 3 primaries in county. Therefore the impact of any models that require significant change in Primary AWPU [compounded by the changes to funding related to being in the lowest IDACI threshold group] will have significant impact; we suspect to the point of a level of funding loss that will cause enforced redundancy to make the budget balance – a return to the bad old days of 2000-2007.
- I realise as the head of a small school my responses will favour supporting small schools. However it would be very short sighted to 'starve' these schools of funding forcing possible closures with the boom in pupil numbers that are being predicted. It would cost far more (and not be cost effective) to extend/build facilities than to support the continuation of these small schools.
- To be able to improve standards and attainment/progress of pupils like any of the other Nottinghamshire schools, we need to be able to retain and recruit outstanding staff. Even though we are using our budget as wisely and carefully as possible this becomes increasingly difficult with very limited finances. Being mindful that the LA has a reduced budget, we are still committed as a GB to provide an outstanding education for the children in our locality and to achieve this a realistic budget for small schools is required – this is a sentiment shared by other small schools in our family.
- A further reduction in funds is highly likely to lead to reductions in staff, (our most expensive resource) which for us would mean a reduced number of classes containing an increased number of year groups (e.g. all of KS2 in one class). This scenario is not one favoured by parents when choosing the best school for their child. We are a much improved school and we wish to have the proper funding to enable us to make it an outstanding one for the children in our care.
- It is very concerning that none of the formulae suggestions provided any support for small schools. We have considered all options very carefully and feel that the only sustainable option for small schools is to have an increased lump sum, therefore relying less on minimum funding guarantee. Notts give considerably below the national average in terms of lump sum, meaning that the support for small schools is limited. Given the pressure to be outstanding, surely you must recognise that the very best teachers and leaders are potentially more expensive? We need financial support to ensure that we can give the very best to the children in our village who need our school.
- My thanks to the team for providing the financial models to allow schools to see the potential impact of each of the proposals.
- As a small school we need to be able to recruit, retain, improve standards and attainment/progress of pupils like any of the other Nottinghamshire schools but we are expected to do this with a very limited infrastructure (finances) to support it.
- With limited funds we are not able to compete with other schools as potential reductions in funds leads to reduction in staff, reduced year groups (e.g. all of KS2 in one class) which then reflects negatively to parents who are choosing their child's school...a very unfortunate negative spiral.
- I'm disappointed in the models that no figure is shown to indicate the overall income per student, per school, which has been shown in previous tables. Those tables had consistently shown The West Bridgford School to be the worst funded in the County. And that the formulas used by Nottinghamshire placed us as the 4th worst funded school in the country as shown in DfE league tables in 2011. This is something Nottinghamshire should not be proud of and I ask that they ensure no school in Nottinghamshire finds itself amongst the worst funded in the country on the basis of total funding per pupil. And finally, I am concerned that the models show we may suffer big losses as a result of these funding changes, which may impact on standards achieved.
- It is difficult to see how the different options 1a, b and c will impact on all schools as a whole.
- There has been insufficient consultation time allocated for establishments to provide a considered response.

**REPORT OF THE CHAIRMAN OF THE ADULT SOCIAL CARE AND HEALTH
COMMITTEE****OCCUPATIONAL THERAPY SERVICE POLICY****Purpose of the Report**

1. The purpose of the report is to seek approval for the new policy relating to occupational therapy and the provision of equipment and adaptations within Nottinghamshire.

