

Consultation Category A - Options for Change

Reference	Portfolio	Title	Committee	Equality Impact Assessment required and undertaken
A01	Adult and Health	Ensuring cost-effective day services	Adult Social Care and Health	Yes
A02	Adult and Health	Gain alternative paid employment for remaining Sherwood Industries staff	Adult Social Care and Health	Yes
A03	Adult and Health	Partnership Homes	Adult Social Care and Health	No
A04	Adult and Health	Quality Assurance and Mentoring Package	Adult Social Care and Health	No
A05	Adult and Health	Promoting Independence through the use of Assistive Technology (AT)	Adult Social Care and Health	No
A06	Adult and Health	Increasing income for Short Breaks	Adult Social Care and Health	No
A07	Adult and Health	Community Safety - Reductions to Current Net Budget	Community Safety	No
A08	Children's and Culture	Fixed Cost Purchase of Residential Care Placements for Children with complex needs	Children and Young Persons	No
A09	Children's and Culture	Looked After Children Placements	Children and Young Persons	Yes
A10	Children's and Culture	Recharge to Schools Budget	Children and Young Persons	No
A11	Children's and Culture	Support to Schools Service – Education Improvement	Children and Young Persons	No
A12	Children's and Culture	Outdoor Education - Income generation and efficiency savings	Children and Young Persons	No

Consultation Category A - Options for Change

Reference	Portfolio	Title	Committee	Equality Impact Assessment required and undertaken
A13	Children's and Culture	Restructure of the Quality and Improvement Group	Children and Young Persons	No
A14	Children's and Culture	Libraries, Archive, Information and Learning - Operating model gains/reducing the managerial core	Culture	No
A15	Children's and Culture	Sherwood Forest Country Park and Visitor Centre - Service redesign based on strategic partnering	Culture	No
A16	Children's and Culture	Accelerated delivery of Green Estates Strategy	Culture	No
A17	Place and resources	Concessionary Travel Scheme	Transport and Highways	No
A18	Place and resources	Veolia Revised Project Plan (RPP) Contract Negotiations	Environment and Sustainability	No
A19	Place and resources	Staffing reductions to reflect streamlined financial procedures	Finance and Property	No
A20	Place and resources	Shared service for Internal Audit	Finance and Property	No
A21	Place and resources	Savings from the recent re-tender of the Council's banking contract	Finance and Property	No
A22	Place and resources	ICT Licences	Finance and Property	No
A23	Place and resources	ICT Services - Telephone Network	Finance and Property	No
A24	Place and resources	Joint Venture for Property Services	Finance and Property	No

Consultation Category A - Options for Change

Reference	Portfolio	Title	Committee	Equality Impact Assessment required and undertaken
A25	Place and resources	Re-designed Human Resources service offer	Personnel Committee	No
A26	Place and resources	Business Support Centre - Maintain an in-house service and explore the opportunities to sell services to other organisations	Policy Committee	No
A27	Place and resources	Ongoing development of digital improvements to legal services procedures	Policy Committee	No
A28	Place and resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	Policy Committee	No
A29	Place and resources	Review of the in-house Document Services team	Policy Committee	No
A30	Place and resources	Reductions in Communications and Marketing	Policy Committee	No
A31	Place and resources	Centralising information management, performance and data functions	Policy Committee	No
A32	Place and resources	Staffing Reduction in Democratic Services	Policy Committee	No



		Option Ref	A01
1. Service Area	Services for younger adults		
2. Option Title	Ensuring cost-effective day services		
3. Summary of Options			
The Council will work with providers of specialist services to deliver savings through cost efficiencies and different ways of working.			
4. Rationale / Evidence Base for the Option			
<p>This proposal seeks to ensure delivery of cost-effective services for people with complex needs. This reflects the principle in the Adult Social Care Strategy of encouraging and stimulating an efficient, diverse, affordable and high quality social care market.</p> <p>Discussions have been held with incumbent providers of these services, which have enabled identification of further savings, to the value of £150k per annum, to be delivered over two years. This will involve the providers making changes to the ways in which the services are arranged. The Council will be able to deliver a further £50k through reduced transport costs thereby delivering a total of £200k over the two year period.</p>			
5. What Will the Outcomes of the New Service Be?			
Continuation of a more cost-effective specialist service for people with complex needs.			
6. Projected Net Savings to the Budget			
WHAT IS THE PERMANENT BUDGET?	GROSS £000	<div>1,797</div>	NET £000 <div>1,797</div>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?			
	2015/16 £000	2016/17 £000	2017/18 £000
Gross Saving	50	150	0
LESS Loss of Income	0	0	0
LESS Costs of Reprovision	0	0	0
NET SAVING	50	150	0
			TOTAL £000
			200
			0
			0
			200
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?			<div>11.1%</div>

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

	2015/16	2016/17	2017/18
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Service users would see no change of provider although there may be some change in the way that the services are delivered. This change may affect staff and activity programmes. Such changes may cause some stress to service users and families, even though the provider will remain constant. A slow transition would enable this to be kept to a minimum.

ON OTHER ORGANISATIONS / PARTNERS

The current provider will be affected by the proposal.

ON OTHER PARTS OF THE COUNTY COUNCIL

No other impacts.

10. Initial Equality Impact Assessment

There are likely to be some changes in the way that the services are delivered by the provider. This may affect staff and activity programmes. In order to ensure minimum disruption to service users and their families, a slow transition will ensure that any changes are implemented with their agreement and at a pace that takes the needs of service users into account.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

The provider has itself identified how the savings are to be delivered and is seeking to ensure that quality will not be compromised.



		Option Ref	A02
1. Service Area	Supported Employment (Sherwood Industries)		
2. Option Title	Gain alternative paid employment for remaining Sherwood Industries staff		
3. Summary of Option			
<p>This proposal is to support the remaining 11 disabled staff to move out of temporary and supernumerary positions within the Council and into secure alternative long-term employment, either within the Council or in the wider employment market. These staff members will be provided with specialist job coaching support including job matching.</p>			
4. Rationale / Evidence Base for the Option			
<p>The Council can feel proud of the support and loyalty provided to the 11 disabled staff who were formerly employed in Sherwood Industries. The salaries and terms and conditions of these staff have been protected since the closure of Sherwood Industries in 2012; this is in recognition of the fact that it can be extremely difficult for disabled people to find alternative employment, especially in the current economic climate.</p> <p>Of the original 30 disabled Sherwood Industries staff, 10 have taken voluntary redundancy and 12 been supported to find alternative employment within the Council after the closure of Sherwood Industries in June 2012. The range of locations where people are working includes Bilsthorpe depot, County Enterprise Foods, Mansfield Bus Station, Brooke Farm, Cauldwell House and Solutions for Data.</p> <p>When Sherwood Industries closed in 2012, dedicated HR support was provided to the workers to help them identify and apply for alternative positions. In many cases, work placements were arranged to put people in a good position to apply for vacant posts when they came up. Over time, the HR support has had to be withdrawn due to reduction in resources, but the remaining workers have been kept on the redeployment register and are sent details of available posts that they can apply for if they wish to.</p> <p>Maintaining these staff in supernumerary and temporary jobs is not a sustainable position for those staff or the Council. The staff deserve the chance to gain employment that is secure and can utilise the skills and abilities that they have gained over the years. We are now proposing to provide dedicated individualised support to the remaining 11 workers through the i-work team. This approach has proved successful with many other people who have a learning disability and other specialist needs. The team has extensive employer networks and can set the staff</p>			

up with work placements and job trials, providing job coaching to ensure successful learning and problem solving.

It is proposed that the specialist job coaching support would be provided for a period of two years. This will cost £70k over a period of two years (£35k a year). As long as two people a year are supported into alternative employment, the Council will have covered the costs of the investment. More savings will be made if more people are moved into alternative employment.

We are confident that the i-work team has the ability and experience to make a difference for at least four staff over the period, and will be able to find them permanent employment, either within or outside of the authority.

5. What Will the Outcomes of the New Service Be?

11 staff will be provided with specialist job coaching support over the two year period.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	265	NET £000	265
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	35	35	70
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	35	35	70
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	26.4%			

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	35	35	0	70

This includes the cost of an additional worker in the i-work team, to support the 11 employees to find alternative paid employment, plus £5k pa budget to cover costs associated with finding employment, travel and interview expenses. As this proposal is about reducing the number of supernumerary and temporary posts, there are no redundancy costs.

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

10.0

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The proposal will impact on 11 disabled employees who will be supported to find alternative permanent employment.

ON OTHER ORGANISATIONS / PARTNERS

No impact.

ON OTHER PARTS OF THE COUNTY COUNCIL

The project will impact on services where employees have been placed in supernumerary and temporary roles.

10. Initial Equality Impact Assessment

The proposal will impact on 11 disabled workers.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

There is a risk that it will not be possible to find alternative long-term paid employment for all of the staff.

Mitigation: By investing in direct one-to-one support a higher number of staff may be helped to find suitable alternative employment than has been achieved so far.

There is a risk that the employees will not agree to apply for any alternative employment opportunities, if those opportunities are not regarded as being as favourable as employment by the Council or better.

Mitigation: The Council will aim to find suitable employment opportunities which are reasonable alternatives to the posts the workers are currently in.



Option Ref		A03
1. Service Area	Strategic Commissioning/Services for younger adults	
2. Option Title	Partnership Homes	
3. Summary of Option		
<p>Originally, the Partnership Homes were high cost residential placements for people with learning disabilities. In line with the Council's policy to support people to live as independently as possible in the community, the services have changed into supported living services, resulting in lower costs. The service provider is able to deliver further savings.</p>		
4. Rationale / Evidence Base for the Option		
<p>The eight Partnership Homes were high cost residential placements set up in the 1980s as part of a development programme for people with learning disabilities, so that they could move out of long-stay hospital and into the community. There were 89 beds across eight homes in total. A tender was undertaken in 2012 and through the new contract, savings of £276k (net) have already been realised.</p> <p>To promote the principles of personalisation and greater independence for service users, the Council has been working in partnership with the new provider to de-register many of the homes and provide new services, to replace some of the homes. As part of this partnership arrangement, the Council has a void (vacancy) arrangement with the provider to ensure that the contract remains viable.</p> <p>Due to the reduction in housing related costs associated with the deregistration, the provider has reported that it would be able to return more funding than first anticipated to the Council by the end of year 5 i.e. 2017/18, when the contract expires.</p> <p>This proposal outlines how further savings from this contract will be achieved by the end of 2017/18. These savings have not been counted against any other existing savings project.</p> <p>Going forward the additional savings to be realised will be as follows:</p> <ol style="list-style-type: none">1) £118k savings in 15/16 from contract price reductions.2) £292k savings in 17/18, relating to the housing cost savings <p>From this total gross savings of £410k, once loss of income of £202k* is netted off, there will be new net savings of £208k per annum. Therefore, the total new savings achieved by this contract remodelling will be £484k per annum (net) by 2017/18, (i.e. £208k plus the £276k that has already been realised).</p> <p>*The £202k loss of income shown for 2015/16 is due to the reduction in the service users contribution when people moved from residential care into supported living.</p>		

5. What Will the Outcomes of the New Service Be?

Most of the eight residential homes will have been transformed into Supported Living arrangements.

The services will no longer be funded through a specific block contract and all funding arrangements will have been personalised to individual people.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

5,247

NET
£000

5,045

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	118		292	410
LESS Loss of Income	-202	0	0	-202
LESS Costs of Reprovision	0	0	0	0
NET SAVING	-84	0	292	208

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

4.1%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

	2015/16	2016/17	2017/18
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

People will have more choice and control of where they live and how they spend their money, as they are moving from residential care to supported living arrangements.

ON OTHER ORGANISATIONS / PARTNERS

The impact on the existing provider is as explained in this paper.

ON OTHER PARTS OF THE COUNTY COUNCIL

None apparent at this stage.

10. Initial Equality Impact Assessment

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

All individuals impacted by this proposal are people with a learning disability. There are a range of ages and complexities of need, and all will benefit from the move into supported living.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (N)
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N

11. Risks and Mitigating Actions

1. There is a risk that the level of voids (vacancies) will increase over time which would make the contract unviable for the provider.

Mitigation - The level of voids (vacancies) can be reduced by moving people into the vacant supported living tenancies. The Supported Living team should be able to identify suitable people for this purpose, as part of the work that is needed to move 120 people from residential care into supported living.

2. There is a risk that the Supported Living team will not be able to identify sufficient suitable people to move into the voids (vacancies) within the Partnership Home supported living schemes.

Mitigation – if this is the case and the high level of voids (vacancies) continues, the future of the service will need to be reviewed and a plan developed to redesign or reduce the service. This could impact on service users and staff if properties are closed but would be subject to a full risk assessment as part of the plan development.



		Option Ref	A04
1. Service Area	Quality & Market Management		
2. Option Title	Quality assurance and mentoring package		
3. Summary of Option			
Production and marketing of a quality assurance and mentoring package for providers of adult social care services where concerns have been raised, to improve and sustain quality and generate £75k p.a. income for the Council.			
4. Rationale / Evidence Base for the Option			
<i>Rationale</i>			
<p>The Council has expert in-house knowledge which it currently provides for free to services in need. For those services which require more intensive support and monitoring, the cost to Nottinghamshire County Council in staff time is very significant.</p> <p>The Council's current arrangements allow providers to be charged, with the following contractual wording:</p> <p><i>"be entitled to charge to the Provider any additional cost reasonably incurred by the Purchaser and any reasonable administration costs in respect of the provision of that element of the Service by the Purchasers or by a third party."</i></p> <p>To date, this charge has not been levied.</p> <p>This option for change would develop and promote a system and its application for business benefits and quality assurance. This will enable more robust business planning and continuity planning, including financial sustainability, in response to the authority's increased responsibilities under the Care Act.</p> <p>Currently, the quality systems such as ISO do not sufficiently focus on outcomes for service users. By developing a package that has service user outcomes as the main focus, this enables care businesses to measure the level of their quality and identify areas for improvement, thereby informing their business and continuity plans. The package on offer would include considering equality for service users and people who may experience discrimination or harassment because of their age, disability or caring role, or for other reasons such as race, gender reassignment, religion or belief and sex or sexual orientation. It will also provide reassurance for the authority that businesses within Nottinghamshire are sustainable, which is not covered by CQC's focus on corporate provider failure.</p>			

This could be achieved in partnership with a learning and development organisation.

Evidence base

Through evidence gathered from the risk register over 2013/14 it is clear that the lack of robust quality assurance, or understanding of it, has featured as a theme.

Nottinghamshire County Council officers responsible for quality monitoring are required to respond to approximately 50 quality referrals per month which often result in time-consuming follow-up action, including additional visits.

The figures regarding the suspension of contracts with care homes showed that over the period of the financial year on average the Council had 10 contract suspensions in place each month. Some of the contract suspensions span several months, allowing the provider sufficient time to make the necessary improvements. These all require intensive work prior to a decision to suspend and to support and encourage improvement during the suspension. A significant, but lesser degree of work is required where a contract has been breached and prior to the issuing of an Improvement Notice.

5. What Will the Outcomes of the New Service Be?

The new service would supply an enhanced service to care providers, and better outcomes for service users, by:

- Driving up standards of care
- Sustaining a more viable market
- Improving business continuity and acumen
- Ensuring consistent messaging to providers about the authority's expectations
- Ensuring increased accountability of providers

With a new and robust method of evidencing progress, Nottinghamshire County Council would have enhanced confidence in participating provider ability to measure their own quality, allowing the authority to focus efforts elsewhere.

The £75k p.a. income target might be achieved by charging providers who reach a threshold a fee for this support package, including additional visits or follow-up which would previously have been free. Income would be generated for the authority, to cover the support package, including identification of specific concerns and monitor and follow up progress; and fees supplied to the chosen learning and development organisation, for the quality assurance package. The package developer may charge upfront development costs which would either be paid upfront by the authority, or recouped by them as providers use the package.

The income generated by Nottinghamshire County Council would not result in a profit to the authority, but would allow the costs of staff currently engaged in quality development work to be recovered.

Based on work undertaken by the market development team and regulator in relation to care home quality and deficits in outcomes, it is anticipated that the target £75k income could be generated each year. Further analysis work is required to confirm

the viability of this estimate. It should be noted that at the time of writing in October 2014 this proposal has not been discussed with partners, and consultation would be required.

Subject to further professional advice, it may be possible to realise the income by reducing fees payable to the provider over an agreed period. This would achieve payment without hardship to providers in trouble. However, it is not yet known whether it is legitimate to reduce fees in the manner suggested. The proposal adopts this approach to ensure that the 'income' is received, and in a phased way to limit impact on providers of concern who may be facing financial sustainability problems.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

609

NET
£000

609

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	75	0	75
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	75	0	75

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

12.3%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES (incl. considerations relating to vulnerable people and communities & equality)

As described above, the new service would focus on better outcomes for service users and therefore there will be a beneficial impact on service users.

ON OTHER ORGANISATIONS / PARTNERS

It will be beneficial to CCGs, who also monitor services, and CQC as the regulator (particularly around 'outcome 16 – assessing and monitoring quality').

Providers would benefit from enhanced business practice and assurance.

ON OTHER PARTS OF THE COUNTY COUNCIL

Hopefully, the approach would lead to reduced safeguarding concerns. There could also be reduced quality referrals from social workers.

The authority would benefit from:

- providers contributing towards the cost of monitoring, supporting and encouraging improvement; and
- a more robust market.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)	N
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11. Risks and Mitigating Actions

There is a risk that providers in trouble might perceive that expenditure on quality systems would come at the expense of their ability to deliver better quality care.

In mitigation of this concern, the package will facilitate a deeper understanding of the link between good quality care, better business practice and financial sustainability.

		Option Ref	A05
1. Service Area	Services for older and younger adults		
2. Option Title	Promoting Independence through the use of Assistive Technology (AT)		
3. Summary of Option			
This option will expand the use of Assistive Technology (AT) to support people to remain independent in their own home, and avoid or delay the need for residential care. AT can help manage risks at home, provide support to carers, and enable people to self-manage daily living activities.			
4. Rationale / Evidence Base for the Option			
<p>Assistive Technology (AT) is a range of equipment which can help to keep people independent in their own homes and provide peace of mind to carers. AT equipment can be used to:</p> <ul style="list-style-type: none">• improve assessments – by using lifestyle monitoring systems, such as ‘Just Checking’, to identify risks and support needs for some people with dementia or a learning disability, who may otherwise struggle to accurately communicate how well they are managing at home.• manage risks – by using sensors to automatically alert a 24 hour monitoring centre or a carer to risks at home such as ‘wandering’ due to dementia, falls, epileptic seizures, fires, flooding, or a significant change in daily routine.• support people to self-manage daily living activities – by using devices to prompt or encourage people with memory or mental health problems to undertake daily tasks, such as taking medication, attending appointments, going to bed or securing their home. <p>This proposal builds on the Council’s existing AT service provision and will increase the targeted uptake of AT solutions which maintain or improve outcomes for service users and carers. More specifically it is proposed to:</p> <ul style="list-style-type: none">• provide AT solutions before a crisis point has been reached for service users and their families, and the option of residential care appears to be the only alternative. There is evidence that for some vulnerable people AT solutions are currently being provided at too late a stage to work effectively, e.g. for some people with dementia.• improve the consistency of use of AT by social care assessment teams in support planning, through simplifying processes, training and support.• expanding the range of AT solutions available for vulnerable people eligible for social care support, so that a wider range of risks and daily living activities can be managed in people’s own homes.• improving better access to information and advice about AT solutions for people who may wish to buy these themselves. This will particularly benefit people who do not meet social care eligibility thresholds or who self fund their own care and support. This will also help to support the requirements of the Care Act.			

The proposal supports Priority Four of the County Council's Strategic Plan to develop individual and community resources to prevent, delay and reduce the need for care and support. Analysis of performance in 2013/14 shows that cash avoidance savings of £681k were achieved through using AT to delay or divert the need for residential or community care services for 94 people, with further cashable savings of £98k through use of AT to enable people to self-manage risks or daily living activities.

5. What Will the Outcomes of the New Service Be?

1. More people will be given information and advice on how AT solutions could support them at home much earlier in their contact with social care enabling them to live independently for longer.
2. Reduced admissions to residential care.
3. Earlier interventions for vulnerable people and their carers, to avoid the distress of situations reaching a crisis point for service users and carers.
4. Access to a wider range of AT solutions.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

69,705

NET
£000

42,427

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	1,743	2,645	3,035	7,423
LESS Loss of Income	-353	-620	-706	-1,679
LESS Costs of Reprovision	-932	-1,419	-1,826	-4,177
NET SAVING	458	606	503	1,567

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

3.7%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	94	0	0	94
Revenue Costs	0	0	0	0

NB: Capital Costs may be funded through the 2015-16 Capital Fund Programme, subject to the appropriate approvals.

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

2.0

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The proposals will enable more vulnerable people to be supported to maintain their independence at home. AT can also help to reduce stress and anxiety for carers.

ON OTHER ORGANISATIONS / PARTNERS

Potential market opportunities for local businesses to supply AT solutions to people who are not eligible for social care. Evaluations of AT have demonstrated that it can also deliver better health outcomes for people, for example by reducing hospital admissions, preventing falls and improving medication compliance. The potential for the development of a joint AT service should be included as part of broader local discussions on integrated care services.

ON OTHER PARTS OF THE COUNTY COUNCIL

The proposal will require support from communications and marketing, ICT, customer services and procurement.

10. Initial Equality Impact Assessment

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

The proposals are a development of existing AT service provision. Principles of adopting AT to provide cost effective care have already been set out in the Adult Social Care Strategy which has been subject to public consultation.

The proposals outlined are an extension to previous targets outlined in the 'Living At Home' and 'Alternatives to Residential Care' programmes and has therefore already been subject to an Equality Impact Assessment.

**WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED?
(Y/N)**

N

11. Risks and Mitigating Actions

- Risk that expected further reductions in residential care placements are not met, given demographic pressures.

Mitigating Action – targeting of teams with AT usage below that of best teams, with regular reporting to group and team managers.

- Increase in AT activity cannot be supported by existing AT staffing.

Mitigating Action – reprovision costs have included an additional AT Assistant post on a 'spend to save' basis to absorb increased workload, which will be kept under review.

- Regional research in the East Midlands commissioned by ADASS demonstrated that poorly targeted AT solutions for prevention purposes was a net cost to local authorities and does not deliver savings.

Mitigating Action – AT services will only be targeted at people eligible for social care, or where there is evidence of future decline leading to the need for a social care intervention over the short to medium term.



		Option Ref	A06
1. Service Area	Direct Services		
2. Option Title	Increasing income for Short Breaks		
3. Summary of Option			
<p>The Council’s Short Breaks services for people with learning disabilities will apply to become approved providers on the NHS Carers Breaks scheme. Once approved, the scheme will contribute towards the costs of the breaks taken in these units.</p>			
4. Rationale / Evidence Base for the Option			
<p>The NHS Carers Short Breaks scheme has a budget to fund carers who need a short break from caring.</p> <p>Each year, the scheme can fund £900 worth of service for carers with a “substantial” level of need and £1,300 worth of service for carers with a “critical” level of need. The services used must be approved by the NHS Carers Short Breaks scheme in order for the funding to be paid to the provider.</p> <p>The Council runs 4 short breaks units for people with learning disabilities and these are not yet approved by the NHS scheme. Once the services are approved, the Council will be able to earn income from the NHS scheme, for people who are already using the short breaks services and any new referrals.</p> <p>There are 236 people currently using the 4 short breaks units from Nottinghamshire, excluding Bassetlaw. It is assumed that all the carers will be eligible to receive short breaks services, as they have been assessed to be eligible in the past. Those carers that have not had a carers’ assessment previously will need to have one completed in order to qualify for the funding from the Carers Break scheme.</p> <p>It is anticipated that savings from the Council completing the approval process will be in the region of £212k arising from additional income.</p>			
5. What Will the Outcomes of the New Service Be?			
<p>New income of at least £212k pa.</p>			

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,774

NET
£000

3,725

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	212	0	0	212
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	212	0	0	212

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

5.7%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

96.7

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

There will be no change for the service users who are taking the break in the NCC Short Break services.

ON OTHER ORGANISATIONS / PARTNERS

There will be a new demand for funding from the NHS Carers Break Scheme, once the Short Breaks units have become an approved provider.

ON OTHER PARTS OF THE COUNTY COUNCIL

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

There is a risk that the approved provider list will not be opened in the near future, for the County Council Short Break Services to become accredited with the scheme. No information is available yet about when the list will be open.

Action: The Council will apply as soon as this becomes possible.

There is a risk that carers will not have a Carers Assessment completed so their eligibility for funding from the NHS Carers Breaks scheme will not be established.

Action: Community Learning Disability Teams will be asked to prioritise Carers Assessments for those carers who do not have an up-to-date Carers Assessment.

There is a risk that the NHS Carers Breaks scheme budget will be fully spent, before the Council is able to claim for all the relevant service users.

Action: The Council will ensure a process is established so that claims on the scheme are submitted as early in the financial year as possible, once the person has spent their first week on a short break.



Option Ref	A07
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1. Service Area	Community Safety
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2. Option Title	Reductions to Current Net Budget
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3. Summary of Option

To propose net reductions of £66k to the Community Safety Budget. Of this, £54k can be realised by deleting a vacant Team Manager post, resulting from the absorption of Community Safety into the Trading Standards' management structure. A further £12k can be saved by working more efficiently.

The Community Safety Budget for 2014/15 is £587.3k. This is a 35% reduction on the same budget for 2013/14. This reduction was achieved by redesigning the Service (merging with Trading Standards and Public Health picking up some domestic violence work) and by reducing the commissioning budget.

In summary, the budget is currently allocated over three distinct categories:

Category	Amount (£k)	%
Employee related spends	294.7	50
Commissioning and initiatives	262.4	45
Supplies and services	30.2	5
TOTAL	587.3	100

The proposal is to reduce the Community Safety Budget for 2015/16 by £66k as follows:

Category	Proposed Savings (£k)
Employee related (salaries)	54
Supplies and services	12
Commissioning and Initiatives	0
TOTAL	66

4. Rationale / Evidence Base for the Option

Commissioning and Initiatives: No reductions are proposed to the Commissioning and Initiatives budget.

Staffing: Within the Community Safety budget, there is an allocation of £54k for the post of 'Community Safety Team Manager'. Following the relocation of the

Community Safety service to Adult Social Care, Health and Public Protection and the subsequent merger into a joint Trading Standards & Community Safety Service, the post of Community Safety Team Manager is vacant. The management of the Community Safety Service has now been absorbed within Trading Standards. It is proposed that the savings from the post of Community Safety Team Manager are realised.

The deletion of the vacant post of Community Safety Team Manager and the new management arrangements for the Community Safety Team would have no impact on the delivery of the Community Safety function as the new very lean management arrangements are working effectively. The 4.8 fte Community Safety officers are experienced and well skilled to provide the county-wide Community Safety strategic leadership and partnership input needed, with decreased management support.

Supplies and Services: It is anticipated that up to £12k can be saved from efficiencies within supplies and services, by introducing more efficient ways of working, including 'hot-desking', use of cutting-edge IT, and a paperless environment.

Merger of Community Safety and Community & Voluntary Sector teams:

A further area that could be explored is the possibility of merging the Community Safety and Community & Voluntary Sector teams. There are many synergies between the two areas of work. A merger could potentially realise a management saving of 0.5 fte Team Manager post (£26k). Further work would be required to consider the viability and implications of this option.

5. What Will the Outcomes of the New Service Be?

- The most vulnerable members of our communities will be protected
- The most vulnerable locations within the county will be safer
- The public are confident that Nottinghamshire is a safe and secure place to live and work
- Nottinghamshire is a fair and safe place to do business
- The safety of local people is protected by organisations working together

More specifically:

- The development of a 'preventative' approach to community safety thus reducing the demand on people needing long-term social care and making Nottinghamshire a safer place to live.
- Continued leadership on the nine strategic themes – those issues most impacting on both the safety and general vibrancy of the communities of Nottinghamshire.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,739

NET
£000

587

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	66	0	0	66
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	66	0	0	66

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

11.2%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

6.8

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	1.0	0.0	0.0

1.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

- Minimal impact

ON OTHER ORGANISATIONS / PARTNERS

- Reduction in management capacity within the Trading Standards & Community Safety Service to support partnership initiatives led by other organisations/partners

ON OTHER PARTS OF THE COUNTY COUNCIL

- Reduction in management capacity within the Trading Standards & Community Safety Service to support and promote other County Council initiatives.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk

A reduction in management capacity within the Trading Standards & Community Safety Service could result in less management time being dedicated to the management of strategy, performance and risk within Community Safety.

Mitigating action

Community Safety Officers having more devolved responsibility for work and decisions that would previously have been undertaken by a manager.



		Option Ref	A08
1. Service Area	Children's Social Care		
2. Option Title	Fixed Cost Purchase of Residential Care Placements for Children with complex needs		
3. Summary of Option			
<p>This option proposes to develop a fixed cost purchase arrangement for 24 residential care placements for children and young people who are looked after by the local authority, assessed as having challenging behaviour and who need residential care. The option will provide better quality and consistency of care and achieve savings through economies of scale.</p> <p>A key outcome of this arrangement is that children will be placed closer to the communities from which they entered care, as it will specify targets for the providers to place a minimum number of children within Nottinghamshire by November 2015. As a result of this, looked after children will be more likely to be able to stay in their existing education settings. Furthermore, travel time for social workers and other professionals who may need to provide support to these young people will reduce.</p> <p>A fixed unit cost would be agreed with the agreed provider/s for the period of the contract.</p>			
4. Rationale / Evidence Base for the Option			
<p>This option will improve outcomes for our most vulnerable looked after children by ensuring there are sufficient residential care placements within Nottinghamshire borders, which keep children close to their local communities and the professionals who are providing ongoing support to them.</p> <p>This option is also being put forward as a means of achieving significant savings when purchasing these placements through entering in to a long-term contract with a smaller number of providers.</p> <p>There is currently a lack of provision in relation to residential children's homes within Nottinghamshire, and by taking this approach it will encourage the development of new children's homes that are close to the communities from which children enter care.</p> <p>This proposal is in line with Nottinghamshire's Placements Commissioning Strategy that was agreed at Children and Young People's Committee in 2014.</p>			

5. What Will the Outcomes of the New Service Be?

Children and young people in residential care are most likely to be placed outside of Nottinghamshire (when compared to other types of placements) due to the need to place away from family members or certain communities. However it is more often because of a lack of sufficient good quality residential care homes in the areas where they are needed. This is a recognised challenge for Nottinghamshire and this proposal will enable the County Council to shape the market to ensure it is meeting the needs of our most vulnerable looked after children.

As a result of this, children and young people will also be more likely to be able to stay in their existing education settings if they can be placed within Nottinghamshire.

It is anticipated that placements will be more stable and less likely to disrupt due to better information sharing and collaboration with agreed providers. Most quality indicators suggest that placing children close to their local communities leads to better outcomes than sending them far from home.