Information and Advice

2. The policy document applies only to occupational therapy services for people over the age of 18 years. Occupational therapy services for children and young people under the age of 18 years are dealt with by Children, Families and Cultural Services.
3. All the documents relating to the occupational therapy service have been redesigned and updated to ensure that they are clearer for frontline staff. The new documents follow the corporate format for documents in the Policy Library; they are: an Occupational Therapy Policy; Occupational Therapy - Provision of Equipment and Minor Adaptations - Staff Guidance; Occupational Therapy - Recommending Major Adaptations- Staff Guidance. In addition, the Council has staff guidance on the Disabled Facilities Grant Contribution Fund, which was updated last year, and a number of documents relating to the Integrated Community Equipment Service (ICES).
4. The information in the policy document is not new, but it was previously included in a range of other documents relating to occupational therapy. This made it difficult to be absolutely clear about the Council's policy in relation to occupational therapy and the provision of equipment and adaptations. The new policy clarifies the Council's position and will be shared with service users and carers through the Policy Library on the public website.
5. The preparation of the policy, and the revision of the associated staff guidance, is part of the Occupational Therapy Review Project; the work has included consultation with staff about the issues that they felt needed to be resolved, consultation with legal services, and discussion with members of the project.

Other Options Considered

6. No other options considered.

Reason/s for Recommendation/s

7. Once approved, the policy will be published in the Policy Library on the public website. It has to be approved by Committee to enable this to happen.

Statutory and Policy Implications

8. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

9. The policy will make it easier for staff to make consistent decisions across the County. It will also be available to the public, so they will be able to understand how and why decisions are made.

RECOMMENDATION/S

- 1) It is recommended that the Policy Committee approves the Occupational Therapy Policy and associated staff guidance.

COUNCILLOR MURIEL WEISZ

Chairman of the Adult Social Care and Health Committee

For any enquiries about this report please contact:

Sarah Hampton

Commissioning Officer

Email: sarah.hampton@nottsccl.gov.uk

Constitutional Comments (LM 01/11/13)

10. The Policy Committee has delegated authority within the Constitution to approve the recommendations in the report.

Financial Comments (CLK 17/10/13)

11. There are no financial implications contained in this report.

Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- a. Equality Impact Assessment.
- b. Occupational Therapy - Provision of Equipment and Minor Adaptations - Staff Guidance
- c. Occupational Therapy - Recommending Major Adaptations- Staff Guidance

Electoral Division(s) and Member(s) Affected

All.

Policy Library Pro Forma

This information will be used to add a policy, procedure, guidance or strategy to the Policy Library.

Title: Occupational Therapy Service Policy

Aim / Summary: To ensure that occupational therapy services are provided consistently across Nottinghamshire.

Document type (please choose one)

Policy	<input checked="" type="checkbox"/>	Guidance	<input type="checkbox"/>
Strategy	<input type="checkbox"/>	Procedure	<input type="checkbox"/>

Approved by:

Version number:

Date approved:

Proposed review date:

Subject Areas (choose all relevant)

About the Council	<input type="checkbox"/>	Older people	<input checked="" type="checkbox"/>
Births, Deaths, Marriages	<input type="checkbox"/>	Parking	<input type="checkbox"/>
Business	<input type="checkbox"/>	Recycling and Waste	<input type="checkbox"/>
Children and Families	<input type="checkbox"/>	Roads	<input type="checkbox"/>
Countryside & Environment	<input type="checkbox"/>	Schools	<input type="checkbox"/>
History and Heritage	<input type="checkbox"/>	Social Care	<input checked="" type="checkbox"/>
Jobs	<input type="checkbox"/>	Staff	<input type="checkbox"/>
Leisure	<input type="checkbox"/>	Travel and Transport	<input type="checkbox"/>
libraries	<input type="checkbox"/>		<input type="checkbox"/>

Author:

Responsible team:

Contact number:

Contact email:

Please include any supporting documents

1. Occupational Therapy – Provision of Equipment and Major Adaptations – staff guidance

2. Occupational Therapy – Recommending Major Adaptations – staff guidance

3.

Review date

Amendments



Occupational Therapy Service Policy

Context

The aim of providing adaptations and equipment to disabled people living at home is to maintain and improve their independence, and to reduce health and social care costs. This work is governed by legislation, primarily the:

- National Assistance Act 1948
- Chronically Sick and Disabled Persons Act 1970
- National Health Service & Community Care Act 1990
- The Disability Discrimination Act 1995
- Housing Grants, Construction and Regeneration Act 1996
- Prioritising need in the context of Putting People First: A whole system approach to eligibility for social care – Guidance on Eligibility Criteria for Adult Social Care, England 2010.