There will be a reduction in travel time and associated costs for child social workers, independent reviewing officers, and placement commissioning officers as a result of more placements being within Nottinghamshire.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

Not applicable

NET
£000

Not applicable

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	439	372	0	811
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	439	372	0	811

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

N/A

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

0.0

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES (incl. considerations relating to vulnerable people and communities & equality)

The majority of children and young people who require a residential care placement would be placed within Nottinghamshire over the lifetime of the contract. Therefore the agreed provider/s may need to open up new homes in Nottinghamshire.

This approach will enable better planning and transitions for these young people, as they will already be more likely to be living in Nottinghamshire, so that support services can work effectively to identify accommodation, training and employment opportunities beyond the young persons time in care.

Stimulating the growth of residential care provision in Nottinghamshire may also provide training and employment opportunities for local communities.

ON OTHER ORGANISATIONS / PARTNERS

Entering in to a long-term contract with agreed providers may mean that a smaller number of providers operate within Nottinghamshire and the East Midlands.

Having more looked after children placed within Nottinghamshire will have a positive impact on our partners who support looked after children. For instance, health colleagues' travel time will be reduced.

More looked after children remaining in the county may have an impact on school placements.

ON OTHER PARTS OF THE COUNTY COUNCIL

Virtual School Service - This option will help to strengthen the relationship with Nottinghamshire schools as the County Council will be better able to support, and where necessary, challenge schools.

10. Initial Equality Impact Assessment

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

The proposal is to continue the same model and level of provision however enter in to a long-term contract with a smaller number of providers to deliver this.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
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N

11. Risks and Mitigating Actions

Risk 1: Provider unable to match the most complex children in to placements.

Mitigation: Extensive consultation has taken place to date with providers so they are clear on the needs of children that they will need to place. A matching panel will be set up to ensure decisions are fair and transparent.

Risk 2: Provider may enter in to a negative OFSTED category.

Mitigation: Robust contract management and decommissioning process will be set up. There will be the option to exit the contract if the quality of placements is not appropriate.

Risk 3: Demand for residential care placements drop.

Mitigation: This risk is mitigated by a clause within the contract which would allow scale down of placements or exit. Furthermore, the County Council has continuously placed 10-12% of its looked after children in residential care.



1. Service Area	Children's Social Care
2. Option Title	Looked After Children Placements
3. Summary of Option	
<p><i>Looked After Children Placements business case C15 received Full Council Approval in 2013-14 as part of the 2013-14 budget consultation. This proposal is to extend the current business case to include a fourth year saving in 2017-18.</i></p> <p>This option builds on current 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. These would be replaced primarily by increasing the number of foster carers employed directly by the County Council.</p> <p>The proposal is over 4 years to release savings from:</p> <ul style="list-style-type: none">• 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.• Reducing unit costs relating to provider services• Keeping children at home in their families wherever it is safe to do so	
4. Rationale / Evidence Base for the Option	
<p>Detailed analysis of local data and benchmarking information shows that a higher proportion of children are placed in external residential care than average which impacts on total spend on Looked After Children placements.</p> <p>In order to reduce total spend on placements, there needs to be a smaller proportion of children placed in more expensive placements (residential and Independent Fostering Agency) and a larger proportion in lower cost placements (internal fostering, special guardianship orders, adoption) where this is in the best interest of the child.</p>	
5. What Will the Outcomes of the New Service Be?	
<ul style="list-style-type: none">• A higher % of children in foster care placements and semi-independent placements• Fewer children in residential care, which is often far from their local communities• Effective support is available for the most vulnerable children and families in Nottinghamshire	

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

39,066

NET
£000

37,979

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving			1,700	1,700
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	1,700	1,700

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

4.5%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	225	0	0	225
Revenue Costs	45	45	20	110

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

289.9

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Where appropriate and safe to do so, looked after children may move from residential or independent fostering agency placements 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 / PARTNERS

Reliance on independent fostering agencies and external 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

An Equalities Impact Assessment was completed to support the proposal that went to Full Council in 2013/14.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
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Y

11. Risks and Mitigating Actions

Risk: Increased targets for recruitment of additional foster carers may not be achieved

Mitigation: A comprehensive recruitment and retention strategy is in place, which draws on best practice from independent sector fostering agencies and other local authorities.

Risk: 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

Mitigation: This is a service pressure that is difficult to mitigate against, however detailed forecasting and trend analysis has been undertaken, and monthly monitoring is in place to identify if demand increases above projections



		Option Ref	A10
1. Service Area	SEND Policy & Provision		
2. Option Title	Recharge to the schools budget		
3. Summary of Option			
<p>This option will make savings through the recharge of some Special Educational Needs and Disabilities (SEND) staffing costs to the schools budget. This will enable a reduction in the Council revenue budget.</p> <p>In practice, this means £300,000 staff costs relating to the SEND Commissioning team funded by the County Council should be charged against the SEND Services budget which sits within the schools budget.</p> <p>It is proposed to identify vacancies in SEND Services which are funded by the school's budget. These posts will be deleted from the permanent staffing structure in order to release funding. This will then allow a recharge of salary costs totalling £300,000 for the SEND Commissioning team against the schools budget which will enable a reduction in the Council's revenue budget.</p> <p>The proposal to recharge this amount will not require any reduction in the level of the SEND Commissioning team and will enable savings of £300,000 to be achieved. However, there will be a reduction of circa 6 (currently vacant) posts in SEND services equating to £300,000</p> <p>The number of items of expenditure which may be charged against the schools budget is limited. This is due to the fact that such items must relate to supporting the inclusion of pupils with SEND. It is legitimate to charge the cost of the SEND Commissioning team to schools as the function of the team relates to the development of inclusive practice. There are other functions which sit within the Council's budget which it is not possible to charge to schools.</p>			
4. Rationale / Evidence Base for the Option			
<p>This option relates primarily to those frontline services that deliver specialist advice and support to schools and families and carers in the community. Currently these services are funded by resources which sit within the schools budget.</p> <p>These services include:</p> <p>Educational Psychology Service (EPS) Schools & Families Specialist Services (SFSS) Health Related Education Team (HRET) Physical Disability Support Service (PDSS) Managing Actual and Potential aggression (MAPA) and Anti-bullying Primary Social and Development Team (PSED)</p>			

Currently vacancies exist within these service areas and it has been possible to continue to deliver a quality service to schools and families. This proposal seeks to permanently reduce the staffing structure where these vacancies already exist. As these vacancies already exist it will not be necessary to make any compulsory redundancies in a sensitive area of work.

5. What Will the Outcomes of the New Service Be?

The size of the SEND Services offer will be reduced by the value of £300K. This will be managed by not filling vacancies across all service areas, minimising the impact on one specific service.

A service reduction of 6 posts will reduce capacity within SEND services to support families and schools

Currently discussions are taking place between service managers from SEN, Early Help and Young People's services in order to create integrated locality teams. This will provide an opportunity to reconfigure SEND services and minimise the impact of the reductions through the collective capacity created through locality teams.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

657

NET
£000

630

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	175	125	0	300
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	175	125	0	300

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

47.6%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

There will be no implementation costs with this option.

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

163.0

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

3.0 3.0 0.0

6.0

There will be a reduction in circa 6 posts across a range of SEND teams that are financed by the Schools Budget. It is not possible to identify specific posts at this stage as some vacancies will arise through retirement and natural wastage

9. Anticipated Impact

**ON SERVICE USERS AND COMMUNITIES
(incl. considerations relating to vulnerable people and communities & equality)**

Although there will be a reduction in service, it is anticipated that the impact on families and schools will be minimal because services are currently running efficiently with these vacant posts.

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

Developments will be taking place with Early Help and Young People's services in order to establish integrated locality teams which will form part of a wider transformational agenda.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

In order to reduce the risks of reducing the capacity of the service, SEND Policy & Provision leadership will consider innovative ways of delivering services through locality based integrated teams.

This offers the potential for a more efficient model of service delivery. In due course this should lead to increased devolution of resources and responsibilities to partnerships of schools.



Option Ref		A11
1. Service Area	Education, Standards and Inclusion	
2. Option Title	Support to Schools Service – Education Improvement	
3. Summary of Option		
<p>This option proposes to reduce direct budgets used for school to school support and move towards a more self-sufficient service by increasing the sold offer to schools and reducing any duplication and bureaucracy. We will continue to work with schools and other partners to ensure we best support schools and meet our statutory duties.</p> <p>The option includes:</p> <ul style="list-style-type: none">• To reduce the Targeted Support budget from £300k to £150k (A reduction of £163k will be applied to this in 2015/16 already as part of the current business case (£463k reduced to £300k))<ul style="list-style-type: none">◦ Saving: £150k• To increase the income generation target from £320,000 profit to £578,000 profit<ul style="list-style-type: none">◦ Saving: £258k• General efficiency savings from whole structure non staffing costs<ul style="list-style-type: none">◦ Saving: £142k• To maintain the current staffing compliment of 36.6fte (includes provision for Service Director of Education, Standards and Improvement)• To maintain funding to fulfil statutory duties in relation to statutory moderation of Foundation Phonics, Key Stage1 and Key Stage 2 writing (£100k)• To maintain funding to fulfil statutory duties in relation to Elective home education (£100k)• To maintain an Education Improvement Associates budget of £150k <p><i>Note, savings identified in this option are in addition to £370k saving already committed in 2015/16 from a previous savings proposal.</i></p>		
4. Rationale / Evidence Base for the Option		
<ul style="list-style-type: none">• These savings would not fundamentally impact on the overall structure and operating model of both the Education Improvement Service and Place Planning & Admissions.• The focus of the reductions will continue to come from the Education Improvement Service.		

- National policy continues to move responsibilities to Teaching Schools for school improvement; these proposed savings would reflect this national policy
- The proposed structure would also reflect the national policy with schools increasingly having to fund their own school improvement including schools in special measures having to mediate deficit budgets prior to any academisation.
- Two Virtual School posts have been ring-fenced within the overall support to schools structure allowing virtual school budget to be spent on provision.
- The income target increase is a key part of this budget option

5. What Will the Outcomes of the New Service Be?

The proposed reduction would ensure that the current School Improvement Strategy continues to underpin relationships with all schools, but particularly maintained schools in relation to support and challenge.

The proposed structure savings would ensure that brokerage role undertaken by the education improvement team to mediate the support needs for maintained schools continues.

There would be increased cost to schools, particularly schools in adverse Ofsted categories who would not access Targeted Support funding.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,748

NET
£000

2,834

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	292	0	0	292
PLUS Additional Income	258	0	0	258
LESS Costs of Reprovision	0	0	0	0
NET SAVING	550	0	0	550

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

19.4%

Please note: The % saving of 19.4% is based on the 14-15 budget before the additional £370k (already committed) is taken out. The total net savings in 15-16 will be £920k which is a 32.5% reduction on the 14-15 budget.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

36.6

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Maintained schools at risk of an Ofsted category, or judged to Require improvement, would not be financially supported and would have to negotiate a planned deficit and recovery plan with Finance. Any deficits would still revert to the County Council prior to the school going to Academy status if required by the Department for Education to be sponsored

ON OTHER ORGANISATIONS / PARTNERS

Teaching schools and other partnership schools would be required to increase their provision of support to schools in Nottinghamshire

ON OTHER PARTS OF THE COUNTY COUNCIL

There would be reduced capacity to respond to requests for support advice or intervention from other Departments such as Human Resources, Governing Bodies and requests from leadership for additional report writing. Furthermore responding to complaints and requests from Elected Members for information would all be reduced as the focus would have to be on statutory duties of the Local Authority.

10. Initial Equality Impact Assessment

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

There would be less advocacy for pupils with SEND and other vulnerabilities when at risk of not being able to access high quality education provision.

The proposals do not directly affect the Equality and Achievement remit of the team and the Virtual school for Looked After Children.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)	N
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11. Risks and Mitigating Actions

1. If targeted support is reduced from £350k to £150 there is a risk that maintained schools requiring improvement will be required to fund the improvement partnership from their own budgets. This could result in more maintained schools having to negotiate a deficit.
2. If a school is at risk and is forced to academise whilst in a budget deficit, the Local Authority is required to cover the cost of the deficit as the school must convert with a clear budget.
3. There is distinct risk that the local authority would be less able to intervene early in complex issues in maintained schools.
4. The Local Authority would have less direct influence to challenge poor support provision to maintained schools from other partnerships
5. The income target is ambitious but realistic based on previous performance with staffing levels maintained. Close monitoring of the sold service programme will ensure that any shortfall in the required net profit is identified early and any action required to meet the budget levels is taken.

With reduced net budgets, it is not possible to completely mitigate against these risks. The Local Authority has no direct influence on the quality of support from external partners. If demand for sold services reduces, then a new budget model will need to be agreed which would inevitably involve staffing reductions.



		Option Ref	A12
1. Service Area	Outdoor Environmental Education (OEE)		
2. Option Title	Income generation and efficiency savings		
3. Summary of Option			
<p>This option proposes to reduce the level of subsidy for outdoor education provision by generating increased income from schools and other customers, implementing a staffing review to reduce management and staffing costs and by making central cost savings including the introduction of an appropriate occupancy rate for staffing.</p>			
4. Rationale / Evidence Base for the Option			
<ul style="list-style-type: none">• The Outdoor Education Service has an excellent track record of generating income through providing services that are valued by a strong and sustainable customer base (mainly Nottinghamshire Schools);• In recent years the service has been able to demonstrate constant or improved take up of its traded service offer			
5. What Will the Outcomes of the New Service Be?			
<ul style="list-style-type: none">• The Outdoor Environmental Education will continue to provide the same high level of service to its customers.• Outdoor Environmental Education will continue to engage with more than 25,000 children and young people annually			

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,180

NET
£000

483

* Before existing OBC reductions for 15/16 and 16/17 of £62k and £52k respectively

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	84	45	25	154
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	84	45	25	154

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

31.9%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs		0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

23.3

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	5.2	0.0	0.0

5.2

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

- No impact, except young people, parents and groups engaging with the Duke of Edinburgh's Award will have an improved offer through streamlining of the Award's governance arrangements.

ON OTHER ORGANISATIONS / PARTNERS

- Increased charge rates to customers

ON OTHER PARTS OF THE COUNTY COUNCIL

- None

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED?

NO

11. Risks and Mitigating Actions

- Anticipated charging increases represent some business risk. However, price rises will be in line with the broad outdoor education market and local competitors.



		Option Ref	A13
1. Service Area	Quality and Improvement		
2. Option Title	Restructure of the Quality and Improvement Group		
3. Summary of Option			
<p>This option proposes to develop a core suite of support functions for the Department by 2017/18 whilst also delivering budget savings over two years starting in 2016/17. Efficiency savings can be made through economies of scale, staffing reductions and commissioning choices.</p> <p>The purpose of the Quality and Improvement Group is to provide a range of support functions to front line services so that they can provide the best support to children, young people and families in Nottinghamshire. The Group follows the principle that services should be child-centred and integrated to best and most efficiently meet the needs of children, young people and families.</p> <p>The Quality and Improvement Group is a new service created by bringing together various support services across the Children, Families and Cultural Services Department into one place. Therefore this budget option proposes to develop a core suite of support functions for the Department by 2017/18 whilst also delivering a saving of £250k over two years starting in 2016/17.</p> <p>It is anticipated that efficiency savings can be made through economies of scale. Given that staffing costs make up the majority of the Group's overall budget, reductions in staffing levels are inevitable. Moreover, given the continuing need to provide a comprehensive activity of support to frontline services, consideration will be given as to whether it remains feasible to deliver all of the support services in-house, or whether some functions can be commissioned rather than directly delivered</p>			
4. Rationale / Evidence Base for the Option			
<p>As services across the Department deliver their own savings and plan future budget reductions, the departmental support functions within Quality and Improvement must adapt to meet the needs of these remodelled or reduced services.</p> <p>Therefore this option would review the effectiveness of the current restructure / transfer of staff and further refine the Group's core functions within the context of reducing budgets. This will allow the group to focus on the most important priorities for the department and achieve savings.</p>			

5. What Will the Outcomes of the New Service Be?

The outcome will be a Quality and Improvement Service that focuses on the Department's core functions and activities around:

- making sure that the work we do to support children and families is consistent and of a high quality and also ensuring that we are always improving the services that we offer.
- leading work to support staff who work with children and their families, and sharing best practice
- managing the department's information systems so that we protect confidential information, track the services provided to an individual young person, and ensure that know how well we are performing so we focus on areas for improvement
- providing a range of support services to the Department's senior leadership team.