Section 47 of the National Health Service & Community Care Act 1990 imposes a duty on local authorities to carry out an assessment of need for community care support and then, having regard to that assessment, to decide whether those needs call for the provision of support by the local authority.

The **national eligibility guidance** is statutory guidance and is issued under section 7(1) of the Local Authority Social Services Act 1970. It relates the allocation of funding for social care support, including funding for equipment and minor adaptations.

The Housing Grants, Construction and Regeneration Act 1996 provides the current legislative framework for Disabled Facilities Grants (DFGs). Since 1990, local housing authorities have been under a statutory duty to provide grant aid to disabled people for a range of adaptations to their homes. The maximum amount of grant available for a mandatory DFG is currently £30,000.

A test of resources is applied to the disabled occupant, their spouse or partner and may lead to a deduction from the amount of grant payable. A local housing authority does not have a duty to assist applicants with their assessed share of the costs. However, they may refer cases of hardship to the social services authority or consider using their discretionary powers of assistance.

The Act provides definitions of who may qualify for a DFG, irrespective of the type of tenure. It also sets out the purposes for which mandatory DFGs may be given.

Section 24 of the Act places a duty on housing authorities to consult the social services authority on the adaptation needs of disabled people, i.e. whether works are necessary and appropriate. The housing authority must decide what action to take on

the basis of the advice given by the local authority and judge whether it is reasonable and practicable to carry out the works.

Under the **Care Standards Act 2000**, the County Council expects the registered person in a care home to undertake an assessment prior to a placement, which includes the need for specialist equipment,

The County Council employs occupational therapists and community care officers with relevant training and/or experience to assess and make recommendations for equipment and adaptations in order to implement its statutory requirements.

It has established an Integrated Community Equipment Service (ICES) with Nottingham City Council and the local health commissioners for the provision of equipment and minor adaptations.

Scope of this policy

This policy applies to people:

- who are referred to the County Council's re-ablement service (START) and need equipment or minor adaptations in order to remain in their own homes safely.
- who are assessed as eligible for social care support. This will include those people whose situation presents a risk of deterioration or where problems are escalating, and where early intervention could prevent or delay the need for social care support.
- who are caring for a disabled friend or relative and need assistance to meet the eligible needs of the person that they care for.

Principles and Commitments

In relation to **assessment and eligibility** the County Council will:

- undertake assessments with people in the way best suited to their presenting needs. This may involve a phone based or face to face assessment.
- offer a copy of the assessment to the service user.
- apply the national eligibility guidance to the provision of equipment and minor adaptations in line with the County Council's eligibility threshold, except where people have been referred to the re-ablement service (START).
- identify sources of support for individuals who are assessed as having low or moderate risks to their independence, to help them retain control over their lives and achieve the outcomes they want. This will include directing them to places where they can purchase their own equipment or obtain impartial advice.

In relation to the provision of **equipment and minor adaptations** the Council will:

- provide equipment and minor adaptations free to people referred to the START service, where this will enable them to remain in their homes for longer.
- provide a direct payment, where requested, so that eligible people can buy their own equipment. If the service user wants an item that is over the price that the County Council is prepared to pay, the Council will offer the 'cost price' to the service user and they can use their own money to buy their preferred item.

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- not provide a direct payment for equipment that can be loaned from the Integrated Community Equipment Service (ICES).
- ask for the return of any equipment purchased using a direct payment once it is no longer required by the service user.
- provide equipment and minor adaptations only for a service user's main residence, except in exceptional circumstances.
- not provide equipment or minor adaptations for residents in care homes unless the resident needs a non-standard piece of equipment as defined by ICES. In this case County Council staff will loan the equipment and provide instructions on how to use it safely.
- help to investigate in situations where moving and handling concerns in a care home result in safeguarding issues, county council staff will help to investigate the concerns, but will not provide instruction or equipment unless the need is for a non-standard piece of equipment as set out above.
- not service, maintain, remove or repair equipment that belongs to a service user, except in the case of ceiling track hoists funded through a Disabled Facilities Grant.
- not provide general moving and handling training for care home staff, personal assistants employed using a personal budget either privately or through an agency. Advice and guidance on the safe use of equipment provided by the County Council will be provided.

In relation to the provision of **major adaptations** the County Council will:

- provide a statement of needs to District and Borough Councils both for people recommending a Disabled Facilities Grant for a major adaptation and for adaptations to the councils' own housing stock.
- recommend that people adapt an existing downstairs room, where available and suitable, before making a recommendation for a major adaptation.
- only recommend major adaptations to a person's main residence in line with sections 21 (2) (b) and 22 (b) of the Housing Grants, Construction and Regeneration Act 1996
- maintain a Disabled Facilities Grant Contribution Fund for people who cannot afford their assessed contribution. The contribution will only be given in cases of extreme hardship. It will be in the form of a loan and will be subject to an assessment by the County Council's Adult Care Financial Services. It will result in a charge being placed on the property.

Key actions to meet the commitments set out in the policy

- staff guidance will be maintained to ensure that this policy is consistently applied across the County.
- the assessment pathway and associated documentation will be reviewed in consultation with county council occupational therapists.
- ways of working will be explored with county council occupational therapists to ensure that the County Council's processes are as efficient as possible.
- the Integrated Community Equipment Service will be reviewed to ensure that it works efficiently.
- work will be undertaken with district and borough councils and local housing associations to ensure that requests for adaptations, and other associated work, are dealt with as efficiently as possible and in line with the existing policy.

**REPORT OF THE CORPORATE DIRECTOR POLICY, PLANNING AND
CORPORATE SERVICES****SURVEILLANCE AND THE REGULATION OF INVESTIGATORY POWERS
ACT****Purpose of the Report**

1. To update Policy Committee on changes to legislation in relation to surveillance, the outcome of an inspection, and to seek approval of policy revisions.

Information and Advice

2. Where it is considered both necessary and proportionate to do so, the Council can undertake covert (secret) surveillance. The Regulation of Investigatory Powers Act 2000 (RIPA) regulates the use of surveillance in relation to certain investigations.
3. The Council's policy in relation to covert surveillance was last reviewed by Full Council in September 2010. Changes are now required in order to reflect the provisions of the Protections of Freedoms Act 2012.
4. The main changes are as follows: -
 - a. Magistrate court approval is required for RIPA authorisations
 - b. A 'serious crime threshold' has been introduced for most RIPA directed surveillance (where surveillance is specifically focused on someone without their knowledge, e.g. a hidden camera); this means that the crime being investigated must carry a potential penalty of 6 months' imprisonment.
5. The Council was inspected by the Office of the Surveillance Commissioner (OSC) earlier this year in relation to its directed surveillance and Covert Human Intelligence Source (CHIS) surveillance. CHIS is where surveillance is carried out by means of a relationship being developed with a person without them being aware it is taking place (e.g. an undercover officer).
6. The Inspector made the following recommendations: -
 - a. Confirm a formal training programme and raise RIPA awareness within the Council
 - b. Clarify the structure of RIPA management by introducing the role of RIPA Coordinating Officer to support the Monitoring Officer's role as Senior Responsible Officer