In broad terms, outcomes of the service will be that:

- the Department's services to children and families are well planned, integrated and child centred, robustly quality assured, and deliver continuously improving outcomes;
- Children's Services professionals are trained and assured of their effectiveness to support children and their families; and
- Senior colleagues are effectively supported in discharging their strategic responsibilities

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,328

NET
£000

2,168

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	125	125	250
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	125	125	250

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

11.5%

NOTE: At the time of drafting this option for change, the re-alignment of budgets to coincide with the various transfers of staff, have yet to be completed. The figures below have been estimated, albeit it is anticipated that they will prove to be very accurate.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

35.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	3.0	2.5

5.5

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The direct impact on services and communities will be minimal to the extent that the Quality and Improvement Group provides support functions for the department's frontline services. However, the service is responsible for the IT system that is accessed directly by parents to apply on-line for a school place for their child(ren), as well as systems that record detail of case work with some of our most vulnerable children and young people.

The indirect impact on services users will be two-fold:

- Children's Services professionals will have the right skills, knowledge and systems to support the children and families that they work with.
- A reduction in budget could minimise the support to some parts of the department which may make a difference to the quality of support that they receive.

ON OTHER ORGANISATIONS / PARTNERS

It is anticipated that the Group will continue to coordinate and support the work of the Children's Trust, which brings partner organisations that commission services to improve the health and wellbeing of children across Nottinghamshire. The Board includes representatives from health, Police, District and Borough Councils, and the voluntary sector.

ON OTHER PARTS OF THE COUNTY COUNCIL

Other front line services within the Department that receive support from the Group are determined by the department's priorities (shown in section 5).

10. Initial Equality Impact Assessment

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

Due to the service not directly interacting with the public, an equality impact assessment is not required for any changes arising to this Group

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
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No

11. Risks and Mitigating Actions

The nature of these support services mean there is generally less risk in budget reductions, albeit the Group does provide some critical support functions to key front-line services, such as children's social care, early help services (e.g. Children's Centres) and school admissions. Service provision to schools will be largely unaffected and the Council's interests will continue to be properly protected.

Risk: The Department does not have sufficient resource to adequately support frontline services to ensure they are well planned, integrated and child centred, robustly quality assured, and deliver continuously improving outcomes;

Mitigation Action: Manage expectations and have a clear understanding of the department's priorities so support can be targeted in the right areas.

Risk: Senior officers do not have the level of support required to effectively coordinate departmental policies, strategies and initiatives.

Mitigation Action: Manage expectations and have a clear understanding of the department's priorities so support can be targeted in the right areas.

Risk: The department does not have the capacity (resources / budgets) to provide the sufficient workforce development activity through training and continuous improvement.

Mitigation Action: Pooling workforce development budgets will improve efficiency, reduce duplication and help target resources in line with the department's priorities.

		Option Ref	A14
1. Service Area	Libraries, Archives, Information and Learning		
2. Option Title	Operating model gains/reducing the managerial core		
3. Summary of Option			
<p>This option outlines increased efficiency gains from the development of a mutual organisation, operating at arm's length to the Council. Further savings will come from reductions in the Service's professional, managerial and support functions core.</p> <p>i) Increased projection of efficiency gains from development of a mutual organisation: Forecast updated benefit realisation from establishing an arm's length operating model. Savings = additional £100K rates decrease, and £50K anticipated staff turnover savings</p> <p>ii) Staffing changes / reductions in professional, managerial and support functions core across Libraries, Archives, Information and Learning: Savings = £200K</p> <p>Savings Total: £350k</p>			
4. Rationale / Evidence Base for the Option			
<p>The Chartered Institute of Public Finance and Property (CIPFA) benchmarking indicates that Nottinghamshire County Council Libraries are now provided at average cost and deliver high performance.</p> <p>The service's current business case aims to save £1m by 2016/2017 without the closure of any library whilst developing increased levels of partnership work to sustain an extensive library network for the future, and establishing an arm's length management arrangement for the Service. In order to maintain this approach and make further savings, options are therefore limited.</p> <p>This option identifies updated financial benefits of the agreed move to an arm's length arrangement, and identifies further opportunities to reduce the Service's managerial core.</p>			

5. What Will the Outcomes of the New Service Be?

The overall outcomes of the Service will be maintained through the provision of a comprehensive and efficient public library service for Nottinghamshire.

Staffing changes in non-operational and delivery areas will reduce the overall capacity of the Service to provide development, innovation and programmes. The staffing review will consider roles across the entire Service.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

12,967

NET
£000

8,949

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	100	250	0	350
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision		0	0	0
NET SAVING	100	250	0	350

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

3.9%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

213.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	6.0	0.0	0.0

6.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Reduction of staff will impact upon the development and non-operational delivery of services.

The number of events, activities and 'professional' tasks undertaken may be reduced.

ON OTHER ORGANISATIONS / PARTNERS

The number and range of organisations that services work with may be reduced. There will be reduced capacity to generate external income, especially heritage, health/wellbeing and arts.

ON OTHER PARTS OF THE COUNTY COUNCIL

Potential reduction in events and programmes will reduce positive reputational impacts for the County Council. Service capacity to respond to specific requests will be reduced. The Service's wider contribution to health, social care, early intervention and educational attainment work may be reduced.

10. Initial Equality Impact Assessment

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

This option will aim to maintain wide access to library services across the county. Ongoing support and development of Community Partnership Libraries and Library Access Points would adhere to access standards and policies. This will protect access to services for all including protected groups.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
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N

11. Risks and Mitigating Actions

Risk: Staffing changes across the group will result in a reduction of professional skills and a loss of valuable experience and skills. Funding from Skills Funding Agency and Education Funding Agency is dependent upon meeting contractual and Ofsted requirements.

Mitigation: Reshaped managerial roles will encompass the right skills and experience mix in new roles/teams.

Risk: Implementation of revised managerial arrangements so soon after implementing a new structure in April 2014, whilst working towards arm's length status in April 2016, may cause some staff uncertainty.

Mitigation: Full and effective staff consultation on the revised arrangements.

Risk: That the additional cashable savings from a move to a new operating model outside of the council are over estimated.

Mitigation: Regular review and monitoring of savings progress.

Option Ref	A15
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1. Service Area	Sherwood Forest Country Park & Visitor Centre
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2. Option Title	Service redesign based on strategic partnering
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3. Summary of Option

This option sets out the desired revenue budget reductions arising from current work to seek a partner to develop a new visitor centre and to introduce a new operating arrangement for Sherwood Forest country park.

This would significantly reduce the revenue costs to the Council and the third party partner would develop and operate the replacement visitor centre and manage the country park. The procurement process was approved by Culture Committee in October 2014

4. Rationale / Evidence Base for the Option

The success of the recent partnering project at the National Water Sports Centre and recent "soft market" testing activity offers a level of confidence that there are a range of organisations interested in investigating the opportunity to work in partnership with the County Council in pursuit of the management of the country park and the redevelopment of the visitor centre.

5. What Will the Outcomes of the New Service Be?

- Significantly enhanced visitor facilities that will support the wider north Nottinghamshire tourism offer
- Clear management arrangements for the country park
- Continuing effective conservation and heritage management arrangements for the park.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,426

NET
£000

432

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	0	205	205
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	205	205

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

47.5%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16	2016/17	2017/18	TOTAL
	£000	£000	£000	£000
Capital Costs	0	4,300	0	4,300
Revenue Costs	100	0	0	100

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

Note – This figure is difficult to establish at this point as it will be dependent on the type of delivery model chosen for future delivery. TUPE regulations will apply to any staff transferring from the Council. There is also evidence from other projects that new employment opportunities arise out of a refreshed offer and that FTEs increase as a result.

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

If successful, the proposals will achieve a positive impact on service users as the process is designed to encourage partner investment.

ON OTHER ORGANISATIONS / PARTNERS

New relationships will need to be established with partner organisations as the Council moves from direct delivery to a commissioning and contracting role. The proposal also offers an opportunity to engage with a range of new and existing partners in creating and delivering an innovative solution.

ON OTHER PARTS OF THE COUNTY COUNCIL

To achieve the desired outcomes there will be a requirement on central support service colleagues to build in time to current work programmes to support the procurement processes. Experience shows also that cross departmental support and expertise is essential (often required within short time periods) to ensure that the council is in a position to make robust commercial recommendation for members to be able to make appropriate decisions. Resources are also required at crucial periods during the transfer of services to a third party supplier and throughout the transition period following contract sign off. It should also be recognised that the Council will need to build in appropriate levels of “client” monitoring resources to ensure contract compliance.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk: That capital funding is not available from the Council at the levels required to attract a partner / partners

Mitigation: Sufficient capital funding has been allocated within the corporate capital programme.

Risk: That partners are not attracted by the opportunities and interest does not result in credible bids

Mitigation: Soft market testing to date has been positive and will inform the procurement process and contract structure.

Risk: That procurement processes are not completed within the timescales required to release the revenue savings.

Mitigation: Strict project management controls.



Option Ref A16

1. Service Area

Green Estate

2. Option Title

Accelerated delivery of Green Estates Strategy

3. Summary of Option

This option seeks to reduce the management and maintenance costs of the Council's Green Estate sites, in line with the current Green Estates Strategy endorsed by Culture Committee in March 2014.

The County Council has a long tradition of developing and managing a number of Green Estate settings across the county, including Bestwood Country Park.

4. Rationale / Evidence Base for the Option

The rationale for the proposals is based on the further development of existing work with external partners who will be willing to engage with the Council to maintain and manage Green Estate sites at a lower than current cost.

5. What Will the Outcomes of the New Service Be?

The outcome of the proposed changes will result in the County Council retaining control of the Green Estate portfolio, with maintenance and management for some sites moving to key partners under specific management/lease arrangements.

Successful delivery of the proposal will retain, and in some cases enhance, the majority of current provision whilst supporting the council in its ambition to reduce the revenue subsidy currently allocated to the Green Estates portfolio.

6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT
BUDGET?**

GROSS
£000

515

NET
£000

463

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	50		50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	50	0	50

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

10.8%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0		0	0
Revenue Costs	0		0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

12.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The proposals will have a minimum impact on service users.

ON OTHER ORGANISATIONS / PARTNERS

New relationships will need to be established with partner organisations in respect of the management/maintenance of individual sites.

ON OTHER PARTS OF THE COUNTY COUNCIL

Much of the anticipated work will be property related, and effective joint work with corporate property services is therefore essential.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk: That partners cannot be identified to support the delivery of the Strategy

Mitigation: Initial engagement with potential partners has been positive and supports the delivery of this proposal.



		Option Ref	A17
1. Service Area	Transport and Travel Services		
2. Option Title	Concessionary Travel Scheme		
3. Summary of Option			
<p><i>The County Council intends to introduce an online application form to simplify processes and reduce costs. This will be in addition to the current paper based application forms.</i></p> <p><i>In parallel, the County Council will negotiate with the bus and tram operators to renegotiate the level of payments to bus companies for this scheme.</i></p> <p>By exploring the following options Transport and Travel Services (TTS) aims to reduce the budget by £300,000</p> <ul style="list-style-type: none">• to include the facility for customers to apply on-line for a concessionary travel pass in line with other local authorities• to provide the facility to apply for a replacement pass on line and include facility for payment• option to explore a full/partial bureau service for the concessionary fare applications• the target is to save £120k from the above measures• aim to reduce spend by £180k in negotiation with the bus operators on reimbursement. (Note: reimbursements are currently below CIPFA average)			
4. Rationale / Evidence Base for the Option			
<ul style="list-style-type: none">• There are 196,000 people in Nottinghamshire over 60 (164,000 with a pass).• Around 35,000 passes are reissued annually at a cost £140,000. It is a statutory legal requirement to replace concessionary passes every five years.• Meets the corporate strategy for improved digital processes• Other local authorities provide an online service• Reduced costs			
5. What Will the Outcomes of the New Service Be?			
<ul style="list-style-type: none">• Provide customers with an option to apply and replace passes on line• Reduce the number of paper applications requiring manual processing• Improve the customer experience• More efficient process• Increased use of the Customer Services Centre• Improved access for customers• Easier organisation of online applications• Easier accessibility for customers• Transport and Travel Services receive information more timely			

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

25,043

NET
£000

18,416

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £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?

0.2%

The net budget for Concessions is £10.8m in 2014/15.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	10	0	10

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

50.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

- Increased use of digital technology, providing improved access to services for customers
- Faster processing and issuing of travel passes

ON OTHER ORGANISATIONS / PARTNERS

- External provider of system
- Reduced reimbursement to the bus and tram operators

ON OTHER PARTS OF THE COUNTY COUNCIL

- Increased use of the Customer Services Centre

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics

This will increase the options for applying for a travel pass. Anyone unable to apply on line will still have the option to complete a paper application.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
--

N

11. Risks and Mitigating Actions

- IT and the external supplier are unable to deliver the online option to timescale Mitigation:- Transport and Travel Services to work with providers to ensure milestones and timelines are adhered to.
- Customers unaware of new on line service Mitigation:- publicity around this new process to be agreed.
- Discussions with operators may not have desired outcome Mitigation:- Transport and Travel Services to hold discussions on a timely basis.
- Disadvantage to customers with no access to computers or little knowledge of IT Mitigation: a paper based application option will still be available.
- Verification of personal details Mitigation: system is able to check and verify customer details.



Option Ref A18

1. Service Area Waste Management

2. Option Title Veolia Revised Project Plan (RPP) Contract Negotiations

3. Summary of Option

Conclude the Veolia Revised Project Plan, as approved by Environment and Sustainability Committee on 4 September 2014, and realise £1m pa in contract savings with effect from 2015/16.

4. Rationale / Evidence Base for the Option

Lengthy negotiation with Veolia has identified contract efficiencies, and savings which would deliver an additional £1m to the County Council if the RPP solution provided was accepted. Critically, the savings would not impact on the public or district councils and could be delivered with little effect or risk balance provision to the Council.

5. What Will the Outcomes of the New Service Be?

Better partnership working resulting in an additional £1m in savings.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	33,000	NET £000	30,000
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £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?	3.3%			

Note that the savings are indicated as saving against the overall Waste and Energy service budget (£30m including landfill tax of £12m), and not against the direct budget for this service element of circa £18m.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

16.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16	2016/17	2017/18
0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

None

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk: Limits long-term flexibility in terms of contract provision except with the ability to close recycling centres as required.

Mitigation: Proposed savings are sufficient to release this flexibility in the future.