- c. Reduce the number of officers with authority to approve RIPA applications
 - d. Ensure that officers are trained to manage and handle people who act as CHIS
7. The above recommendations are accepted. However it is proposed that the Council's Policy will not allow for the use of CHIS; the Council has not used CHIS surveillance in some years. If the situation changes in future a further report will be brought to Policy Committee.
 8. The Council's Policy and procedures have been updated to reflect the changes in legislation, and the inspector's recommendations. The draft Policy is enclosed at the **Appendix** to this report and Policy Committee is asked to approve it. The main changes to procedural documentation are as follows: -
 - a. Reduction in the number of authorising officers (from six to three)
 - b. Appointment of a Co-ordinating officer (Senior Solicitor) in addition to the Senior Responsible Officer (Monitoring Officer)
 - c. Inclusion of magistrates' court procedure
 9. All officers with roles and responsibilities under RIPA have received training, but in light of the recommendations refresher training will be delivered on an annual basis. The updated policies and procedures will be promoted to staff via the intranet and the Team Talk monthly bulletin.
 10. In accordance with OSC guidance, it is proposed to bring an annual report to Policy Committee on the implementation of the Policy; a quarterly report on RIPA statistics is already included in the work programme for the Community Safety Committee. Nearly all RIPA surveillance relates to the Trading Standards service and therefore Community Safety is considered the most appropriate committee for this.
 11. The Interception of Communications Commissioner (IOCCO) is responsible for inspecting the Council in relation to acquisition of communications data under RIPA. These provisions enable the Council to access information relating to the use of a communications services such as telephone or email accounts (but not to access the content of communications). IOCCO has also inspected the Council this year and the inspection report is awaited. Unless Policy changes are required the Community Safety Committee will consider the outcome of this inspection report, as all surveillance of this nature is carried out by the Trading Standards team.
 12. It should be noted that the Council relies on RIPA surveillance infrequently. The most recent data reported to the 2 inspectors is as follows: -
 - a. OSC - Between 1 April 2012 and 31 March 2013 directed surveillance was authorised only once. This was in relation to an investigation into under-age alcohol sales and led to a successful prosecution and fine. No CHIS authorisations were granted.

- b. IOCCO - Between 1 January 2012 and 31 December 2012 a total of 15 authorisations were granted for access to communications data. Investigations were mainly in respect of doorstep crime such as bogus property repairs.

Other Options Considered

- 13. Policy Committee could allow for use of CHIS in the Policy.

Reason/s for Recommendation/s

- 14. To update the Council's Policy and procedure for RIPA and surveillance in accordance with legislative changes and the recommendations of the OSC Inspector.

Statutory and Policy Implications

- 15. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Crime and Disorder Implications

Use of surveillance assists the Council to achieve its aims and objectives in relation to the reduction of crime in Nottinghamshire.

Human Rights Implications

Every authorisation for surveillance requires consideration of human rights including the right to privacy and the right to a fair trial. The rights of people under surveillance need to be balanced against public safety and the prevention of crime. This is why every authorisation has to clearly set out why the surveillance is considered necessary and proportionate in the circumstances.

RECOMMENDATION/S

- 1) To approve the draft policy attached in the Appendix to the report.
- 2) To incorporate annual reporting on the operation of the RIPA policy into Policy Committee's work programme.
- 3) To note and endorse the proposals for staff awareness and training.
- 4) To note the changes in legislation and the frequency with which the Council relies on RIPA.

Jayne Francis-Ward

Monitoring Officer and Corporate Director Policy Planning and Corporate Services

For any enquiries about this report please contact:

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Constitutional Comments (SG 04/11/2013)

16. The Committee is the appropriate body to decide the issues set out in this report. The Committee is responsible for policy development and approval under its Terms of Reference.

Financial Comments (SEM 04/11/13)

17. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- RIPA procedures
- The Protection of Freedoms Act 2012 is published
- The Regulation of Investigatory Powers Act 2000 is published
- County Council report dated 16 September 2010 is published

Electoral Division(s) and Member(s) Affected

All

Regulation of Investigatory Powers Act and Surveillance Policy

Context

The purpose of this Policy is to set out the scope of the legislation relating to covert surveillance, the circumstances where it applies, the authorisation procedures that must be followed, and the considerations that must be taken into account.

Scope of this policy

This Policy applies to the whole of the County Council.

It applies to all covert surveillance undertaken by the Council. This includes surveillance relating to core functions such as Trading Standards that is carried out under the provisions of the Regulations of Investigatory Powers Act (RIPA), and all other covert surveillance.

Principles and Commitments

It is the policy of the County Council to be open and transparent in the way that it works and delivers its services, including the use of covert surveillance. Wherever possible, overt (non-secret) investigation techniques should be used. Covert surveillance is a last resort where there is no other practical option and it is necessary and proportionate.

Key actions to meet the commitments set out in the policy

- Detailed guidance and forms are supplied for use by staff seeking authorisation for covert surveillance activities.
- All authorisations are approved by senior officers with appropriate training.
- Some authorisations also require magistrate court approval.

RIPA Surveillance

1. The Regulation of Investigatory Powers Act (RIPA) is intended to regulate the use of investigatory powers and ensure that they are used in accordance with Human Rights. This means that any interference with a person's right to a private and family life has to be carefully justified. This is achieved by requiring certain investigations to be authorised by an appropriate officer and approved by the judiciary before they are carried out.
2. The investigatory powers which are relevant to the Council are: -
 - a. Directed covert surveillance in respect of specific operations or specific investigations involving criminal operations that are punishable by a maximum term of at least 6 months' imprisonment, or are related to the underage sale of alcohol and tobacco
 - b. The use of covert human intelligence sources, and
 - c. The acquisition of communications data.
3. RIPA makes it clear for which purposes these powers may be used, to what extent, and who may authorise their use. The Council has taken a policy decision **not** to use covert human intelligence sources.
4. In complying with RIPA, Officers must have full regard to the Codes of Practice on the use of covert surveillance and communications data issued by the Home Office, the Office of the Surveillance Commissioner (OSC) and the Interception of Communications Commissioner (IOCCO).

Covert Surveillance Authorisations

5. The use of any method of covert surveillance to pursue a particular line of enquiry must be properly authorised.
6. **Authorising Officers** have been appointed at appropriate senior levels, and are trained to enable them to fulfil their duties. Wherever possible they are not involved directly in the investigation they are considering an authorisation for. A list of Authorising Officers is maintained.
7. In accordance with best practice guidance, the Council has made arrangements for authorisations in relation to access to communications data to be considered by an external organisation, the National Anti-Fraud Network (NAFN).
8. All RIPA authorisations require magistrate court approval.

The Principles of Necessity and Proportionality

9. Consideration must be given, prior to authorisation of all covert surveillance, as to whether or not the acquisition of private information is necessary and proportionate, ie whether a potential breach of a human right is justified in the interests of the community as a whole, or whether the information could be obtained in other ways.

10. Necessity – where the information sought could be found in another means such as walking past and observing an address or asking a question, the use of surveillance will not be “necessary”. Or put another way, can the information be obtained openly? If the answer is yes, then the surveillance is not “necessary”.
11. Proportionality – this entails asking what the least intrusive form of the surveillance is that would result in the information sought being obtained. The method proposed must not be excessive in relation to the seriousness of the matter under investigation.
12. In particular the risk of “collateral intrusion”, that is intrusion on, or interference with, the privacy of persons other than the subject of the investigation, will be considered in relation to each proposed use of covert surveillance. Steps must be taken to avoid unnecessary collateral intrusion and minimise any necessary intrusion into the lives of those not directly connected with the investigation or operation.

Training and Awareness

13. Authorising Officers must have received relevant training.
14. Departments may develop their own additional guidance; however, the principles and procedures contained in any departmental guidance must be compatible with this Policy and the corporate guidance documents. It would be appropriate for the Senior Responsible Officer to be provided with a copy of any separate guidance produced by individual departments.

Monitoring and Review

15. The Council’s Monitoring Officer is the Senior Responsible Officer (SRO) in relation to RIPA and covert surveillance. The SRO is responsible for implementing the activities outlined in this document, providing support to departments seeking to establish compliance, reviewing the implementation of the Policy, including training.
16. The RIPA Co-Coordinating Officer is nominated by the SRO to be responsible for day to day matters such as training and awareness, oversight of authorisations and keeping records, including a centrally retrievable record of authorisations.
17. The programme of review includes annual reporting to the Council’s Policy Committee on the implementation of the Policy, and quarterly reporting on statistics to the Community Safety Committee. Councillors are however not involved in making decisions on specific authorisations.