		Option Ref	A19
1. Service Area	Finance and Procurement		
2. Option Title	Staffing reductions to reflect streamlined financial procedures		
3. Summary of Option			
<p>As financial procedures continue to be streamlined across the Council, existing vacant posts in the Financial Management Group will be deleted in 2015/16 and a review will be undertaken in 2016/17 to make savings of £200,000.</p> <p>The savings in 2015/16 will be generated largely by the deletion of eight vacant posts across the two Finance Groups (3 FTE) and the Procurement Centre (5 FTE).</p> <p>The savings in 2016/17 will be made by the disestablishment of a further seven posts from the Financial Management Group, at this stage, in anticipation of the broader organisational change across the County Council.</p>			
4. Rationale / Evidence Base for the Option			
<p>The proposed reduction in Finance and Procurement Centre Capacity is based on the approach that support services should make an appropriate contribution towards the Council’s overall savings target to safeguard front-line service delivery. Further savings will be realised through staffing reductions.</p> <p>The restructuring of the finance function delivered full year savings of £450,000 (24 fte posts from a total of 89 fte posts or a 27% reduction) in 2014/15. Further change is necessary both to embed the improvements that have been delivered, whilst also implementing revised structures, systems and processes that will allow the service the scope to “do more with less” in the future.</p> <p>The recent restructure of the Procurement Centre, which involved the centralisation of “procurement” functions from across the organisation, realised full year efficiency savings of £250,000 in 2014/15. Whilst the proposed reduction of posts can be contained, further savings beyond this are likely to result in a significant diminution the team’s ability to provide an effective procurement service to the rest of the County Council.</p> <p>All these changes must be delivered alongside broader organisational change within the context of “Redefining Your Council”.</p> <p>Taking into account existing savings options in the Medium Terms Financial Strategy (MTFS) over the three years to 2016/17, the division will have provided total savings of £1.5 million, a reduction of 36% against the 2013/14 net budget of £4.2 million.</p>			

5. What Will the Outcomes of the New Service Be?

The outcomes of the new service will be:

1. A refocusing of the service on the areas of the wider business that require the most financial support
2. The retention of a streamlined service
3. A reduction of a further 15 posts (17%).

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,849

NET
£000

3,234

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	110	90	0	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	110	90	0	200

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

6.2%

Taking into account existing savings proposals the total reduction will be 22.6%.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

89.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	8.0	7.0	0.0

15.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The size, scope and technical requirements of the Finance Service are driven by the Council's size and complexity which, if diminishing in overall terms, would mean a reduced requirement for

finance support. The required reductions could, therefore, potentially occur through reduced demand; this will materialise as the Council is redefined.

The vision for Finance continues to be a smaller team but one which is more strategically focused and with a higher density of appropriately qualified staff. It may also have to have a different skill set to respond to changing business need. This will, nevertheless, be dependent upon other organisational wide factors such as:

- the Council's operating model
- the continued move to manager self-service, particularly for budget monitoring/forecast
- the reduction in operational and transactional processing that should be achievable from investment in technology, together with ongoing business improvement and service redesign.

The Procurement Centre operates as a support service to front line service delivery. As such any reduction in capacity and capability could have an effect on how well front line services are procured and managed unless appropriate steps are taken to prevent this happening.

ON OTHER ORGANISATIONS / PARTNERS

The Procurement Centre works collaboratively with a number of external organisations and partners. A reduction in capacity may affect the team's ability to engage with other organisations and partners.

ON OTHER PARTS OF THE COUNTY COUNCIL

The Procurement Centre is a support service, the primary aim of which is to deliver effective contract outcomes, most notably the delivery of contracts which support the delivery of high quality services and savings delivery. Any reduction in capacity within the team should reflect the overall Redefining Your Council approach to prevent any reduction in the level of service on offer to departments.

In terms of alignment to the strategic objectives of the authority, any reduction in capacity to deliver quality services to residents and ability to continue to generate savings at the current level and beyond needs to be fully considered.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
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N

11. Risks and Mitigating Actions

There is a risk that the level of financial support and advice provided to the Council will not be sufficient unless appropriate safeguards are taken. As such this is seen as the maximum that can be safely reduced.

Option Ref	A20
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1. Service Area

Finance and Procurement

2. Option Title

Shared service for Internal Audit

3. Summary of Option

To save £75,000 by sharing the cost of the Internal Audit service with other Nottinghamshire authorities.

4. Rationale / Evidence Base for the Option

A number of other county councils / unitary councils have developed a shared internal audit service. The potential benefits include improved resilience, sharing of staff and expertise, potential to win new work, broader experience for staff and lower oncosts by reducing the number of heads of internal audit. The option would improve economies of scale by managing resources across a broader base.

Audit Lincolnshire and Veritau (North Yorkshire and City of York) provide potential models.

5. What Will the Outcomes of the New Service Be?

The outcome of the new service will be a similar service to the current service, managed locally but with the potential to share a head of internal audit with the City / district councils. For the service, there is potential to generate additional income by selling more services to keep costs at a reasonable level by improved economies of scale.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

503

NET
£000

366

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	75	0	75
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	75	0	75

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

20.5%

7. Estimated Implementation Costs

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	25	0	0	25

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

13.7

	2015/16	2016/17	2017/18
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	2.0	0.0

2.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Risk of reduced engagement by internal audit with service users and communities as a potentially “arms-length” organisation provides the internal audit service. Audit coverage likely to go down to reduce cost. Reduced support could lead to increased error and fraud, unless appropriate steps are taken.

ON OTHER ORGANISATIONS / PARTNERS

Reduced internal audit cover will require additional steps to be taken to prevent error, fraud and risk.

ON OTHER PARTS OF THE COUNTY COUNCIL

Reduced internal audit cover will require additional steps to be taken to prevent error, fraud and risk.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

There is a risk that local councils will fail to agree promptly on the set-up of a shared service. This will be mitigated by engaging in early discussion.

Due to reduced internal audit cover, systems might fail, resulting in undetected poor service, error and fraud unless appropriate steps are taken. Risk to internal audit cover will be mitigated by continuing to focus work on higher risk areas.



Option Ref

A21

1. Service Area

Finance and Procurement

2. Option Title

Savings from the recent re-tender of the Council's banking contract

3. Summary of Option

To realise savings of £62,000 as a result of the successful re-tender of the Council's banking contract following the withdrawal of The Co-operative Bank from involvement in providing banking transmission services to Local Authorities.

4. Rationale / Evidence Base for the Option

Tender completed and savings identified. Contract began at end of September 2014, although savings in 2014/15 have been set aside to meet costs of implementation of new provider.

5. What Will the Outcomes of the New Service Be?

Continued delivery of banking service to existing/improved standards.

6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT
BUDGET?**

GROSS
£000

124

NET
£000

124

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	62	0	0	62
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	62	0	0	62

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

50.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

0.0

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Changes from existing provider will affect the majority of schools. Transition and communication plans have been implemented to minimise disruption.

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

Transition and communication plans have been implemented to minimise disruption.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

None identified.



		Option Ref	A22
1. Service Area	ICT Services		
2. Option Title	ICT Licences		
3. Summary of Option			
<p>To save £80,000 by rationalising the number of Oracle licensed databases used by the County Council during 2014/15, basing the contract on computer processors rather than user numbers.</p>			
4. Rationale / Evidence Base for the Option			
<p>The transferred databases will run on Microsoft SQL and are covered by the existing Enterprise Agreement licence that we have.</p>			
5. What Will the Outcomes of the New Service Be?			
<p>There will be no reduction in service to users as the databases will simply be run from a different technology platform.</p>			
6. Projected Net Savings to the Budget			
WHAT IS THE PERMANENT BUDGET?	GROSS £000	<input type="text" value="767"/>	NET £000 <input type="text" value="767"/>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?			
	2015/16 £000	2016/17 £000	2017/18 £000
Gross Saving	80	0	0
LESS Loss of Income	0	0	0
LESS Costs of Reprovision	0	0	0
NET SAVING	80	0	0
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?			<input type="text" value="10.4%"/>

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)
None

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Oracle has undertaken a licence compliancy audit in 2014 and they have confirmed the proposed licence model and budget reduction based upon our planned usage.

Compliance audits remain an ongoing risk and we have experienced three related Oracle audits in the last five years. The audits use software to scan all of our Oracle licence usage over a period and compare this with the terms of the licences we have procured.



		Option Ref	A23
1. Service Area	ICT Services		
2. Option Title	Telephone Network		
3. Summary of Option			
To save £70,000 by removing the existing ISDN lines at 15 office sites and routing voice calls through the recently installed broadband network.			
4. Rationale / Evidence Base for the Option			
The broadband ICT network is now sufficiently sized and designed to enable voice calls to also be routed in this way and this has been proven at pilot sites.			
5. What Will the Outcomes of the New Service Be?			
There will be no service change to end users. Telephone calls will be made in the same way using the same handsets, but the voice traffic will be delivered to the County Hall switchboard via the ICT broadband connection rather than through the separate and dedicated telephone connection (ISDN line).			
6. Projected Net Savings to the Budget			
WHAT IS THE PERMANENT BUDGET?	GROSS £000	<input type="text" value="259"/>	NET £000 <input type="text" value="259"/>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?			
	2015/16 £000	2016/17 £000	2017/18 £000
Gross Saving	70	0	0
LESS Loss of Income	0	0	0
LESS Costs of Reprovision	0	0	0
NET SAVING	70	0	0
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?			<input type="text" value="27.0%"/>

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)
None

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

There is no perceived greater risk from telephony calls being delivered over the ICT broadband network than the current ISDN telephone network. A pilot project has proven the technology solution. 'Quality of Service' will be deployed at these sites to partition some of the broadband bandwidth so that it is dedicated for voice calls.

All sites currently lose access to ICT services if the site based broadband connections or telephony connections fail. The services that run over the ICT broadband network are designed to be resilient as far as is practicable in order to avoid service outages.



		Option Ref	A24
1. Service Area	Property Services		
2. Option Title	Joint Venture for Property Services		
3. Summary of Option			
<p>To secure a commercial Joint Venture (JV) for Property Design, Construction and Maintenance and related services in order to improve value for money and manage financial risks to the Council.</p> <p>To create a public sector Combined Property Unit (CPU) for property and estate management services over the next two to three years.</p>			
4. Rationale / Evidence Base for the Option			
<p>1. <u>Executive Summary of Key Points</u></p> <p><u>Why the status quo is not sustainable?</u></p> <ul style="list-style-type: none">• Projected significant decrease in the capital programme that provides a source of design and operational work• Potential significant rationalisation in the property estate• Need for continuous improvement through changes in the way services are commissioned and managed. <p><u>Is there any ability to make <i>reasonable</i> additional short-term savings?</u></p> <ul style="list-style-type: none">• No - there have already been significant budget reductions in recent years• Limited maintenance budgets for the estate are spent mainly on keeping buildings safe and operational, and essential building works• Budget provision for the maintenance of the estate is already insufficient for the size of the property estate and backlog of maintenance. Consequently further reductions would only result in higher costs in the future• Chartered Association of Public Finance Accountants (CIPFA) value for money comparison show excellent performance amongst the benchmarked groups - there is limited scope to improve further with the current service delivery model• Design staff are mainly fee earning with their costs covered by the project. Therefore staff reductions do not create a revenue budget saving. <p><u>Why is a JV solution being proposed?</u></p> <ul style="list-style-type: none">• Provides increased flexibility to respond to peaks and troughs in work demand• An opportunity to bring in commercial expertise• Flexibility to adopt more dynamic processes and procurement routes• Creates an opportunity to invest in developing the services.• There is the potential to provide job security for a highly skilled and professional work force• Has the potential to retain knowledge and experience of Council's staff.			

Why is a JV commercial partner preferred?

- Commercial experience and expertise
- Ability to invest
- Removes many of the barriers associated with public sector working practices and processes.

Key Benefits:

- Case example, Worcestershire from its JV anticipate overall financial savings of around 25%
- Reduced accommodation need
- Potential for reduced project costs
- Providing job security
- Exporting skills which are in high demand: engineers, quantity surveyors. There is likely to be strong demand from the commercial sector which should result in a competitive service offer.

Why have a CPU and not a JV for the remainder of the service?

- There is no direct synergy between some property service activities eg valuers, strategy officers and architects - not one solution is suitable for all
- A CPU between public sector partners supports the drive by central government to have joined up asset management, one estate, one service
- Less immediate need for change - a CPU will take time to set up, property rationalisation will follow a similar time line.

2. Background Detail

Current Service Delivery Offering

The Property Group provides two distinct services to the Council:

- (i) A core support function that is necessary for the management of the portfolio
- (ii) Design and delivery of capital and revenue programmes for the Council

The services are delivered in the context of:

- The value of the Corporate Estate: £1.2 billion
- The strategic land-bank: Over £200 million
- There is a diverse portfolio of 900 sites and over 13 m square metres of floor space
- Running costs of portfolio: £40 million annually
- The capital and revenue programmes for the Council amount to in excess of £40-50 million on average annually.

A significant proportion of the Group's work is aligned with supporting services going through transformational change; identifying property need and property solutions. The importance of this role has been highlighted by the Council's decision in 2013 to consolidate property staff from across the organisation into the property group.

Summary of Recent Changes:

During the last four years the group has experienced a period of rapid change and downsizing with the number of staff reducing by over forty posts. Savings have been achieved amounting to almost £2 million when work for its services have been increasing, most notably through:

- Large capital investment in Schools Capital Refurbishment Programme (SCRCP) of £90m over a four to five year period
- Basic Need programme for additional school places of £68m over a four to five year period
- The need to maximise asset value through land allocations
- The need to achieve high levels of capital receipts to support financial planning
- The need to ensure that properties are safe to use
- Improved asset management planning

The Group has increasingly commissioned services from private and public sector partners. A key partner is Faithful and Gould who have been commissioned to provide project management, quantity surveying and design solutions linked particularly to education programmes. The value of these works amount to circa £100 million over a four to five year period.

The Council also accesses the regional/national framework contracts for design and construction services from the commercial sector. In-house maintenance service also delivers nearly £7 million of works for the Council as well as private sector partnership with Nottinghamshire based company, Woodheads.

Review of Service Performance

During December 2013 a detailed Value for Money exercise was commissioned which was undertaken by CIPFA and reviewed in detail the property service provision against 22 other benchmarked authorities. The findings were generally excellent across most of the 60 + indicators.

With the launch of Redefining Your Council, the property group held a series of workshops during May 2014 undertook a SWOT analysis with property staff on the current service delivery model. This was supplemented by visits to Warwickshire and Worcestershire who were identified by CIPFA as undergoing transformational change.

Summary of findings:

- Internal systems and procedures can inhibit productivity
- There is a need to have flexibility with staff resourcing to respond to change
- There is no 'one size fits all' solution for each part of the property group
- There is an established professional skill base particularly amongst quantity surveyors and architects that is recognised and is marketable
- Joint venture arrangements in various guises were identified as offering potential for improvement
- The operational unit should have the capability to seek trade outside of the public sector domain.

Property Strategy & Estates Management – Rationale/Evidence

- The Statutory obligations are adequately addressed eg in relation to the control of asbestos, legionella etc and the portfolio is maintained to an acceptable standard
- It is unlikely health and safety requirements will decrease in nature in future years
However, over time as the property estate gets smaller, less resources would be

required to monitor and manage

- In terms of maintaining the estate, a recent report to Finance and Property Committee identified the challenges the Council faces in sustaining the property estate at its current size. There is limited scope for budget reductions in the foreseeable future
- A strategic management function is required to ensure that property meets service needs, enhancing asset value and facilitating efficiencies for example via identification of co-location opportunities
- As the Council seeks to progress transformational change the demand required to support this process will increase, particularly in relation to asset management planning both at a corporate and service level
- At a time of severe budget pressure it is important that asset values are maximised and buildings are optimally used
- The work associated with the future size and shape of the property estate and the connection it has with ways of working programmes means that it will be extremely difficult to accurately predict current need during the next three years. The likelihood is that extra demand will arise to manage the transformational change process. However, in the longer term, a smaller estate will mean a lower demand for this nature of activity.

Proposal:

Bearing in mind the significant reductions and changes in the staffing levels over the past five years and other factors outlined above, there is little scope for realising significant savings over the next two years or so.

In view of the foregoing, it is recommended that a CPU option with other public sector bodies is fully explored. This has the potential to deliver significant financial and operational benefits to the Council and also has the potential to create an innovative public sector joint venture in the region.

Design, Construction & Maintenance

- Direct works operations which provides the Council with an in-house capacity to undertake design and maintenance services for the Council's capital and revenue programmes
- These services have a proven track record of undertaking works promptly to high quality/standards and at competitive cost. However, these are heavily reliant on departmental spend and suffer from issues associated with identifying a consistent and steady flow of work. These issues are likely to become more extensive as programmes contract
- In addition to the above, the Council relies heavily on external framework contracts and external contractors to undertake design and construction services to deliver capital and revenue works for the Council. This includes for example, SCRP, Basic Need and Refurbishment programmes. This area accounts for approximately 80%+ spend of the Council
- A JV will also help to mitigate redundancies that will arise as programmes decline
- Given the declining and variable works programmes and financial challenges facing the Council, it is considered an opportune time to radically change the service delivery model. This will be underpinned by robust commissioning and contract management in order to improve VFM and mitigate the impact of volatile programmes
- Fundamentally, the main reasons why a commercial JV is a preferable option are twofold. Firstly, there is a shortage of suitably skilled and experienced design/construction staff with a track record in the public sector, and as a result this

group of staff are highly sought after by the sector, looking for growth in business. Secondly, for the sector having exclusivity of services to a well-known public sector client like NCC is a significant strategic acquisition even though volume of work is not guaranteed.

Proposal:

In recognition of the above it is proposed that a commercial sector JV be established. This has the potential to deliver significant savings to the Council in the cost of capital and revenue funded building programmes.

5. What Will the Outcomes of the New Service Be?

- A property service that can maintain full support to the Council and departments at a time of key transformational change
- A change to a more dynamic design and operational service that can better respond to changing demands where professional expertise is fully exploited
- An establishment of a longer term 'road map' for joined-up service provision that should provide for reduced staffing costs for partners involved; a service that can respond to varying demand and is able to utilise specialisms embedded within existing resourcing structure.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	10,114	NET £000	6,280
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £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
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	0.0%			

Sizeable savings (up to 25%) are anticipated from the Design, Construction and Maintenance Services JV. These projections are based on a recent procurement exercise by a comparable County Council who have transferred all the services to a private sector partner. This is due to a fundamental shift in the way projects are delivered with a shift to design and build solutions, removal of management/non-fee earning posts as a consequence of integration of the service with the private sector partner, and economics of scale. In other words, savings arise from a fundamental change in the way the services are procured and delivered.

Further savings will emerge from the implementation of alternative ways of working and property rationalisation. These are yet to be quantified.

Note – the above savings are additional to £1.036m envisaged in the existing business case as a part of the 2014 budget.

7. Estimated Implementation Costs

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	50	50	0	100

Note: Only indirect costs incurred relating to procurement and legal support. It is important to stress that external implementation/procurement costs are expected to be minimal because standard procurement routes that are readily available.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE					131.0
	2015/16	2016/17	2017/18		
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0		0.0

Note: No staffing reductions are anticipated but approximately 70FTE staff will transfer into a JV and CPU under TUPE arrangements

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

No negative impact. Consistency of service delivery during a period of significant change and longer term improved access to specialists and quicker response times

ON OTHER ORGANISATIONS / PARTNERS

No negative impact. Potential for greater sharing of services and promotion of joined up asset management

ON OTHER PARTS OF THE COUNTY COUNCIL

No Negative impact. There may be some sensitivity on losing direct control over the service delivery

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Securing a JV partner: The objective will be to achieve staff transfer security, and provide an improved service delivery at reduced cost. Risks in relation to service transfer to a JV are minimal and can be effectively managed through good commissioning and contract management.

Loss of staff during transition period: Changes will cause anxiety amongst staff and this may result in an increasing loss of experienced staff. However, with a proven JV partner provide a degree of certainty over job security.

The extent of ways of working programme scope and property rationalisation: The level of property service support is inextricably linked to changes in property and accommodation need. The extent of change is unknown at this stage. It is important that as the Asset Management Plan for NCC is developed that there is a parallel review of the level of property service that is required to support it.



1. Service Area

HR

2. Option Title

Redesigned HR service offer

3. Summary of Option

The retention of in-house corporate HR and Health and Safety functions with a revised service offer; mixed economy for provision of occupational health services and commissioning learning and development activity and increased generation of income through services sold to schools.

Retaining the in-house corporate HR and Health and Safety functions, with external commissioning of some specific activities, will provide best value for money reflect the Council's organisational priorities to support the transformation programme.

It is recognised that this needs to be in the context of a new Service Offer that reconfigures capacity to reflect the future workforce priorities of the Corporate Leadership Team and political administration as set out in the Workforce Strategy.

This option will best ensure that the Council is able to deploy its people in a legal, safe and efficient manner and develop their skills, knowledge and abilities to provide innovative, value for money, quality services to the citizens of Nottinghamshire.

A number of activities delivered by the service are statutory in nature. This includes the requirement for a nominated competent person under health and safety legislation; the provision of safeguarding training in schools; the provision of other training including for qualified social workers and under the Mental Capacity Act; provision of advice in relation to disability and ill health under the terms of the Local Government Pension scheme.

The current in-house model generates considerable income through sold services to schools and other external customers and there is potential to expand on this.

Operational /Strategic HR:

- The HR service has delivered the required savings year on year with significant staff reductions and has developed an integrated service delivery model to maximise capacity with reduced resources.
- In the first year current capacity is retained to enable and support organisational and service review; the implementation of change and wider transformation.
- The HR Operational service remains responsive to customer needs and has proved to be sufficiently flexible to enable the continuing delivery of a quality service. However, managers continue to receive support in areas where there is an expectation they self-serve and the future in-house offer will need to support and enable managers to do more of their own people management. HR would continue to provide advice on the most complex casework but focus

resources on preventative and developmental work.

- The current Business Partner model needs to reflect the changing strategic priorities and move away from low value operational support to more creative strategic human resource management which is concerned with longer term people issues and encompasses issues of organisational structure, quality, culture, values, commitment and matching resources to future need.
- HR has maintained a significant market share in the service sold to schools and academies. Further income could be generated but would require the development of greater commercial skills and an open dialogue with schools about the true cost of the service. Charging continues to be geared towards maintaining business whilst moving towards a full cost recovery model.
- There is the potential to offer the service to districts and boroughs as they too seek to make required savings. There is also the opportunity to sell to third sector organisations some or all of the support and advisory package and in some cases to provide ad hoc advice to service users or their families employing people through personal budgets.
- Bespoke packages or additional services could be offered to in-house services on a pay as you go model but this would be very difficult to determine demand and to resource accordingly.
- Decisions are required on whether the new service offer is universal or whether there will be the option for internal services to buy more if they pay more.

Workforce and Organisational Development: (see current business case)

- A re-modelled, integrated, corporate, in-house service.
- A realigned service offer which reflects current organisational workforce development priorities.
- In-house advice and expertise to support corporate and departmental talent management and workforce planning priorities.
- Delivery of corporate priorities to support organisational transformation and culture change.
- Hybrid model of provision of commissioned and directly delivered learning and development activity and learning materials (eLearning) which support departments workforce transformation needs.
- Potential for greater synergies with the strategic HR function moving forward.

Occupational Health (OH):

- Considerable cost efficiencies have been driven out from Occupational Health already.
- Continued delivery of in-house Occupational Health service providing professional clinical advice including reasonable adjustments to support effective absence management and management of risk (HAVs, Hep B vaccinations, audiometry, workplace risk assessment) - helps protect the County Council from potential litigation.
- Advice to support decisions in relation to the Local Government Pension Scheme.
- Occupational Health service continues to contribute to strategic employee wellbeing agenda (recognised as high quality by Wellbeing at Work gold level award).

- Continue to provide employee counselling through an external provider.
- Directly employed professionally qualified Occupational Health Nurses and administrative support.
- Continue existing contractual arrangements with existing OH Doctors.
- Reduce property cost /overheads.

Corporate Health and Safety:

- Continued delivery of a centralised Health and Safety service in house.
- The Health and Safety service has been reviewed and redesigned to maximise manager enablement.
- Fulfil role as 'competent persons' requirements under Management of Health and Safety at Work Regulations.
- Provision of advice and support via business partnering approach enabling health and safety compliant service delivery.
- Exploit opportunities for income generation in new markets via training and advice - particularly with academy trusts.
- Support services with appointment and monitoring of service delivery partners ensuring health and safety compliance.
- Closer working with departmental personnel with safety roles i.e. Catering and Facilities management and highways coordinators to avoid duplication.
- Staff cost saving by use of agency for short cover periods rather than permanent appointment of advisors in vacant posts.
- The need to retain sufficient resource was highlighted by the recent BSI corporate audit inspection.

Both Occupational Health and the Health and Safety services are now operating at the minimum level needed to retain the viability of an internally delivered service.

4. Rationale / Evidence Base for the Option

Operational /Strategic HR:

- The retention of the in-house model enables the knowledge and experience of the services within the County Council and in schools to be utilised to shape the future services to be delivered by the Authority or to support change to new operating models be they in-house or outsourced. It may be that this is an interim arrangement to be reviewed once services have undertaken the necessary transformation.
- Schools, particularly primary schools, have expressed a desire to remain with the service that provides unique synergies with other services delivered by the County Council and which can provide 'a one stop shop' for them which enables them to maximise their management capacity.
- The business partner model has ensured that the service has retained service specific knowledge whilst ensuring that skills and knowledge are transferred across the business partner cohort so that there is always appropriate cover.
- The development of capacity to generate income will enable funding of additional strategic work to further enhance the offer to both services and schools/academies.

Occupational Health (OH):

- The current in-house model has been rationalised to provide maximum value for money.
- Doctors rates are very competitive and reflect their long standing professional relationship with the County Council.
- Customer satisfaction has improved.
- Waiting times for appointments are minimal.
- Currently income is generated through sold services to schools and other external customers – including charities, voluntary sector and a small number of external schools. There is considerable potential to increase this and some interest has been expressed from non-Nottinghamshire districts in buying the County Council's OH service
- Accreditation against Safe Effective Quality Occupational Health Service (SEQOHS) standard pending.
- Savings of around £47,000 to be made on property cost through move to a County Council owned property

Corporate Health & Safety:

- Service already aligned to business needs and corporate (BS OHSAS 18001) safety management system managed by in-house safety team.
- Team performs integrated functions difficult to outsource e.g. advice and support to Risk Safety and Emergency Management board.
- Current budget estimate forecasts 14/15 savings.

5. What Will the Outcomes of the New Service Be?**A focus on :**

- High level, technical advice to managers.
- Creative and strategic human resources management with a focus on workforce planning and talent management.
- Further streamlining of HR key policies to improve accessibility and ease of manager application.
- Update and review of the Manager's Resource Centre to improve accessibility and encourage usage.
- A greater commercial focus to maximise income generation.
- Compliance monitoring.
- Core Service Offer for all.
- Customer choice – menu of extra service inputs that can be "bought".
- HR Business Partner model further developed to deliver new Service Offer.

Occupational Health:

- Maintenance of close links with HR sickness absence management caseworkers and County Council managers from a knowledge base that understands the operational need of the Authority's services ensures absence levels remain stable/improve.
- More sold services.
- This option represents the best value for money.

Corporate Health and Safety:

- Maintenance of corporate safety management system to OHSAS BS18001 standard.
- Balanced approach to risk management with focus on risk prioritisation.
- Focus on health and safety compliance monitoring of service delivery partners and supply chain as the authority adopts differing service delivery models or commissions services.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

6,857

NET
£000

2,071

Excludes 5% vacancy rate and income

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	184	0	184
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	184	0	184

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

8.9%

There are no additional anticipated savings immediately arising from the interim service model for 2015/16 – other than those set out in previous business cases or those which follow from the impact of changes to front line service delivery and operating models. Potential savings from reductions in the HR resources required if alternative delivery models are progressed for significant areas of front line services will be factored in as these decisions become clearer.

During 2016/17 as the HR Business Partner model is further consolidated it is likely that there will be further staffing reductions with associated redundancy costs, the value of which is difficult to estimate at this stage.

Levels of buy back of services by schools have fluctuated up and down in recent years but overall remained stable. This Option assumes income remains the same or is increased to deliver greater efficiency and economies of scale.

7. Estimated Implementation Costs

There are no capital costs and no immediate revenue costs arising from the implementation of this Option – see 8 below

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

There are no anticipated additional staffing reductions immediately arising from the interim service model for 2015/16 within his Option other than those set out in existing business cases or due to changes in operating models for front line services resulting in reductions in the level of HR resources required. During 2016/17 as the HR Business Partner model is further consolidated it is likely that there will be further staffing reductions with associated will be redundancy costs, the value of which is difficult to estimate at this stage.

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

88.3

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

	2015/16	2016/17	2017/18
	0.0	8.0	tbc

8.0

***NOTE 11.3 fte reduction in current business case = 77 fte by 31.3.15**

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Improved Service Offer enhances quality of people management advice and support to managers with knock on positive impact on service users

ON OTHER ORGANISATIONS / PARTNERS

Potential increase in the level of services sold and number of organisations able to access HR services. Improved business continuity and breadth of available HR experience to draw on.

ON OTHER PARTS OF THE COUNTY COUNCIL

Improved service for NCC managers once the new model has bedded in.

Greater efficiency and economies of scale.

Improved business continuity and breadth of available HR experience to draw on.

10. Initial Equality Impact Assessment

The future changes would not impact disproportionately on staff with any particular protected characteristic.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risks:

- Lack of management compliance and potential reaction from managers who already feel under pressure in their roles as this will be viewed as additional work for them
- Lack of management buy in to new model; the principle of increased self-service and integration of strategic support functions
- Lack of strategic HR capacity to support organisational change through workforce development
- Under developed commercial acumen amongst HR staff
- Duplication of roles and responsibilities emerging in departmentally based workforce development roles
- Potential risk to reputation if managers get things wrong due to perceived lack of support

Mitigations:

- Ensure senior management buy in to the new Service Offer – consultation with Leadership teams
- Up skill and reskill HR Business Partners and managers within the businesses/services at all levels to respond to operate in context of the new model including account and contract management
- Realign HR resource to ensure appropriate balance of capacity engaged in workforce development activity to deliver organisational transformation needs
- Clearly define roles and responsibilities.
- Take the opportunity to improve the knowledge and skills of managers to effectively manage people and consequently improve service delivery – initial input of the Leadership Development Programme.



		Option Ref	A26
1. Service Area	Business Support Centre		
2. Option Title	Maintain an in-house service and explore the opportunities to sell services to other organisations		
3. Summary of Option			
<p>To continue to provide all of the Council's transactional financial and employee services in house; whilst generating additional income by selling the services to other organisations.</p> <ul style="list-style-type: none">• Continue to provide all of Nottinghamshire County Council's employee and financial transactional services in house.• Increase income generated through an increase in sold services including:<ul style="list-style-type: none">○ Payroll Bureau – schools, academies and other external bodies, also consider providing new services such as payroll payovers○ Disclosure and Barring Services (criminal records checks) – the County Council currently provides an on line DBS service to a range of external customers, with appropriate marketing this service could be offered to any organisation requiring criminal records checks○ Recruitment and Advertising Service• Continue to provide support, maintenance and development of the Business Management System (BMS)(SAP) system and other technology to deliver further efficiencies through automation and new technology.• Alternative Service Delivery Models such as shared services and outsourcing should continue to be reviewed and developed whilst the in house model delivers its three year savings and efficiencies programme.			

4. Rationale / Evidence Base for the Option

- All savings should be driven out, ensuring that transactional activities are as lean as possible. The Business Support Centre (BSC) savings plan will reduce the overall BSC budget from £4.635m(2013/14) to £2.935m a total saving of £1.7m by 2016/2017, with a further projected saving of £300k in 2017/2018 – please see table for breakdown.

BSC Budget Savings Profile			
Financial Year	Savings	Net Budget	Comment
2013/2014	-	£4.635m	
2014/2015	£1m – delivered	£3.635m	Delivered through staffing restructure across all teams, consolidation of admin and clerical activities in a BSC central Business Hub and a range of Lean + projects
2015/2016	£500k – planned	£3.135m	To be delivered through staff reductions and implementation of new systems and functionality.
2016/2017	£200k – to be planned	£2.935m	To be planned, potential multi skilling of staff across different BSC disciplines.
2017/2018	£300k - projected	£2.635m	Delivery is dependent upon NCC fully complying with all the BSC business processes.

This will deliver a total net savings of £2m, 43% of the 2013/2014 net budget.

- The in-house provision could be sustained until the rest of the Authority settles into its future state and therefore the full scope of future transactional activity is understood. During this time work would continue to review and further develop options for outsourcing and the development of shared services.
- Retaining the in-house provision will also ensure that the County Council is able to continue to deliver value for money and good quality services for schools which they value and trust.
- Retaining the in-house provision will provide the County Council with the opportunity to properly develop alternative service delivery models.
- BSC would continue to provide a flexible transactional service for the County Council, responding to emergency requests without additional cost to departments.
- Continued development of the BMS system providing new functionality and further automation of business processes will enable further savings to be driven out by departments. Eg the deployment of mobile applications to frontline workers allowing a review of the Business Administrator role within departments. This would enable the Authority to ensure it has maximised its investment in the BMS system.
- All savings should be driven out, ensuring that transactional activities are as lean as possible before outsourcing so that no additional costs are incurred.

5. What Will the Outcomes of the New Service Be?

- The BSC will continue to provide an efficient, effective and flexible transactional service controlled by Nottinghamshire County Council.
- The BSC will maintain and continue to increase income generated through sold service provision including:
 - Payroll bureau
 - Disclosure and Barring Service
 - Recruitment and Advertising Service.
- Continue to develop the BMS system to drive out the Authority's return on investment through increased automation and implementation of new functionality such as mobile applications, to support the delivery of further savings across the County Council.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,786

NET
£000

3,648

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	*	*	300	300
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	300	300

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

8.2%

* Please note that the BSC Outline Business Case (October 2013) details the BSC savings for 2014/2015 of £1m, 2015/2016 of £500k and the 2016/2017 savings of £200k.

Projected net savings in 2017-2018 of £300k on a net budget of £2.935m. This would give a total budget saving of £2m since 2013/2014.

Please note that the projected net saving for 2017/18 of £300k is dependent upon the County Council fully complying with all the BSC business processes. For example Non-compliance across the County Council of the requirement for a purchase order, exemption or a County Council named contact on invoices costs the BSC Accounts Payable team £72k or 3.38 FTEs. If this does not happen the BSC will be unable to deliver the 2017/18 savings.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

SAP development costs will be incurred for the implementation of any new functionality. Figures to be confirmed.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

187.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	19.5	*	*

19.5

BSC Staffing Reduction			
Financial Year	Headcount Reduction	Opening Headcount	Comment
2013/2014	-	215	ESC plus Finance & Procurement Department teams "lifted and shifted" into the BSC and the establishment of new teams (Competency Centre and Accounting and Clearing House) for BMS go live – November 2011
2014/2015	28 FTE – delivered	187 (1/4/14)	Delivered through BSC restructure across all teams; consolidation of admin and clerical activities in a central Business Hub.
*2015/2016	19.5 FTE – planned	167.5 (1/4/15)	Planned to be delivered through staff restructure following and implementation of systems such as e-recruitment; further review of payroll teams; transfer out of Police Pension Administration.
*2016/2017	X FTE – to be planned	To be confirmed	To be planned by multi-skilling of staff across different disciplines.
*2017/2018	X FTE - projected	To be confirmed	Delivery is dependent upon the County Council fully complying with all the BSC business processes.

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

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

ON OTHER ORGANISATIONS / PARTNERS

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 and compliance with processes and procedures are likely to be required from external and internal customers. This may impact 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 the County Council's day to day operations.
- Reduced levels of debt and timescales for recovery.
- Prompt and efficient payment of suppliers within terms.
- Positive impact on NCC reputation.
- Impact on managers, employees and schools in terms of new processes and ways of working – increasing self-service will impact on workloads and roles elsewhere in the Authority.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)	N
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11. Risks and Mitigating Actions

Risk Impact of the decision to implement alternative service delivery models for other NCC services e.g. outsourcing, joint venture may result in a reduction of transactional activity to be undertaken by the BSC as these services may transfer to other providers.

Mitigation – BSC scales down its operation in line with all remaining transactional activity and or increases sold services to fill the gap.

Risk Non-compliance with processes and procedures by the business.

Mitigation The BSC will be unable to deliver its full savings plan if the County Council does not fully comply with agreed processes and procedures.

Risk Increase volume of sold services without the capacity to support the increase

Mitigation Resources to market, customer management etc required

Risk Care Act - the County Council does not fully understand the impact of the Act and how this may impact on the recovery and enforcement of monies owed and the resources required as guidance on the Act is still emerging from Government

Mitigation Develop and implement a Debt Recovery policy to cover the specifics of the Care Act. Ensure that the County Council's resources, plans and redesigns debt recovery processes accordingly.

Option Ref		A27
1. Service Area	Legal Services	
2. Option Title	Ongoing development of digital improvements to Legal Services procedures	
3. Summary of Option	<p>To save £850,000 over the next three years by maximising opportunities to use digital technology to streamline legal procedures.</p> <p>Legal Services has already implemented its primary digital operating model. This “core” approach to working digitally throughout the service has involved development of unified file / naming protocols, electronic filing and the removal of paper based case systems and processes</p> <p>The Service has introduced the use of twin monitors, digital scanning solutions sending post to every officer’s electronic post box each day, as well as the introduction of specialist software enabling the transmission of large digital file sizes which existing NCC systems have traditionally restricted. These changes, coupled with a “leaning” of child protection procedures have already begun to deliver significant savings from the peak cost of Legal Services two years ago.</p> <p>Having established this “digital backbone”, Legal Services is now fully able to explore further benefits and efficiencies of operating digitally. These include a range of measures:</p> <ul style="list-style-type: none"> • Trialling electronic court bundles in court: working collaboratively with the courts to trial the use of completely electronic court bundles using secure email technology for the transfer of this sensitive data, together with electronic tablet devices to view these bundles in court. If the trial proves successful this will remove the cost of printing off multiple court bundles of hundreds of pages and the costs of secure couriering across the County to courts, legal practices and judges in advance of the court hearings. • Video conferencing for regular meetings: introducing this technology will dramatically reduce the need for multiple journeys for routine liaison with clients and potentially the courts in future. Time spent travelling, cost of journeys and the need to transport sensitive data are all removed by using this technology. • Use of electronic signatures to enable all paperwork to be managed totally electronically without incurring costs for printing, manual handling and postage. • Further streamlining of office finance and administration procedures. Archiving and storage facilities will bring the office to an almost paperless state. <p>All of these measures will play an active contribution in reducing cost and will enable the in-house team to retain more work, reducing costs further and increasing efficiency and effectiveness.</p>	

As a consequence of having streamlined the way in which the service works, the necessary staffing changes have been implemented in respect of childcare proceedings. The service continue monitoring expenditure but the latest data shows that external spend in this area has declined significantly with the number of child protection cases sent externally reducing by over 90% during the last nine months.

4. Rationale / Evidence Base for the Option

There is firm evidence to show that outsourcing is only likely to increase costs on a major scale due to the significant difference between private sector hourly charges and those of the in-house team: (£50-97 in-house, compared with £90-£185 in the private sector).

As a consequence of our digital strategy the service has seen ongoing reductions in spending on :

1. Agency staffing costs
2. External legal costs
3. Stationery costs
4. Parking and mileage costs

The rationale for continuing the development of this digital strategy is to harness the full potential of the solution to provide ongoing savings which have been clearly demonstrated through the work done so far.

5. What Will the Outcomes of the New Service Be?

1. A faster, more responsive service
2. A more efficient practice
3. Reduction in wasteful and inefficient practices
4. Reduction in administrative support that is required
5. Reduction in external legal fees/costs in respect of child protection cases
6. Reduction in operational costs associated with physical document production, transportation and ongoing storage costs
7. By equipping staff with the essential tools to work effectively and remotely, the service is able to consider further office rationalisation proposals quickly and effectively.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	4,554	NET £000	4,436
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	500	200	150	850
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	500	200	150	850
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	19.2%			

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	40	0	0	40
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

53.0

	2015/16	2016/17	2017/18
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	2.0	2.0	2.0

6.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Client services will continue to receive the same quality and responsiveness of legal advisory service as they currently do. As clients themselves become more digitised in the way they work, the opportunities for further efficiencies across the wider organisation are enhanced.

ON OTHER ORGANISATIONS / PARTNERS

By collaborating with the courts and other partners there is more likelihood of further efficiencies being identified improving the perception of the Council within those organisations.

ON OTHER PARTS OF THE COUNTY COUNCIL

Same as for service users.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)



N

11. Risks and Mitigating Actions

There is minimal risk involved with these proposals. The impact on staffing levels is low and can be managed effectively within the service. The greatest risk lies in delays in implementation of the technologies proposed, either due to resistance from external partners or from other internal support priorities. However, considerable savings are still envisaged from the work already underway and from ongoing improvements to systems and processes.



		Option Ref	A28
1. Service Area	Customer Service Centre (CSC)		
2. Option Title	To retain the Customer Service Centre inhouse and identify new opportunities to develop the services on offer		
3. Summary of Option			
<i>To further develop the in-house customer service model by driving out further efficiencies; improved customer service; increased use of digital channels and generation of income</i>			
<p>This option will seek to drive out further efficiencies within the service, to further develop/implement self-service via the web whilst continuing to provide customer service from the existing centralised Customer Service Centre (CSC). The ongoing development and efficiency programme will include:</p> <ul style="list-style-type: none">• Further technology enhancements to deliver efficiencies• A continuation of the Lean+ work already underway with service areas to strip out waste, hone and improve processes• Progression of the Digital Development programme around self-service, enhancement to customer journeys and the implementation of channel shift enablers• Extending the services provided to include the enquiry handling from new access channels including Webchat, SMS, social networking, email and whitemail• Extending the knowledge of staff so they are able to improve first call resolution, preventing the need for more costly professionals picking up these enquiries. <p>This will achieve a further £200,000 savings (approx.)</p>			
4. Rationale / Evidence Base for the Option			
<p>This builds on the work already undertaken and planned within the current business cases. Progress since 2009 to date is set out below:</p>			

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15 (forecast)
Budget	£5.63m					£3.42m
Cost per contact	£12.22	£8.94	£5.84	£5.07	£5.03	£4.85
						60.3% reduction in cost per contact
Average enq's/ month	21,860	23,924	43,121	57,492	55,333	
Total enquiries	262,320	287,093	517,456	689,903 **	664,003	
VOLUMES						253% volume increase

**** 40k impact from Concessionary Travel renewals during 12/13**

Continuing with the provision of customer service in-house and in-house improvements will provide the following benefits:

- 'Front Door' control is retained in-house
- Customers, staff and services will be unaffected as there is no change and therefore no potential for disruption in service
- There will be no loss in terms of intellectual property/knowledge as trained and developed staff are retained
- There will be no impact to the service delivered and therefore no potential to adversely impact reputation
- More channels will be made available for Nottinghamshire residents with the development of the website, online transactions, SMS and social media.
- Agility and flexibility to change will not be affected
- There is no change to service areas, the CSC now has well established communication/contact channels with service areas, these will be unaffected

5. What Will the Outcomes of the New Service Be?

The service will continue to improve service provision if this option is chosen. To continue with Digital First, channel shift enablers and current development plans will mean:

- Continued positive reputational impact through good service provision
- Customer confidence and trust levels will be retained
- Customers will continue to use what is known to them already and not have to learn new contact numbers and processes
- It will be easier for customers to raise issues and request services as more channels will be in place to do so (right channel/right people/right time).

- It will be easier for customers to self-serve on the website
- Channels will not be closed for customers, there will still be a choice and this ensures fair and equitable access to services for all residents
- Customers continue to get the service they are used to and tailored approaches are used to meet their needs
- Customers will see improvements to service as the 'joined up' and One Council approach to service delivery continues
- Customer feedback will be unaffected.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,486

NET
£000

3,425

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	*	*	200	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	200	200

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

5.8%

*See service summary for current business case savings =£370k

Income

It is anticipated that through the County Council's provision of a commissioned telephone service for some district Council's an income stream can be achieved. This needs to be fully investigated.

7. Estimated Implementation Costs

The implementation costs will be met through current project delivery work streams.

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

8 FTE reduction overall. * Previous business cases for 2014/15 onwards identify further reductions in staffing of 15.5 fte

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

111.0

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

0.0 0.0 8.0

8.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

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

ON OTHER ORGANISATIONS / PARTNERS

- Improved access to Nottinghamshire County Council and information, services and advice.
- Improved levels of satisfaction and reputation of Nottinghamshire County Council with partners, business etc.
- 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

- Increased customer satisfaction and improved reputation for Nottinghamshire County Council.
- 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.
- Supports the delivery of cashable and non-cashable benefits in departments and frontline services.
- Potential for generation of income.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

No

11. Risks and Mitigating Actions

Risk: There is the potential that staffing could be reduced to a level that will not be able to provide the support required from frontline service areas. If other service reviews are built upon the CSC delivering more of the service through the 'front door' then savings or transformation could be reduced.

Mitigating Actions: Service areas need to be made aware that there is no capacity at the CSC to absorb work and should therefore ensure that resource funding at the CSC is included/deducted within the estimated savings at the planning stage.

Risk: The savings are predicated on the delivery of the Digital Development Plan and that customer demand decreases as a result of additional self-service channels being available to them. Should this not be the case additional staff may be required to manage increasing volumes at the CSC.

Mitigating Actions: Ensure that tight controls are implemented with delivery of the Digital Development Plan. Marketing and Communication will be required to ensure customers are aware of self-service options. System (CRM) integration is included as part of the ongoing development work to ensure there are true savings to be had within back-office functions.

Risk: With less centralised 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.



Option Ref A29	
1. Service Area	Communication & Marketing - Document Services (Graphics/Print/Scanning/Mail and Distribution)
2. Option Title	Review of the in-house Document Services team
3. Summary of Option	
To review the operation of the Document Services team, including the graphics, print buying, document scanning and mail and distribution services to deliver savings worth £430,000 over three years.	
4. Rationale / Evidence Base for the Option	
<p>This option is to diversify and expand the managerial control of business functions, to ensure that the projects processed through this group of in-house services are aligned to the organisation's priorities. It builds on the foundations and successes already achieved in order to meet the organisation's fluid business requirements and deliver savings and service improvements across the whole organisation.</p> <p>The security, confidentiality, quality, accountability, flexibility and economics of providing services in-house are some of the key benefits. Critically, this option increases the savings of current programmes of work and adds more savings from new stems of the business.</p> <p>What we know :</p> <ul style="list-style-type: none">• On-line and Off-line services will co-exist for many more years.• Multi-channel communications offer opportunities to deliver communications effectively and efficiently, particularly to our 'hard to reach' groups.• The mantra of going paperless has now been downsized to what is perceived to be an achievable goal of "paper light". Online services market researcher International Data Corporation (IDC) states that last year, worldwide page volume from digital printers fell just 1% to 3.09 trillion pages and it predicts small gains in volume through 2015, even in the U.S. where tablet alternatives are having the most impact.• Nothing cuts through the digital clutter like print• During 2007 to 2010 print jobs that were not managed by trade specialists were typically 20% more expensive.• Unmanaged 2009/10 back office print costs were £1,600k• Our holistic approach to printing, management and governance has reduced costs in the back office by 40% and more can be achieved.• Unmanaged incoming and outgoing mail costs hundreds of thousands per year. Research suggests that organisations that manage their mailing activity efficiently have reported savings of between 19% and 40%.	

- Unmanaged 2013/14 fax associated costs estimated at £400k per year. Research suggests that organisations that manage their fax environment efficiently will achieve significant savings and service improvements.
- In 2010/11 the independent review of our trading services summarised this group of services as Low-Med Cost / Med-High performance. Regular benchmarking and customer surveys suggest that this assessment of the services has improved further.

5. What Will the Outcomes of the New Service Be?

A number of benefits that stem from this proposal include:

- Simplified service delivery – a ‘one-stop-shop’ for all document solutions to provide more integrated service delivery options and greater synergies.
- Full and accurate control of costs by in-house management – keeping things simple, conserving management time and ensuring local accountability.
- Full financial control and managerial control so that the projects processed through the in-house team are aligned with the organisation’s priorities.
- Greater security and confidentiality and reduced risk of compliance failure.
- Reducing costs across the whole organisation – supporting all services to achieve and contribute towards meeting their objectives.
- Quality based on clear understanding of branding, logo and corporate standards and procedures.
- Ability to shift resources quickly to tackle local needs and any emergencies.
- Opportunities to generate more external income – diversification will open up new revenue streams.
- Any surplus/profits can be retained within the organisation.
- Effective governance for all fax, scan, copy, printing, mailing and distribution activity for the whole organisation.
- Incremental value-added services, including online capabilities, mail operations, multi-channel and customised communications and the ability to cost-effectively explore new options and alternatives for delivering internal and external communications.
- Less errors and greater customer satisfaction by replacing manual, error-prone processes with automatic classification, separation and data extraction.
- Professional, personalised mail is processed faster and reaches customers sooner.
- Free up office space and quieter, cooler offices with less office-based equipment.
- Staff can print and send mail from any County Council computer.
- Digitalising offline material and electronic document storage and cataloguing will reduce physical storage space required for the whole organisation, improve efficiency and improve document retrieval efficiency.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

2,486

NET
£000

939

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving*	175	346	293	814
LESS Loss of Income**	-77	-153	-153	-383
LESS Costs of Reprovision	0	0	0	0
NET SAVING	98	193	140	431

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

N/A

* Cross Council savings / ** Redefining the Council and channel shift outcomes est. drop of 25% income.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	133	0	0	133
*Revenue Costs	0	22	22	44

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

34.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16	2016/17	2017/18
2.0	2.0	0.0

4.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

- No negative impact identified.
- The proposal also includes the capability of direct marketing which makes it easier for the Council to be closer to its customers and business partners while simultaneously reducing costs and enhancing the customer experience.
- Professional, personalised mail is processed faster and reaches our customers sooner.
- A stronger, more consistent corporate identity enables people to recognise and access Council services and shows public accountability. This group of services are pivotal to the governance of the corporate brand, ensuring consistency and quality

ON OTHER ORGANISATIONS / PARTNERS

- No negative impact identified.
- For the external customers the transformation simplifies service delivery and provides more integrated service options – keeping things simple conserves management time.
- This option will open up new opportunities to support other organisations/partners.

ON OTHER PARTS OF THE COUNTY COUNCIL

- No negative impact identified.
- Document Services are centralised services directly supporting other Council services, therefore this option directly supports savings across the whole organisation, particularly with the reduction of resources (human and financial).
- Reduced waste and energy costs will contribute towards the Council's green agenda.
- Quieter, cooler offices with less office-based equipment needed
- A more efficient service at a lower fixed and operating cost resulting in lower recharges.
- Print, mail and fax anywhere from any computer convenience.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk	Relative Impact	Relative Likelihood	Mitigation	After mitigation
Resistance to culture change.	2	3	<ul style="list-style-type: none">• Senior management approval of strategies.• Communications to staff.• Stakeholder engagement and buy in.	1
Delays – support from the appropriate services such as finance, ICT and procurement are required to deliver this proposal.	5	3	<ul style="list-style-type: none">• Senior Management buy in, approval and commitment of resources to each project.	2

Relative Impact: 1 – 5 (1 being Insignificant and 5 Catastrophic)

Relative Likelihood: 1 – 5 (1 being rare and 5 Almost Certain)



		Option Ref	A30
1. Service Area	Communications and Marketing		
2. Option Title	Reductions in Communications and Marketing		
3. Summary of Option			
To deliver a new Communications and Marketing strategy. A revised staffing structure will be introduced saving £125,000. Running costs of the marketing function will be reduced by £75,000 over a three year period and an invest to save marketing model will be piloted.			
4. Rationale / Evidence Base for the Option			
<p>A new strategy focuses on delivering three main outcomes:</p> <ul style="list-style-type: none">• Increased satisfaction with the Council• Income generation• Cost avoidance <p>In order to deliver the strategy a revised staffing structure has been put in place (which will save £125,000) The structure includes a number of revised posts that will remain in the permanent structure alongside some fixed-term resource to deliver the Digital First project which will drive and support transformation across the Council.</p> <p>In addition the Marketing budget will reduce by £25,000 a year for three years and some resources will focus on cost avoidance by testing an invest to save marketing approach where this makes most sense to do so.</p>			
5. What Will the Outcomes of the New Service Be?			
<p>The demand on Communications and Marketing will increase over the next few years as it supports the wide-scale transformation taking place across the Council – more than two-thirds of the existing Options for Change highlight the need for additional communications support.</p> <p>The main outcomes of the new service will be:</p> <p>Reduction in avoidable costs</p> <p>Effective communications can have a significant effect on achieving behavioural change that results in the reduced reliance and associated costs (e.g. road safety, older people’s independence). It can also stimulate service take-up which again results in reducing future avoidable cost (e.g. recruitment of foster carers and adoptive families). The following are just a couple of examples where avoidable costs have been realised during 2013/14:</p>			

Fostering and Adoption: During 2013/14, 47 foster carers and 65 adoptive families were successfully recruited. Over a period of one year, this resulted in a cost avoidance of £3.1m. The longer term avoidance figures for adoption are estimated at £31.5m. The Return On Investment (ROI) for this campaign was for every £1 spent on promotion, £110 was saved in cost avoidance.

Road Safety: In 2013, the Ditch the Distraction campaign is estimated to have avoided £7.6m of costs for traffic management and other associated costs following a traffic accident. The ROI was for every £1 spent, an estimated £14k was saved for the taxpayer in cost avoidance.

Maximisation of income generation

The focus has been largely on identifying and selling advertising opportunities across Council assets (publications, website, lamp post banners etc.) and promoting the sponsorship of Council events (e.g. Robin Hood Festival). Policy Committee approved targets to generate income of £48k in 2015/16 and £72k for the following years.

The promotion of Council services also supports services to generate income through increased take-up or increased trading, just a few examples of this include:

Events: Christmas at Country Parks marketing activity contributed to generating £52,921 income in 2013 through sales of tickets, meals and car parking. The ROI was for every £1 spent, £13.54 income was generated. Robin Hood Festival 2013 marketing resulted in 100% visitor increase (from 25,000 visitors in 2012 to 50,000 in 2013) and £160,094 income (9.15% increase compared to £146,671 income in 2012). The ROI for this campaign was for every £1 spent, this generated £26.61 income.

School Meals: In 2013/14, an additional £466k was generated from the previous year through the promotion of the school meal service with subsequent increase in take-up (1.6% increase in primary school meals and a 3.6% increase in secondary school meals). The ROI was for every £1 spent, £9.32 income was generated.

Delivery of service income and cost avoidance targets

Outline business cases from across the Council have identified areas where communications and marketing activity can have a direct impact in generating income and avoiding costs. Examples of this include: supporting the Registration Service target to become cost neutral by increasing service take-up; incentivising the take-up of green waste collection which would deliver savings of £200,000; promotion of fostering and adoption service to deliver savings of £8.9m; promotion of existing services for older and disabled residents (e.g. HPAS, Shared Lives) and new initiatives that enable people to live independently and plan their finance; support the target of full cost recovery for school meals which is a £26m business.

Increased Customer Satisfaction

Targeting the main drivers of resident satisfaction is a key theme of the Communications and Marketing Strategy 2014-16. While there are many drivers of this corporate measure, the LGA has identified the three most influential ones: how informed people feel, the value for money perception that residents have about the

Council and, finally, how able people feel they can influence decision making. Taking a strategic approach has led to satisfaction levels increase from 40% in 2010/11 to 58% in 2013/14

Digital Transformation

In addition, the service is leading the Digital First project which has six work streams that will deliver a number of specified outcomes over the next 18 months:

1. New digital infrastructure
2. New public website (design, content and structure) that will work on mobile devices (visitor from mobile now exceed 50%)
3. Customer journeys – most transactional services will be moved to digital delivery saving time and resource while increasing customer satisfaction
4. Improved employee engagement tools (intranet, apps etc.)
5. Review, consolidation and refresh of microsites
6. Review of the use of social media across the authority

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	2,155	NET £000	1,815
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	174	25	25	224
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	174	25	25	224
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	12.3%			

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?				32.0
	2015/16	2016/17	2017/18	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	6.0	0.0	0.0	6.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

This option for change would mean that the focus of current activity would focus on the three main elements of the strategy (customer satisfaction, income generation and cost avoidance) while at the same time delivering the digital transformation at the authority.

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

No

11. Risks and Mitigating Actions

None identified



		Option Ref	A31
1. Service Area	Corporate Strategy Group		
2. Option Title	Centralising information management, performance and data functions		
3. Summary of Option			
To review and centralise areas of performance management work that have not already been brought together and to centralise the Council's work on information management as part of the Complaints and Information team. These changes will result in savings of £185,000.			
4. Rationale / Evidence Base for the Option			
<p>In 2013 the Council adopted a Strategic Management Framework setting out its approach to strategic planning, performance management and service commissioning. Redefining Your Council reinforces the need to further integrate and improve the rigour of our performance management and benchmarking to support short and long-term decision making.</p> <p>As part of the performance management and benchmarking programme the Council will review and bring together as appropriate performance, data and analysis resources that have not already been centralised resulting in efficiency savings.</p> <p>Information Management deals with the creation, storage, access, protection and lifecycle of information and data. This work is currently undertaken by a number of services across the Council. There is increased scrutiny from the Information Commissioner as to how this work is managed and the Commissioner has imposed some large fines on public bodies (including Councils) that breach the Data Protection Act.</p> <p>It is recognised that the Council needs to improve/develop some areas of its information management work to be compliant with statute. The proposal to centralise information management in the Complaints and Information Team will support the achievement of this through rationalising these strands of work and streamlining their management and implementation of these functions. The functions that will be brought together are: FOIA; access to records work (Subject Access Requests) data security breaches; implementation of the Transparency Code and responsibility for the Publication Scheme; support to the Information Management Group and Information Delivery Group; acting as the central point of contact with the Information Commissioner's Office; Retention of Records guidance and Information Asset Register.</p>			

5. What Will the Outcomes of the New Service Be?

- The decision-making of the Council, services and partnerships is informed by timely, assessed information on risks, performance, pressures, customers, demand, benchmarking, costs, best practice, government and council policies, provided through a single intelligence and benchmarking hub, enabling the council to respond consistently to emerging requirements and manage performance risks to customers, outcomes, reputation and resources.
- The performance of the Council, services, strategies and key partnerships is analysed, assessed and reported to enable timely intervention, challenge, transparency and improvement and to enable the council to meet statutory reporting and data collection requirements from government and inspectorates.
- The Council maintains effective processes for strategic and strategy planning, service commissioning, service reviews and continuous improvement that enable priority outcomes to be achieved and best use to be made of limited resources. Services have the tools and are supported to plan, assess and performance manage their service as part of a single approach with specialist advice, analysis and quality assurance.
- Members, partnerships, leadership teams, services and managers can access analysis and dashboards providing information from Council and partner systems through an intelligence and benchmarking hub. Analysis of performance, benchmarking, pressures, demands, risks, best practice, government and council policies, satisfaction, performance, customer and research data, forecasting and projections on the County's population, social condition and economy is provided through commonly managed databases, data management practices, consistent technical reports, profiles, graphics and mapping.
- Centralisation of information management will ensure that the Council focuses on meeting the requirements of government in a more focussed and strategic manner. The new service will agree and deliver a programme of work in relation to information governance arrangements and improvements; ensure SARs are completed consistently and in a more timely way (90% in timescale; ensure a consistent approach to breach reporting, investigation and accountability; progress work on the Transparency Code and improving the Publication Scheme.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

N/A

NET
£000

N/A

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	25	160	0	185
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	25	160	0	185

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

N/A

Note: The level and means of delivery of the savings in 2016/17 is subject to the outcome of the proposed review set out within this option for change.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16	2016/17	2017/18
0.0	tbc	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

- Improved access to information on the Council's website
- Improved external reporting of performance for Members / public

ON OTHER ORGANISATIONS / PARTNERS

- No reduction in service for key partnerships – increased resources to be available through flexible demand management
- Partnership gain improved access to wider range of information and analysis as part of a wider 'hub'
- Good practice from existing community safety hub to be shared and widened into new intelligence and benchmarking hub (within information sharing agreements)

ON OTHER PARTS OF THE COUNTY COUNCIL

- Savings of time spent on information management work in legal services and social care locality teams.
- Changes in resourcing should ensure all statutory return / data collections maintained
- Key departmental reporting priorities to be maintained
- Senior Leadership Teams to be advised or reallocation of resource with regular review of restructure risks to ensure properly mitigated

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risks are being managed through the performance and benchmarking programme but include mitigating possible impacts on statutory returns, audit and inspection during any service change.



SUMMARY PROPOSAL

		Option Ref	A32
1. Service Area	Democratic Services		
2. Option Title	Staffing Reduction in Democratic Services		
3. Summary of Option			
To reorganise the administrative and research support to the ruling group.			
4. Rationale / Evidence Base for the Option			
By reducing the number of staff by 1 FTE in the group secretariat and increasing the hours of the temporary research and administrative officer post (from 18.5 to 26 hours), it will be possible to provide more cost effective, flexible and appropriate support to the group. Within the Members and Civic Services budget this will provide a net reduction of approximately £17,000			
5. What Will the Outcomes of the New Service Be?			
Continued service delivery for support to the ruling group within a more adaptable framework.			
6. Projected Net Savings to the Budget			
WHAT IS THE PERMANENT BUDGET?	GROSS £000	<input type="text" value="760"/>	NET £000 <input type="text" value="743"/>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?			
	2015/16 £000	2016/17 £000	2017/18 £000
Gross Saving	17	0	0
LESS Loss of Income	0	0	0
LESS Costs of Reprovision	0	0	0
NET SAVING	17	0	0
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?			<input type="text" value="2.3%"/>

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

3.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	1.0	0.0	0.0

1.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES (incl. considerations relating to vulnerable people and communities & equality)

None – the services will continue to be provided as required

ON OTHER ORGANISATIONS / PARTNERS

None – the services will continue to be provided as required

ON OTHER PARTS OF THE COUNTY COUNCIL

None – the services will continue to be provided as required

10. Initial Equality Impact Assessment

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

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Any reduction in staffing may create an additional burden on existing staff within the group support team. The increase in hours for the temporary research and administration officer role will provide added flexibility and cover to meet necessary service demand. Impact will be monitored and additional cover will be available as required from within PPCS department should the need arise.