Scrutiny and Tribunal

18. The Council has to obtain an order from a Justice of the Peace approving the grant or renewal of any authorisation under RIPA before authorisation can take effect and the activity be carried out.

19. The Office of the Surveillance Commissioners (OSC) monitors compliance with RIPA in relation to directed surveillance and CHIS. The Surveillance Commissioner will from time to time inspect the Council's records and procedures for this purpose and also requires annual returns.
20. The Interception of Communications Commissioner (IOCCO) monitors compliance with RIPA in relation to acquisition of communications data. The Communications Commissioner will from time to time inspect the Council's records and procedures for this purpose and also requires annual returns.
21. In order to ensure that investigating authorities are using their powers properly, RIPA established a Tribunal to hear complaints from persons aggrieved by conduct. The Investigatory Powers Tribunal has power to cancel authorisations and order destruction of information obtained. The Council is under a duty to disclose to the Tribunal all relevant documentation.
22. In addition the Council has its own Corporate Complaints procedure.

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2013/14.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. Such decisions will be included in the work programme on an annual basis and as specific decisions of interest arise.
5. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

Other Options Considered

6. None.

Reason/s for Recommendation/s

7. To assist the committee in preparing and managing its work programme.

Statutory and Policy Implications

8. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That the Committee's work programme be noted, and consideration be given to any changes which the Committee wishes to make;

Jayne Francis-Ward

Corporate Director, Policy, Planning and Corporate Services

For any enquiries about this report please contact: Matthew Garrard, Team Manager, Policy, Performance and Research T: (0115) 9772892 E: matthew.garrard@nottsc.gov.uk

Constitutional Comments (SLB 30/04/2012)

9. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (PS 2/5/12)

10. There are no financial implications arising directly from this report.

Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
11th December 2013				
Economic Development Strategy	To consider proposals from the Economic Development Committee for an economic development strategy for Nottinghamshire	Decision	Celia Morris	
Healthwatch Nottinghamshire	Progress report of the introduction of Healthwatch	Information	Caroline Agnew	
Website	To provide an Update	Information	Martin Done	
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Debra Hinde	
8th January 2014				
Social Media Usage	Policy Review following 12 months since the commencement of the Social Media Policy	Information	Martin Done	
Highways Maintenance Contract	Progress report on the operation of the Highways Maintenance Contract	Information	Andy Warrington	
5th February 2014				
Pay Policy Statement	To receive the recommendations of the Personnel Committee on the Pay Policy Statement	Refer to Council	Marje Toward	
Translation & Interpretation Service provision	Review of the new service provision	Information	Martin Done	
Protection of Property & Funerals Policy	To agree revisions to the Policy	Decision	Caroline Baria	
5th March 2014				
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Debra Hinde	
Review of Complaints	Bi-annual service report to provide an overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
Equalities Plan	To consider the annual equalities plan in accordance with statutory duties arising from equalities legislation	Decision	Celia Morris	Matthew Garrard
2nd April 2014				

Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Freedom of Information and Data Protection	Annual report and review of freedom of information and data protection performance and processes	Information	Celia Morris	Jo Kirkby
Income Generation through Advertising and Sponsorship	Update report following consideration at Policy Committee on 18 September 2013.	Information	Martin Done	
Workforce Strategy	Implementation Review of Workplace Strategy	Decision	Marje Toward	
7th May 2014				
Annual Performance Report 2013/14	Report on the overall progress of the County Council on its strategic priorities over the final quarter of the year and across the whole year.	Information	Celia Morris	Matthew Garrard
4th June 2014				
Improvement Programme – Annual Report 2013/14	Annual report of achievements for 2013-14.	Information	Deborah Hinde	
Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
2nd July 2014				
Review of Complaints	Bi-annual service report to provide an overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby