Appendix 1

Consultation Category A - Options for Change

Reference	Department	Title	Committee	EqIA required and undertaken	Page Number
A01	Adult Social Care, Health & Public Protection	Commercialisation of Business Advice and Support	Community Safety Committee	No	1-4
A02	Adult Social Care, Health & Public Protection	Reduction in transport budget	Adult Social Care and Health Committee	No	5-8
A03	Adult Social Care, Health & Public Protection	Change to the staffing structure in the Adult Access Service	Adult Social Care and Health Committee	No	9-10
A04	Adult Social Care, Health & Public Protection	Day Services - withdrawal of Catering and Facilities Management advisory service	Adult Social Care and Health Committee	Yes	11-14
A05	Adult Social Care, Health & Public Protection	Investment in Shared Lives scheme	Adult Social Care and Health Committee	No	15-18
A06	Public Health	Public Health Staffing Restructure	Public Health Committee	Yes	19-22
A07	Public Health	Commissioned Services - Contract Savings	Public Health Committee	No	23-26
A08	Children, Families & Cultural Services	Relocation of the Adoption Team and Emergency Duty Team	Children and Young People Committee	No	27-30
A09	Children, Families & Cultural Services	Restructure of locality management arrangements	Children and Young People Committee	Yes	31-32
A10	Children, Families & Cultural Services	Restructure of the Early Childhood and Early Help Locality Services Team	Children and Young People Committee	No	33-36
A11	Children, Families & Cultural Services	Detailed Budget Review	Children and Young People Committee	No	37-38
A12	Place	Efficiency Savings: Transport and Travel Services Budget	Transport and Highways Committee	No	39-42
A13	Place	Saving generated from the reduction in unitary charge payment on the Waste PFI contract.	Environment and Sustainability Committee	No	43-44
A14	Place	Reducing the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme budget.	Environment and Sustainability Committee	No	45-46
A15	Place	Reducing expenditure on economic development	Economic Development Committee	No	47-50
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A17	Place	Changes to Grant Aid and Conservation service funding	Policy Committee	No	55-58
A18	Place	Road Lighting Energy	Transport and Highways Committee	No	59-62
A19	Resources	ICT Services efficiency programme	Finance & Property Committee	No	63-64

A20	Resources	Maximising existing changes to digital working to deliver further savings for Legal Services	Policy Committee	No	65-66
A21	Resources	Committee support efficiency savings	Policy Committee	No	67-68
A22	Resources	Reduction in Member Budgets	Policy Committee	No	69-70
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A24	Resources	Saving money on print and postage costs	Policy Committee	No	75-76
A25	Resources	Staffing changes in Finance and Procurement	Finance & Property Committee	No	77-80
A26	Resources	Efficiencies in research, policy and equalities	Finance & Property Committee	No	81-82
A27	Resources	Further integration of HR functions and increased manager self-service to deliver additional savings	Personnel Committee	No	83-88
A28	Resources	Service delivery changes by creating multi-skilled teams at the Business Support Centre	Policy Committee	No	89-96
A29	Resources	Restructuring the Customer Service Centre to implement a new operating model; review ways of working and maximise the use of new technology to deliver savings	Policy Committee	No	97-102
A30	Resources	Reduction in the County Hospitality Budget	Policy Committee	No	103-104

Nottinghamshire County Council

Option for Change

Option Ref	A01

1. Service Area	Trading Standards and Community Safety
2. Option Title	Commercialisation of Business Advice and Support

3. What we propose to do and how we propose to do it

To create appropriate arm's length local authority trading company, wholly owned by the County Council, in order to more effectively realise the opportunities that exist in the market by selling Trading Standards skills and services to businesses in a more commercial way. The Council is currently restricted to supplying Trading Standards expertise on a cost-recovery basis. This proposal looks to explore the creation of a Trading Company that would allow the Authority to sell these skills at rates paid by businesses to other providers.

The new company would also allow the development of new services using Trading Standards Officer skills that currently are not be offered by the Authority. Existing Council Trading Standards Officers would be seconded to the proposed company to carry out work as contracts were won. Additional staffing if required would be sourced on the open market, for example from agencies or other Local Authorities.

The costs of the officers seconded by the Council would be met on a cost recovery basis by the company and, in line with current arrangements, the charges paid back to the Authority would be calculated on an hourly basis. Once all costs of running the company had been paid, then all surplus would be paid back into the County Council.

The proposed model would retain all staff, resources and regulatory/enforcement roles 'in-house', and would also maintain the current income levels for the Service. The governance arrangements of any company created would be determined by Nottinghamshire County Council.

The proposed company would create ways for possible future joint working arrangements with other Local Authorities, as the business would allow more flexibility and be more responsive. Limiting the scope of the proposal initially to business advice and support also reduces both the risk to the Council and the start-up costs.

4. Why this option is being put forward

The newly appointed Business Development and Income Generation Manager within the Service has undertaken a full assessment of how the Service can most effectively reduce the net cost to taxpayers, through the development of additional income, whilst maintaining or improving the current Service. This work has included market research and analysis, and soft testing of ideas with business. This proposal stems from the detailed analysis of potential demand in the market, and analysis of the most effective way to exploit current and future opportunities.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
Improved responsive service to businesses, which would generate a surplus to reinvest in the Authority and improve services to our communities.

ON OTHER ORGANISATIONS / PARTNERS
None

ON OTHER PARTS OF THE COUNTY COUNCIL
There are plans to develop a corporate commercialisation unit, for which this proposal would act as a pathfinder.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? ~~(Y/~~N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

This proposal is purely a commercial offering with no direct impact on any individuals or communities with any protected characteristics.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE?	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	**2,047**	NET £000	**1,124**

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	50	75	125
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**0**	**50**	**75**	**125**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **11.1%**

7. Estimated Implementation Costs

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	10	0	0	10

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?				**39.4**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

The creation of a trading company that deals only with commercial activity whilst leaving the regulatory role of the Service 'in-house' would minimise costs, activation delay, and risk to the Authority, whilst preserving governance over the regulatory parts of the Service so valued by Members and the Public.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	David Pearson	Nov 2015

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Nottinghamshire County Council

Option for Change

Option Ref	A02

1. Service Area	Adult Social Care, Health & Public Protection
2. Option Title	Reduction in transport budget

3. What we propose to do and how we propose to do it

The departmental gross transport budget for Service User expenses in 2015/16 is £3.73m. However there is expected to be a £170k overspend on this budget. There are plans to reduce this budget by £150k as well as eliminate the £170k overspend. This will be achieved through the following initiatives: integrating with public bus services, reducing the number of dedicated day service vehicles, market-testing external contracts including taxis and introducing a travel hub.

The main areas of transport spend are:

- the internal passenger fleet, transporting Service Users to Council day services;
- external contracts for transport, taking Service Users to Council day services;
- other vehicles used as part of Council service provision to transport Service Users (e.g. short break units, Brooke Farm, Care and Support Centres), and;
- taxis and other specialist vehicles which take individuals or a small number of Service Users to a variety of services, including Council day services, Brooke Farm, external day services, colleges, residential care (for visits), hospice stays and short break stays.

Proposed savings are as follows:

1. Integration with public bus services:
   It is likely that a further 5 fleet vehicles could be integrated with public bus services during 2016/17. This proposal depends on the local bus review commencing now and ending August 2016. Please note that Adult Social Care and Health (ASCH) wishes to evaluate the impact that the integration of the current 12 routes has had on the transport of Day Service Users and the Council's day service operation, before further integration is approved. Where 5 vehicles are integrated= £205k x 55% (estimated average usage)

   a. *Estimated saving:* *£113k pa*

2. ASCH wishes to reduce from 17 to 15 vehicles for dedicated day service use from 2016/17 (dependent on the closure of a further main day service).

   Estimated saving: *£82k*

3. *External contracts* (£437K cost 2013/14)
   a. The proposal is to market test the 12 external contracts that transport Council day service users, based on the current service.

   b. *Estimated saving:* *£35 k pa 2016/17*

4. *Taxis – regular and short term use*

    a. The proposal is to retender the Ad Hoc taxi framework agreement, which ends in July 2015, to seek savings on recurrent bookings and short-term / one-off journey costs, given that fuel prices have fallen in recent years. In addition, it may be possible to extract further efficiencies by negotiating a lower mileage rate for regular booked journeys with no end date (e.g. to day services) than for one-off journeys at shorter notice. The use of either one or two key providers, at agreed rates for county coverage, could also bring further efficiencies through the use of new technologies and process review.

    b. *Estimated saving:* *£ 200k pa 2016/17*

5. Total Transport Plan – join up health transport with the Council to utilise vehicles and existing routes more effectively. Potential saving £187k over two years from 2017/18.

Taken together therefore it is anticipated that the £170k overspend can be eradicated from the budget in 2016/17 as a result of these savings. It is difficult to be precise over the level of savings. However on top of removing the overspend it is expected that £50k per year can be removed from the gross transport budget, i.e. £150k over three years.

4. Why this option is being put forward

To continue work to reduce the transport budget using a variety of initiatives around more efficient use of resources.

5. What is the impact?

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

There may be changes in transport operators as a result of this exercise. However this is around a change of operator not of the service provided. For example a new fleet operator would be replacing a vehicle provided by another operator – this will not negatively impact on vulnerable people. Some of the activity is subject to a commercial procurement exercise.

ON OTHER ORGANISATIONS / PARTNERS
No significant impact.

ON OTHER PARTS OF THE COUNTY COUNCIL
The County Council passenger fleet services could be affected, depending on the outcome of the market testing exercise.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) - No*

As the main client group for transport will be older people and people with disabilities this proposal could have a disproportionate but not negative effect. Discussions with the Equality Officer have confirmed there will not be a negative impact on people with protected characteristics.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	3,735	NET £000	2,903

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	50	50	50	150
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**50**	**50**	**50**	**150**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **5.2%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

There is a risk that market testing of the external contract coaches and re-procurement of the Taxi Framework will result in higher prices rather than lower. However, this is unlikely due to the reduction in fuel prices.

There is a risk that enough vehicles currently used for transport can be successfully merged with public bus routes.

These risks have been taken into account in the overall proposal.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	David Pearson	Nov 2015

Nottinghamshire County Council

Option for Change

Option Ref	A03

1. Service Area	Adult Social Care, Health & Public Protection
2. Option Title	Change to the staffing structure in the Adult Access Service

3. What we propose to do and how we propose to do it

The Adult Access Service is an office based service which deals with adult social care enquiries and which seeks to address and resolve the enquiries at the earliest point. The service comprises a number of different grades of staff and the proposal is to restructure the team by disestablishing the 2.45 full time equivalent (FTE) Social Work posts and establishing 1.5FTE Community Care Officer posts and 1FTE Senior Practitioner post.

This is as a result of a review of the work undertaken by the social workers in the service which suggests that there is little differentiation between the work undertaken by a qualified worker and an unqualified worker.

4. Why this option is being put forward

As the service has developed it is has become clear that the level of work does not require qualified social workers. Service Advisers and Community Care Officers have become very skilled and are able to take on this work providing there is adequate professional oversight from Senior Practitioners.

Social work skills can then be used for the more complex work in district team which will fully utilise their skill and expertise.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
Members of the public will not see a change in the response they receive from the Adult Access Service. This proposal is about changing the skill mix and is not about a reduction in the level of service.

ON OTHER ORGANISATIONS / PARTNERS
Partners will not experience any impact (negative or positive) in the working relationships with the Adult Access Service as this is proposal is about changing the skill mix, not the function of the service.

ON OTHER PARTS OF THE COUNTY COUNCIL
The qualified social workers would be available to be redeployed into social work posts in the districts which would be positive. Districts teams who receive work from the Adult Access Service will not experience any change in the level of service

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

Discussions with the Equality Officer have confirmed there will not be an impact on people with protected characteristics.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	556	NET £000	556

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	10	0	0	10
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**10**	**0**	**0**	**10**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**1.8%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?	**14.9**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

There is a low risk that the quality of the work will reduce but this is mitigated by providing some additional management capacity in the Senior Practitioner post to ensure adequate oversight and management of unqualified staff.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	David Pearson	Nov 2015

Nottinghamshire County Council

Option for Change

Option Ref	A04

1. Service Area	Adult Social Care, Health & Public Protection
2. Option Title	Day Services – withdrawal of Catering and Facilities Management advisory service

3. What we propose to do and how we propose to do it

The Council's Catering and Facilities Management Team (C&FM) provides a management service to Day Services. This service is operated at a cost of £28,280 per annum (as costed for the year 2015-16). This proposal would allow Day Services to operate their own catering function, as C&FM would withdraw their advisory service.

This would save Day Services £28,280 per annum as well as allowing C&FM to exclusively focus their resources on supporting catering in schools.

4. Why this option is being put forward

As part of the modernisation of Day Services, day to day operational line management of catering staff was transferred from Day Services to the Environment and Resources Catering and Facilities Management Team (C&FM) in August 2013. This was in order to achieve more effective cost controls and improve standardisation e.g. around menu planning, processes and procedures, and purchasing of ingredients.

Following the two year anniversary of the revised arrangements, the continued business justification for the fee has been evaluated. This assessment identified that the original benefits have been realised and operational line management of catering staff can now revert to Day Services.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
If managed appropriately, this 'behind the scenes' change would result in no noticeable impact on the quality of catering provision for Service Users e.g. menus would continue to change twice a year; special diets would still be accommodated; and the same staff would continue to prepare and serve meals for Service Users.

ON OTHER ORGANISATIONS / PARTNERS
Not applicable.

ON OTHER PARTS OF THE COUNTY COUNCIL
There would be an impact on C&FM. They would experience an annual revenue drop of £28,280 as a result of Day Services' withdrawal from the fee. Currently no one individual within C&FM has responsibility for providing this advisor support to Day Services. However, roles and responsibilities of C&FM colleagues may need to be reviewed if this proposal is approved.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	416	NET £000	134

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	28	0	0	28
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**28**	**0**	**0**	**28**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**20.9%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?	**10.4**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

Please note this full time equivalent (FTE) reflects that of Day Services' catering staff (Cooks and Catering Assistants) only.

9. Risks and mitigating actions

Risk- C&FM would experience a shortfall in income which may be difficult to translate into a reduction in its costs.

Mitigation – Support will be provided in explaining the rationale for this proposal.

Risk- Day Service colleagues may have concerns around their capacity to cope with the formal re-allocation of all responsibilities previously undertaken by C&FM.

Mitigation- Staff consultation will allow the specific nature of any concerns to be identified so appropriate supportive actions can be planned and implemented.

10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov 2015

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Nottinghamshire County Council

Option for Change

Option Ref	A05

1. Service Area	Adult Social Care, Health & Public Protection
2. Option Title	Investment in Shared Lives scheme

3. What we propose to do and how we propose to do it

Shared Lives is a highly successful way of helping vulnerable people to live with families, make friends and become part of their communities. It has demonstrated positive outcomes for people who use it, and carers that support them. The proposal supports increased productivity within the service by investing in a new skill mix in the team.

This proposal is to recruit 30 new carer households to the scheme over 3 years. If 10 of these households provide long term care this will result in cashable savings to the Council. If each of the remaining 20 households support 2 different people with short breaks, then non-cashable savings will be made against our in-house short break services, which will free them up to focus on people who have complex needs or people who need an emergency bed.

Since the scheme was launched in April 2013, it has become clear that a lot of co-ordinator time is taken up with managing day to day carer and Service User issues, limiting their ability to process new carer assessments within the required timescales. However, despite this the scheme has almost doubled in size, growing from 25 carer households supporting 30 people to 52 households supporting 58 people. The service has reached capacity in relation to further development.

Creating a Senior Coordinator role would enable us to re-direct some tasks currently occupying the manager's time. This would enable the manager to focus on areas of the scheme which require development such as internal audits, compliance with legislation, marketing and growing the scheme, setting up carer and Service User groups, developing a panel process, developing a pathway for transitions, quality monitoring, Mental Capacity and Deprivation of Liberty Safeguards work and ensuring compliance with the new Care Quality Commission (CQC) standards and regulations. The other area which would help to increase productivity is dedicated Business Support. Many tasks that currently fall to the manager and the team could be undertaken by Business Support which would free up time to focus on other areas. Dedicated Business Support would also increase capacity to market the scheme and ensure that systems and processes are as effective as possible.

An analysis of growth over the past 2 years shows that from the 27 new carer households recruited, 7 of these are now providing long term placements, representing a saving of £3,607 per week or £187,564 per year, when compared to the alternative cost of Supported Living or residential care. Looking at the remaining 20 households, at least 20 people are now using some of these households for their short break allocation which represents an annual non-cashable saving to the Council of £61,120 when compared to the alternative cost of our in-house short break units.

In addition, the Shared Lives scheme is in a strong position to look at the development of Homeshare as there are many similarities in relation to assessment, matching and monitoring of arrangements.

There are currently 12 co-ordinator hours vacant within the team with a budget attached of £10,119 per annum. In addition, the service has identified £10,000 from within the existing Shared Lives budget which could be used towards staff recruitment. This would leave an investment of £40,111 (calculated at top salary scales) to recruit to the Senior Coordinator and Business Support roles.

4. Why this option is being put forward

Shared Lives is an alternative to residential care or Supported Living for some people, and Shared Lives schemes up and down the country consistently receive the highest ratings from CQC. There is evidence that Shared Lives is able to demonstrate a lot of positive outcomes for people. The cost of using in-house beds, residential care or Supported Living is substantially higher than using Shared Lives so by providing more Shared Lives placements the Council will be able to both make savings as well provide suitable accommodation in the community for vulnerable people.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

Shared Lives is a highly successful person-centred way of helping people to live in their communities and it is based on relationships, which make a real and positive difference to the lives of individuals and their Shared Lives carers.

Shared Lives is growing rapidly across the country, bringing new choices to vulnerable people who become valued members of households, families and communities. It helps people to live well and safely in ordinary homes where they can make friends and live a good life. Shared Lives helps create the sorts of communities that we all want to be part of.

The Shared Lives scheme is committed to recruiting carers from all walks of life and wants to recruit more carers from minority groups. There are no barriers to being a Shared Lives carer in terms of equality as long as applicants can evidence that they are able to provide a safe, healthy and positive environment for the people they support.

ON OTHER ORGANISATIONS / PARTNERS

Nationally there has been increased interest from other organisations in developing services for people with dementia using the Shared Lives model. Other areas that have grown during 2013/14 include schemes that are developing work with younger people, especially those in transition, people with mental health issues and other excluded adults such as ex-offenders and people fleeing domestic violence. There are a number of areas where Shared Lives could potentially support health partners in providing services. These include intermediate care and reablement as well as care for Young Adults with life limiting conditions, and people with substance misuse issues.

ON OTHER PARTS OF THE COUNTY COUNCIL

Shared Lives can have a positive effect on other service areas either by supporting carers to care for longer or by offering an alternative to the more traditional forms of care and support. Shared Lives carers are passionate and dedicated about the support they provide which is why it is such a successful service. The service is often asked to produce good news and positive media stories for the council to promote.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)* **No**

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	118,755	NET £000	106,150

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	260	260	260	780
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	-200	-200	-200	-600
NET SAVING	**60**	**60**	**60**	**180**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**0.2%**

7. Estimated Implementation Costs

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	40	40	40	120

The current staffing is 5.32 full time equivalent (FTE). The proposal is to increase this to 7.32FTE which equates to 1FTE x Senior Coordinator post and 1FTE x Admin Support

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?	**5.3**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

There is a risk that the Council will not be able to recruit sufficient carers who want to offer long term support representing an alternative to residential placements. This risk will be mitigated by the team working in a more productive and focussed way which would contribute to the effective marketing and recruitment of additional carers.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	David Pearson	Nov 2015

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Nottinghamshire County Council

Option for Change

Option Ref	A06

1. Service Area	Adult Social Care, Health & Public Protection
2. Option Title	Public Health Staffing Restructure

3. What we propose to do and how we propose to do it

Integrate Public Health into the Adult Social Care, Health & Public Protection Department, at the same time undertaking a restructure, aligning all staff onto the Council's terms and conditions, and removing vacancies from the establishment.

The restructure will follow the Council's Human Resources (HR) policies and procedures and will conclude with removal of posts from the establishment, transfer of staff into newly established posts and transfer of terms and conditions where applicable.

The restructure will be from top to bottom and will take effect from 1 April 2016.

4. Why this option is being put forward

Public Health transferred into the Council on 1 April 2013 along with associated financial resources in the form of ring-fenced Public Health grant. In 2015/16, the Public Health grant was set at £36.119m. £2.987m was attributable to staffing and running costs in 2014/15 and this was reduced to £2.837m in 2015/16 when a £150,000 previously agreed savings proposal was implemented.

Transfer into the ASCH Department offers an opportunity to look for further savings as part of the restructure. The estimate of savings is subject to the outcome of job evaluation and the effects of pay protection, if required.

The staffing element of the Public Health function delivers the following activities: Public Health policy and advice; partnership and influencing roles with Clinical Commissioning Groups (CCGs) and other partners; Public Health leadership; health protection and planning for health emergencies; support for the work of the Health and Wellbeing Board; Public Health commissioning and contract management.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
Reductions in staffing would not directly impact on service users, as Public Health is a commissioner rather than a direct provider of services. However, there could be an indirect effect, if lack of staff affected commissioning or management of contracts.

ON OTHER ORGANISATIONS / PARTNERS

- Public Health operates within the framework of the Health and Wellbeing Board (HWB). Availability of staff to support implementation of HWB strategy may be limited by reductions
- Maintaining advice to CCGs is a statutory requirement. Council must sign off confirmation that it has provided Public Health advice to the CCGs as part of its annual accountability for Public Health grant. Reducing the staff complement could affect availability of staff to perform this function.

ON OTHER PARTS OF THE COUNTY COUNCIL

- Reductions in availability of Public Health staff to work in partnership with other parts of the Council on design / delivery of services incorporating Public Health considerations
- Centralisation of business support staff could have potential implications for management resource elsewhere.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	2,837	NET £000	2,837

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	450	0	0	450
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**450**	**0**	**0**	**450**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **15.9%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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? **55**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	6.0	0.0	0.0	**6.0**

9. Risks and mitigating actions

1. Needs of the service may outweigh the level of staffing, affecting delivery of the Public Health work programme and other efficiency savings related to recommissioning within timeframe. Mitigating actions: maintain a minimum level of staffing to ensure work programme and mandatory functions can be delivered.
2. Additional staff capacity is required to undertake re-commissioning work in a period of intense activity. Mitigating actions: temporary contracts in place with funding drawn from Transition and Reserve resources.
3. Staffing levels need to be maintained at a level to ensure support to CCGs. Mitigating actions: maintain sufficient level of permanent staffing to ensure this aspect can be delivered.
4. Savings depend on job evaluation. Pay protection will apply for a two year period for affected staff. Some costs savings may be delayed until pay protection expires. Mitigating actions: Assign provision from within Public Health reserves to offset costs of pay protection, if required.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	David Pearson	Nov 2015

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Option for Change

Option Ref	A07

1. Service Area	Public Health
2. Option Title	Commissioned Services - Contract Savings

3. What we propose to do and how we propose to do it

It is proposed to achieve £0.9m of further savings on Public Health commissioned services.

The Public Health grant released £8m through a combination of staffing reductions, contract efficiencies, and some reductions in commissioned services during the period 2013-15. This figure equates to a 24% reduction of the previous Public Health grant. Whilst this limits the scale and scope for further savings, all services have been recommissioned in such a way as to realise further savings throughout the term of the contracts. In 2016/17, this is estimated at £200k. Additionally in 2016/17, Health Visiting and Family Nurse Partnership services will form part of the Council's commissioning responsibilities. The estimate is for savings on this element of public health commissioning is £700k.

Savings will be made through:

- a proper and mutual understanding of the contract terms by all parties;
- building a good relationship with the providers;
- establishing robust systems for monitoring and reporting of performance;
- keeping stakeholders informed;
- proper governance arrangements, and;
- tight administration of contracts.

4. Why this option is being put forward

The Public Health Grant is predominantly used for contracted services. These measures will enable savings from these services to be made in a reasonable and safe way minimising the impact on service users.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

Services will be provided as commissioned to a volume of service users as determined by commissioners (bearing in mind viability for the provider and assessed need of the population) and therefore robust contract management should not impact on service users, especially if the service delivers public health outcomes. If the provider sees more service users than the volume set, the Authority will pay up to a maximum cap and the provider will bear the cost for any service users seen over and above that cap. However, if the scale and scope of the commissioned services is reduced or volume targets set too low, there may be an impact on service users and communities.

Health Visiting transferred to the Council on 1 October 2015. This is a universal service and the current block contract with the incumbent providers will remain in place during 2016/17. With the move from registered population to resident population for the service, the population eligible for Health Visiting Services commissioned by Public Health in Nottinghamshire will increase by an estimated 2,000 children. This represents a potential service pressure and there may be an impact on service users and communities.

ON OTHER ORGANISATIONS / PARTNERS

Only if there is a reduction in the scale and scope of services could there be a potential adverse impact on other organisations and partners. Concerns around the level of savings and the detrimental impact on health and social services by a lack of investment in traditional public health services has already been voiced by key partners. This is a particular concern in relation to universal public health services, such as Health Visiting, provided to young children. A number of commissioned providers sub-contract to third sector providers who provide in some instance an 'added extra' to the commissioned services. These may come to an end. Another potential impact could mean that primary and secondary care, the police, and third sector organisations are having to pick up the needs and negative outcomes of service users affected if the scale and scope of a public health commissioned service is reduced.

ON OTHER PARTS OF THE COUNTY COUNCIL

Only if there is a reduction in the scale and scope of services could there be a potential impact on other parts of the County Council, in particular (a) social services having to pick up the needs of service users who have not been provided a timely public health intervention and (b) children's early help services and Children's Centres, commissioned by the Children, Families and Cultural Services Department.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) N*

The proposal is to achieve savings from contract efficiencies based on current service specifications. Although Public Health commissions a number of specific services for particular groups, since the proposal is to achieve savings from contract efficiencies, there should not be a disproportionate impact on these groups.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	35,000	NET £000	35,000

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	900		0	900
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**900**	**0**	**0**	**900**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**2.6%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

1. Projections are uncertain owing to being volume based and/or open access services. If the providers are successful in increasing volumes, and so offering interventions to an increased number of service users in Nottinghamshire, the price will increase (albeit this is mitigated by a cap on the budget envelope) and this level of savings may not be achieved.
2. If a volume is set by commissioners that is too low, this may be unviable for the provider who may walk away from the contract. Robust data collection and evidence of actual delivery will inform commissioners in setting a reliable volume that can be agreed with the provider. The collar in some contracts will provide further protection to providers.
3. If the provider does not meet the expected outcomes, they will not receive 100% of their payment which while realising savings means that public health outcomes are not being met in Nottinghamshire.
4. Reductions on other commissioned services may affect quality or scale of commissioned services, or be too low to attract tenders.

5. When the numbers of children eligible for universal Health Visiting service increases with a move from registered population coverage to resident, the reduction in funding of the service combined with increased number of service users will potentially affect the quality and effectiveness of the service, potentially resulting in unmet need in the under 5s population, worsening health outcomes for this group and increased pressure on primary care and early help services.

10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov 2015

Option for Change

Option Ref	A08

1. Service Area	Children's Services
2. Option Title	Relocation of the Adoption Team and Emergency Duty Team

3. What we propose to do and how we propose to do it

This proposal seeks to re-locate the Adoption and the Emergency Duty Team (EDT) from their existing non-Council accommodationto an existing Council owned property. This will save £156,000.

The Adoption team comprise 30.61 full time equivalent (FTE) staff.

There are currently 12 FTE staff within the EDT, plus a Business Support Officer (with no more than four people in the office at any one time).

4. Why this option is being put forward

Currently both teams are based in non-Council buildings, which attract rent payments. Moving these teams into existing Council buildings would remove these extra costs.

The budget position for these is as follows:

Adoption

The budget is £156,000.

EDT

The budget is £30,902.

The budget saving isn't included in full to allow for any disturbance allowances and marginal property costs that may be required.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

There will be an impact on existing users of the building but this should be minimal and restricted to a change of location within the same site.

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	4,961	NET £000	4,826

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	78	78	0	156
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**78**	**78**	**0**	**156**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**3.2%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?	**42.6**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

Risk: Existing rent arrangements cannot be exited.
Mitigating Action: Existing rental arrangements to be confirmed.

Risk: No suitable Council properties available.
Mitigating Action: Liaise with property colleagues early on.

Risk: Current venues may provide better provision to service users.
Mitigating Action: Would need to evaluate alternative locations and assess their suitability.

Risk: Costs of any required building works to make the alternative accommodation suitable may outweigh the savings.
Mitigating Action: To be assessed prior to a decision being taken.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17/11/15

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Nottinghamshire County Council

Option for Change

Option Ref	A09

1. Service Area	Youth Service
2. Option Title	Restructure of locality management arrangements

3. What we propose to do and how we propose to do it

The proposal is to reduce the number of senior Young People's Service management posts, whilst reinforcing locality management and frontline delivery arrangements for the Service. This will result in a net saving of £50,000.

Under the proposals, the existing 3 full time equivalent (FTE) Locality Manager posts would be disestablished, along with 7 term time only youth worker posts, with 7 new posts being established, to co-ordinate the youth work offer in each district area, whilst also delivering 2 youth work sessions, 1 early help session and line managing the youth work teams in each district.

Due to the reduction in youth worker posts, each district will also be provided with an additional six hours of youth worker time to lead on 2 evening youth work sessions. This will result in no net loss of youth work hours.

4. Why this option is being put forward

Reduce the cost of delivery without reducing the quantity of youth work delivered.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES; there may be a slight drop in quality of planning and quality assurance.

ON OTHER ORGANISATIONS / PARTNERS; there will be two (North and West) or three (South) youth work leads to liaise with rather than one in each locality.

ON OTHER PARTS OF THE COUNTY COUNCIL; there will be two (North and West) or three (South) youth work leads to liaise with rather than one in each locality.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)
Yes – the service is exclusively for young people aged 10 – 19.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	3,085	NET £000	2,958

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	50	0	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?	**1.7%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**10.0**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	3.0	0.0	**3.0**

9. Risks and mitigating actions

There are slight risks in the reduction of the quality of leadership, planning, delivery and quality assurance of youth work. This is considered to be negligible.

Loss of management knowledge and skills.

In mitigation there will be an intensive induction programme for the new Senior Practitioner posts.

10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		17/11/15

Nottinghamshire County Council

Option for Change

Option Ref	A10

1. Service Area	Early Childhood and Early Help Locality Services
2. Option Title	Restructure of the Early Childhood and Early Help Locality Services Team

3. What we propose to do and how we propose to do it

It is proposed to restructure the management arrangements within the Early Childhood and Early Help Locality Service. There will be changes to the function, scope and grading of posts. This will lead to an overall reduction in establishment of 0.8 full time equivalent (FTE) posts by April 2017. Details of the change will be consulted on and establishment changes will be subject to approval by Children and Young People's Committee.

4. Why this option is being put forward

Since the previous restructure the operating environment for Early Childhood Services has changed and the type and scope of roles needed is different. Statutory duties placed on Local Authorities are also changing (e.g. no longer a duty to have a Child Poverty Strategy), with a particular emphasis on early years and early education hence the need to increase the priority on this work.

For example, now that the Children's Centres contract has been in place for a number of years, there has been a reduced need for monthly contract monitoring meetings which have now moved to quarterly instead. New outcomes and performance indicators will be in place from 2016 enabling countywide rather than locality contract performance meetings to gain more information about local activity reducing the number of management posts required to monitor this.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

There should be no negative impact on service users and communities. In many cases there should be clearer lines of accountability.

ON OTHER ORGANISATIONS / PARTNERS

The removal of three Locality Managers will reduce the amount of localised partnership work outside of the set partnership groups already in place. The current review of Children's Locality Management Groups will also help the Council to understand what local partners require in terms of local needs assessments, information sharing and communication etc.

ON OTHER PARTS OF THE COUNTY COUNCIL

The removal of the Strategic Parenting and Child Poverty role may have an impact on the Family Service as they will be expected to lead on quality assurance of parenting programmes, as well as the Parents and Carers strategy and action plan. It will be important to ensure that the work maintains a partnership focus.

There may also be a requirement for other Council departments in relation to Nottinghamshire's approach to tackle poverty in relation to assessing data and formulating needs assessments, and developing a partnership approach to implementing the Child Poverty Strategy. There will be a requirement to ensure the Child Poverty Strategy is embedded in a range of strategies and plans including Economic Development, Adults Social Care, and Public Health who have child poverty as a Public Health outcome measure.

The removal of property work led by three Locality Managers will require additional support through Corporate Property and Children, Families and Cultural Services (CFCS) premises leads. They will have an increased role and therefore capacity will need to be maintained.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

N

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	528	NET £000	514

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	45	0	45
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**0**	**45**	**0**	**45**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **8.8%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**9.6**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.8	0.0	**0.8**

9. Risks and mitigating actions

There is a risk that the removal of some posts will increase the demand on other teams and services across the Local Authority. Property and premises work will be the most substantial demand. It is proposed that the work is led by the departmental quality and assurance team, who already have 1 FTE lead for children centres, and a further FTE post is now in place to support other premises issues. There is support for this transfer of roles as capacity has increased.

The potential to transfer parenting work to the Family Service will also require capacity and it is hoped that the 3 FTE interventions managers within the new service will lead the work. However it is important to note that the Family Service will not offer universal services to children and families.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17/11/15

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Nottinghamshire County Council

Option for Change

Option Ref	A11

1. Service Area	Children, Families and Cultural Services
2. Option Title	Detailed Budget Review

3. What we propose to do and how we propose to do it

Managers across the Children, Families and Cultural Services Department have conducted a line by line review of all running/operating costs within the Department to analyse the detail behind budget allocations and expenditure. This exercise identified savings from across all department budgets which range from £1,000 to upwards of £50,000.

The focus of this exercise is on running costs and so staffing reductions are not considered as part of this proposal. Children's Social Care is excluded from this proposal because it has recently been subject to a base budget review.

4. Why this option is being put forward

Due to the rate of change that the Council has experienced in the past 5 years, budgets have been adjusted, realigned and reallocated. This inevitably creates the need to conduct a full budget review to ensure that budget allocations reflect accurately the services that they support.

This exercise identifies savings such as further reduction of support budgets that include mileage, printing and stationary costs, a tighter vacancy level turnover and reduction in training budgets. These areas have already experienced large reductions but this proposal proposes further cuts in order to protect frontline delivery as much as possible. In addition, changes to the way Council officers work, for example the introduction of mobile working, justifies the reductions in mileage allowances and printing costs.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
No impact

ON OTHER ORGANISATIONS / PARTNERS
Minor impact – review of subscriptions may affect some private organisations.

ON OTHER PARTS OF THE COUNTY COUNCIL
No impact

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)
No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	NO

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	81,578	NET £000	58,184

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	529	201	102	832
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**529**	**201**	**102**	**832**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**1.4%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?	**NA**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**NA**

9. Risks and mitigating actions

The line by line review conducted by managers enabled budget holders to make risk assessments about where savings, however small, can be made.

These measures will have no impact on service users and managers will absorb the reduction in running costs and manage spend appropriately.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17/11/15

Nottinghamshire County Council

Option for Change

Option Ref	A12

1. Service Area	Transport and Travel Services
2. Option Title	Efficiency Savings: Transport and Travel Services Budget

3. What we propose to do and how we propose to do it

To reduce the Transport and Travel Services budget by £579k by 2018/19.

This will be achieved by a re-negotiation of the concessionary fares agreements with service providers, the reduction of IT support costs, a reduction in pool car costs, a review of all budget lines and further staff reductions.

The current concessionary pass agreements are due to expire in March 2016. Negotiations with operators must be concluded by November 2015 to allow the agreement proposals to be published on 1 December 2015. It is intended that with the support of service operators reductions can be achieved over the next three years.

Changes to the provision of pool vehicles and associated changes to the casual car user regulations will offer a saving of £40k against Transport and Travel Services budgets.

Introducing revised processes and support agreements across a number of IT systems will deliver cost and administrative savings, including the use of external partners and providers.

A re-structuring of the senior management team following the current service reviews taking place.

4. Why this option is being put forward

Negotiations with service providers are due to commence in September 2015 and will have very little impact on the local bus service network.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
Service users will not be affected by these proposals.

ON OTHER ORGANISATIONS / PARTNERS
Increased partnership working with external providers; reduced concessionary fare reimbursement to suppliers.

ON OTHER PARTS OF THE COUNTY COUNCIL
Users of pool vehicles or casual car users may need to make changes to their travel arrangements.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	11,966	NET £000	11,966

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	250	150	179	579
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**250**	**150**	**179**	**579**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**4.8%**

Achievable by implementation of:-

- Concessionary Fares - New Agreement £100k in 16/17; £150k in 17/18; £179k in 18/19.
- Revised IT Provision & Contract Negotiations £50k in 16/17.
- Pool Cars reductions £40k in 16/17.
- Staff Efficiencies £60k in 16/17.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**48.0**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	1.0	0.0	0.0	**1.0**

9. Risks and mitigating actions

Risk - operators/suppliers fail to agree new reimbursement arrangements for concessionary travel which leads to appeals to the Department for Transport and possible additional costs.
Mitigation - commence negotiations in September 2015 to achieve the changes in agreement with the suppliers.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17.11.15

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Nottinghamshire County Council

Option for Change

Option Ref	A13

1. Service Area	Waste and Energy Management
2. Option Title	Saving generated from the reduction in unitary charge payment on the Waste Private Finance Initiative (PFI) contract.

3. What we propose to do and how we propose to do it

The Council has prepaid a block of future unitary charge payments in respect of new transfer stations in the Waste PFI contract in order to generate savings over the remaining life of the contract. As a result of this, the ongoing costs associated with the haulage of residual waste element of the unitary charge have been reduced and the service is able to offer these further savings of £300,000 in 2016/17.

4. Why this option is being put forward

Contract savings being realised.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
None

ON OTHER ORGANISATIONS / PARTNERS
None

ON OTHER PARTS OF THE COUNTY COUNCIL
None

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	7,484	NET £000	5,771

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	300	0	0	300
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**300**	**0**	**0**	**300**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**5.2%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

None

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A14

1. Service Area	Waste and Energy Management
2. Option Title	Reducing the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme budget.

3. What we propose to do and how we propose to do it

Reduce the current allocated corporate estate Carbon Reduction Commitment budget by £60,000 per annum.

4. Why this option is being put forward

The CRC is a UK mandatory scheme which provides an incentive for reducing emissions. Through the Council's success in reducing carbon emissions and achieving energy efficiencies the current corporate estate CRC budget is now greater than the identified cost and a £60,000 saving can be released as a result.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
None

ON OTHER ORGANISATIONS / PARTNERS
None

ON OTHER PARTS OF THE COUNTY COUNCIL
None

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	280	NET £000	280

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	60	0	0	60
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**60**	**0**	**0**	**60**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**21.4%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

The proposed budget reduction is based on recent weather profile, continuation of recent energy efficiency investment and knowhow of the CRC scheme rules. Should additional funding be required as a result of changes to any of these variables then a budget pressure will result.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A15

1. Service Area	Economic Development and Devolution
2. Option Title	Reducing expenditure on economic development

3. What we propose to do and how we propose to do it

The proposal is to reduce the amount of discretionary funding available to support economic development projects and initiatives. The proposal delivers the savings target of £80,000.

As part of this proposal, the current Nottinghamshire Work Club scheme will be replaced by more targeted projects which will be provided and funded by other local organisations. This will contribute £52,000 towards the savings target.

4. Why this option is being put forward

The economic development service currently delivers a range of activities that are strategic priorities for the council including: the Better Broadband for Nottinghamshire Programme; LEADER rural development programme; major site and infrastructure developments; management of three Innovation Centres, the Council's Economic Development Capital Fund and youth employment programmes.

The reduction in the service's discretionary budget will deliver total savings of £80,000.

The Council currently funds the Nottinghamshire Work Club Scheme to deliver informal employment support to residents in nine libraries. A new 'community based' scheme is currently under development which will be funded through the European Social Fund. This will support activity to be delivered across Nottinghamshire from April 2016. This will result in the same level of service delivery – funded in a different way by utilising European funds to support unemployed people.

The new services will offer much more tailored support to young people aged 18-24, older people 40+ and women returning to work – instead of the generic job hunting skills currently offered by the Work Clubs.

The economic development team is working with potential providers of these services to ensure that they are available countywide, particularly targeting rural areas, and that libraries continue to be used as venues where possible.

This proposal will contribute £52,000 towards the savings target. Other, smaller scale activities supported through the Economic Development budget will also need to be reviewed to deliver the remaining £28,000 savings.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
A reduction in economic development activities that support communities and businesses in the county.

ON OTHER ORGANISATIONS / PARTNERS
Nil

ON OTHER PARTS OF THE COUNTY COUNCIL
Nil

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? NO
age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	1,050	NET £000	1,050

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	80	0	0	80
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**80**	**0**	**0**	**80**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**7.6%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**10.3**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

There is a low risk that the new scheme will not be up and running by April 2016. The Council will keep this under review with the intention to bridge any temporary gap in service delivery.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17.11.15

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Nottinghamshire County Council

Option for Change

Option Ref	A16

1. Service Area	Property Services and Facilities Management
2. Option Title	Property and Facilities Management budget savings

3. What we propose to do and how we propose to do it

A reduction in current budget levels is proposed in the following areas:

Land Bank £229,000 - Proposal to reduce by £22,000 for each of the next two years. This is used to maintain sites and buildings awaiting disposal.

Planning Consultants £136,000 - Proposal to reduce by £40,000 over a two year period. This budget is used to support the Property team in procuring specialist advice for maximising development value on surplus sites. The Council has a very successful record in achieving valuable planning allocations on its vacant sites that provides a stream of capital receipts for future years supporting the Capital Programme. A lot of the major planning work is now completed. The demand for this budget should be decreasing over time.

Mileage £50,000 - Proposal to reduce by £10,000 in 2016/17. The nature of Property work means that officers need to frequently visit properties around the county involving the use of their own private motor vehicles for which a mileage rate is payable. An initiative to reduce the amount of car usage has seen some under-spends in recent years. The increasing promotion of pool and rental cars should see this trend continue.

General Consultancy £15,000 – Proposal to reduce by £5,000 in 2017/18. This budget is used to buy in any specialist skills for occasional pieces of work throughout the year for example specialist valuations.

Staffing: With the introduction of the new Joint Venture arrangement for the Design and Operation side of Property services, there is a need to review the structure that will be required for the remainder of the Property Group. Whilst there are no significant changes expected, several posts may be disestablished and become redundant releasing around £80,000 savings over two years.

Catering Facilities Management/Building Maintenance - The balance between the savings targets and the proposals above will be met by a progressive reduction in the cost of Facilities Management budgets as the programme of property rationalisation for the corporate estate progresses. This is estimated to be £100,000 of savings for each of the next three years.

4. Why this option is being put forward

These proposals are considered to be achievable and reasonable to this area of the Council's expenditure on Property and Facilities Management. They can be made ahead of a potential transfer of assets into a new Joint Venture which is expected to take place in April 2016.

The proposal protects any further reduction in the planned repairs and maintenance budget.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
The reduction in the budget available to manage vacant sites and buildings could result in land and buildings deteriorating that causes concern to communities e.g. weed growth on open land.

ON OTHER ORGANISATIONS / PARTNERS
None anticipated

ON OTHER PARTS OF THE COUNTY COUNCIL
The management of vacant sites and buildings could have an adverse effect on insurance premiums if risks are not adequately managed.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
None anticipated

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	16,685	Net £000	11,936

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	192	187	100	479
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**192**	**187**	**100**	**479**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**4.0%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?	**124.0**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	70.0	0.0	0.0	**70.0**

Note: these staffing reductions are related to Property Joint Venture proposals

9. Risks and mitigating actions

The risk identified is with the reduction in the Land Bank budget which is used to secure vacant sites and buildings. The Property team is currently working with risk and insurance colleagues to risk rate our vacant properties. A better targeting of spend provides the opportunity that we can reduce this budget need.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17.11.15

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Nottinghamshire County Council

Option for Change

Option Ref	A17

1. Service Area	Planning and Community & Voluntary Sector
2. Option Title	Changes to Grant Aid and Conservation service funding

3. What we propose to do and how we propose to do it

Grant Aid: The County Council's Grant Aid programme is a three year programme and supports community and voluntary sector projects covering a number of themes in line with council priorities. Grants have just been awarded for 2015 – 2018. In order to have some flexibility to support new and innovative projects which may come forward within each year, £50,000 per annum of the Grant Aid budget has been allocated for new and innovative projects. The Community and Voluntary Sector team supports both the successful applicants to the programme and also the unsuccessful.

It is proposed to remove the in-year innovation funding for 2016/2017 and 2017/2018.

Community and Voluntary Sector: To reduce the Business Support hours for the team from 78 to 60 hours, a reduction of 0.5 full time equivalent (FTE) at Grade 3.

Conservation: The County Council's financial support for Creswell Crags Heritage Trust is provided from the Conservation Team Base Budget. The core funding (matched by Derbyshire County Council) is £38,000. For the financial years 2013/2014 and 2014 / 2015 the Culture Committee approved £50,000 funding for the Creswell Heritage Trust. This was to give the new Director opportunity to revise the Business Plan and to revisit the current operating models for the different elements of the Creswell Crags offer with a view to securing the long term sustainability of the site and facilities and to review the requirements of working towards World Heritage Site Status.

It is proposed that the additional £12,000 funding is withdrawn on the basis that the Heritage Trust has been successful in obtaining transition funding from the Heritage Lottery Fund and is working towards no longer needing financial support from the authorities.

4. Why this option is being put forward

Grant Aid: This part of the grant aid budget is not committed and is allocated each year. In the current year, 13 projects will be supported, with an average allocation of around £5,000 (there is a £10,000 ceiling on awards). Whilst the loss of this funding would not enable new projects to be supported in year, this proposal would not impact on the main grant aid programme.

Community and Voluntary Sector: The Business Support for the team was reduced to 78 hours as part of the budget reductions 2013/ 2014 as part of a wider reorganisation of the Community and Voluntary Sector Team. This revised structure has been in place since April 2014. The Business Support needs of the team have been further reviewed and it is considered that 60 hours of Business Support would meet the needs of the team in delivering its service.

Conservation: The Conservation Team Base Budget includes £50,000 for the Creswell Heritage Trust. It is proposed to reduce this to £38,000 (the core funding amount) as the increase to £50,000 was to address a short term difficulty.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

Grant Aid: The Grant Aid Programme supports projects in some of the most vulnerable communities in Nottinghamshire. A reduction in funding will impact on the ability for groups to access funding.

ON OTHER ORGANISATIONS / PARTNERS

Negligible

ON OTHER PARTS OF THE COUNTY COUNCIL

Negligible

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

Grant Aid:

WHAT IS THE PERMANENT BUDGET?	GROSS £000	1,753	NET £000	1,753

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	50	0	0	50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**50**	**0**	**0**	**50**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **2.9%**

Community and Voluntary Sector:

WHAT IS THE PERMANENT BUDGET?	GROSS £000	260	NET £000	260

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	11	0	0	11
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**11**	**0**	**0**	**11**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **4.2%**

Conservation:

WHAT IS THE PERMANENT BUDGET?	GROSS £000	552	NET £000	552

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	12	0	0	12
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**12**	**0**	**0**	**12**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **2.2%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**48.0**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.5	0.0	0.0	**0.5**

9. Risks and mitigating actions

Grant Aid: This part of the Grant Aid budget is allocated in year and expectations will be managed as the pot of money to support schemes will be reduced.

Conservation: The proposal of not continuing to fund the Trust has been considered. This has not been taken further, however, in view of both Local Authorities acting as lease guarantors. In the event of the Trust ceasing to operate, responsibility for managing Creswell Crags would rest with the two County Councils. The proposal of reducing the level of support further has also been considered but it would be likely to have a very damaging impact on the Trust's ability to manage the site.

Nottinghamshire County Council's partnership contribution is part of the core funding of the project, without which it would cease to operate. The continuation of County Council financial assistance to Creswell Heritage Trust is subject to a similar contribution from Derbyshire County Council.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A18

1. Service Area	Highways
2. Option Title	Road Lighting Energy

3. What we propose to do and how we propose to do it

This proposal is to reduce the cost of road lighting and traffic signal energy to the Council.

The budget for this is £5.4m in 2015/16.

A significant spend to save energy project was introduced in 2013 when an interest free loan of £1.8m from Salix (green investment for energy & carbon reduction) was secured. This money has been invested in dimming some of our high wattage lanterns on main roads around the County and also installing light-emitting diodes (LED) on residential roads.

To date approximately 6,000 150W/250W lanterns have been dimmed with savings of £300,000 per annum. A further 1,500 are planned to be installed by the end of 2015 saving a further £83,000.

10,000 LED alternative lanterns have also been installed resulting in energy saving of £164,000 per annum.

In January 2015 a further bid to Salix for a £3.6m loan was secured. This will enable the remaining 42,000 low pressure sodium lanterns on our residential roads to be changed to LED alternatives.

Energy is procured to maximise the best price available at the time of purchase, but local authorities then have no control over the increases or decreases made by the energy companies.

A reduction in the cost of energy in October 2015 has enabled additional savings to be made in 2016/17.

4. Why this option is being put forward

The energy saving initiative detailed above in conjunction with the recent reduction in energy prices has resulted in significant savings from this budget.

Prior to October 2015 the authority was charged 11.33 pence per kilowatt hour (KWH) for electricity. In October this has been reduced to 10 pence per kilowatt.

The predicted KWH for lighting and traffic signals, based on our inventory are;

2015/16	**2016/17**	**2017/18**	**2018/19**
38,776,709	37,079,539	35,365,397	33,634,114

Should electricity prices increase significantly, all of these savings will not be realised.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
This option will not affect service delivery

ON OTHER ORGANISATIONS / PARTNERS
None

ON OTHER PARTS OF THE COUNTY COUNCIL
None

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	5,447	NET £000	5,447

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	250	225	225	700
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**250**	**225**	**225**	**700**

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

As the Council has no control of the fluctuation in price from the energy companies, the prices may increase without notice.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17.11.15

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Nottinghamshire County Council

Option for Change

Option Ref	A19

1. Service Area	ICT Services
2. Option Title	ICT Services efficiency programme

3. What we propose to do and how we propose to do it

It is proposed to:

- Procure, implement and support a new shared broadband ICT network and internet services for 402 corporate and school sites that takes advantage of current design, technologies and price tariffs
- Procure a new and lower cost contract for the provision of the Council's external resilient second data centre provision
- De-commission the current legacy telephone network and transition to the use of Microsoft Lync that uses the broadband network
- Review the current ICT operating model and mix of in-house and supplier teams to ensure it remains optimised, efficient and reflects the move to using off-premise data centres rather than in-house
- Implement changes to how ICT work is approved, prioritised and scheduled.

4. Why this option is being put forward

These proposals are in line with the County Council's ICT Strategy 2014-17 that supports having a reliable and secure day-to-day service, and transforming how County Council services are delivered through the effective use of technology.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
None.

ON OTHER ORGANISATIONS / PARTNERS
The new broadband network and data centre contracts being established are also available to other regional public services, with some uptake already in progress.

ON OTHER PARTS OF THE COUNTY COUNCIL
Staff operating from County Council sites will have access to fit for purpose broadband and internet services. More staff will also have access to Microsoft Lync telephony. Requests for ICT resources will have to be increasingly scrutinised and prioritised as they already exceed the available capacity.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	15,939	NET £000	10,002

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	161	299	115	575
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**161**	**299**	**115**	**575**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**5.7%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

- The savings will be delivered through a series of projects each managed to PRINCE 2 standards which will consider, review and mitigate risks on an ongoing basis.
- There will be changes to the in-house staffing complement that will need to be managed through the agreed Human Resources processes.
- A larger ICT estate, growing demand for ICT assistance alongside a smaller ICT function will require a change to the current operating model.
- The reliability of “cloud” solutions is largely unknown and service disruptions are managed to Service Level Agreements/contracts, with less of an emotional bond with the organisation.

Please note **savings for 2016-17 are in addition to the £350,000 previously agreed.**

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		24.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A20

1. Service Area	Legal Services
2. Option Title	Maximising existing changes to digital working to deliver further savings for Legal Services

3. What we propose to do and how we propose to do it

This proposal is to achieve savings through:

- reducing staff time spent travelling to meetings by increased use of video conferencing – thus increasing the time available to staff in the office;
- further reducing the amount of external legal fees spent on specialist advice and project work as those projects reach completion, and;
- reducing by 1 full time equivalent (FTE) Business Support Officer in 2018/19.

4. Why this option is being put forward

The savings are considered to be deliverable within current budget projections provided service demand remains constant. Any increases in service demand may put these savings at risk.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
None envisaged.

ON OTHER ORGANISATIONS / PARTNERS
None envisaged.

ON OTHER PARTS OF THE COUNTY COUNCIL
Provided demand remains steady, there should be limited impact although timescales for responses are likely to be affected when resources are reduced to the minimum levels and expectations will need to be managed in this regard. In addition, when major projects are approved in future, the anticipated legal costs will need to be provided for in the project set up costs as there will be no available legal budget to meet these costs.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

None envisaged.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	4,001	NET £000	3,882

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	46	46	33	125
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**46**	**46**	**33**	**125**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**3.2%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**47.0**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	1.0	**1.0**

9. Risks and mitigating actions

Any increases in service demand could put these savings at risk. Mitigation is to monitor budget spend and case throughput regularly and liaise with service departments regarding their plans and budget pressures which might generate additional work.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Joyce Francis-Ward.	24.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A21

1. Service Area	Democratic Services
2. Option Title	Committee support efficiency savings

3. What we propose to do and how we propose to do it

This proposal is to make savings of £46,000 by reducing expenditure in the following ways:

- reduce 1 full time equivalent (FTE) Business Support Administrator post;
- reduce expenditure on office and equipment;
- reduce paper and printing costs further by building on electronic and digital working, and;
- income generation from work for the Pension Fund both for Committees and for the new Pensions Board.

4. Why this option is being put forward

The savings are considered to be deliverable due to scope for additional efficiencies within the Democratic Services Budget and some income generation. Any further reduction in income from grants or services to external bodies will put these savings at risk.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
None envisaged.

ON OTHER ORGANISATIONS / PARTNERS
None envisaged.

ON OTHER PARTS OF THE COUNTY COUNCIL
None envisaged.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
None envisaged.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	842	NET £000	759

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	18	20	8	46
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**18**	**20**	**8**	**46**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**6.1%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?	**22.0**

	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	1.0	0.0	0.0	**1.0**

9. Risks and mitigating actions

Risk is around sold services income reducing thereby cancelling out some or all of the savings achievable. Mitigation is to maintain effective relationships with key clients to maintain service satisfaction.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		24.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A22

1. Service Area	Democratic Services
2. Option Title	Reduction in Member Budgets

3. What we propose to do and how we propose to do it

The savings for Member budgets is £59,000.

The final recommendations of the Boundary Review for Nottinghamshire (approved by County Council on 26 November 2015) will see the number of Councillors fall by one from 67 to 66 in 2017/18. This will result in consequent savings to the Member budgets of approx. £16,500 including some provision for travel and expenses, ICT equipment and other miscellaneous costs.

Other savings will be met by a reduction in the training budget and the conference budget which have been underspent in recent years.

4. Why this option is being put forward

The amounts required appear to be deliverable due to proposed changes to Council Electoral Division Boundaries and other general efficiencies from Member training budgets and the reduced number of conferences attended.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
None envisaged.

ON OTHER ORGANISATIONS / PARTNERS
None envisaged.

ON OTHER PARTS OF THE COUNTY COUNCIL
None envisaged.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
None envisaged.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	1,931	NET £000	1,926

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	25	34	0	59
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**25**	**34**	**0**	**59**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**3.1%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

There is no significant risk.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Joyce Francis-Ward.	24.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A23

1. Service Area	Communications and Marketing
2. Option Title	Operational efficiencies in Communications and Marketing

3. What we propose to do and how we propose to do it

This proposal is to save £86,088 by reducing staffing and operational budgets in Communications and Marketing. This includes:

- **£27,895 operational budgets** – stopping two publications (Frontline staff publication and Your Life resident publication), reducing the use of professional photographers to support media activity and deleting the marketing budget for the Robin Hood Festival event.
- **£58,193 staffing budgets** – reduction in management costs and deletion of posts.

4. Why this option is being put forward

This proposal will ensure that the communications and marketing remains a service that is below average cost but high performing (*Source: latest Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking report*) as the shape of the Council changes.

Reductions in staffing remain challenging due to the increase in demand for the service as the Council is undergoing wide-scale transformation. Plus, in addition, the service is leading major cross-Council projects including Digital First.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
A reduction in promotional capacity will result in a strategic reprioritisation of activity which could affect some services and their users more than others. A reduction in the number of publications could lead to a reduction in the number of those that feel informed which is a key driver of Council satisfaction measures.

ON OTHER ORGANISATIONS / PARTNERS
The service will need to prioritise any requests for support from other organisations or partners in the future.

ON OTHER PARTS OF THE COUNTY COUNCIL
A reduction in promotional capacity will result in a strategic reprioritisation of communications and marketing activity which could affect some services more than others. This will mean that there will be reduced capacity and budget to communicate and market services, which may lead to unintended expenditure elsewhere in the Council.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? No (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
It is not anticipated that this proposal will have a disproportionate, adverse or negative impact on people with protected characteristics.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	**N**

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	1,538	NET £000	1,454

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	21	65	0	86
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**21**	**65**	**0**	**86**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **5.9%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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? **27.0**

	2016/17	2017/18	2018/19
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?			

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Nottinghamshire County Council

Option for Change

Option Ref	A24

1. Service Area	Document Services
2. Option Title	Saving money on print and postage costs

3. What we propose to do and how we propose to do it

It is proposed to make efficiency savings in the following ways:

- **£16,000 in 2016/17** – as result of increased efficiency by reducing our actual postal costs (2014/15 post costs £750,000 per year) and by taking further advantage of bulk mail discounts through improved sorting and tighter address control

- **£29,000 in 2017/18** – as a result a further reduction in the number of office printers and tighter controls around colour printing

- **£11,000 in 2018/19** – from operational budgets as a result of identifying further efficiencies in print and mail.

4. Why this option is being put forward

This proposal delivers efficiencies and with the further improvements the Council can deliver better value for money without negatively impacting on services. It also supports the Smarter Working and Mobilisation programme.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
Mail will be delivered more quickly with a lower risk of errors.

ON OTHER ORGANISATIONS / PARTNERS
It is not anticipated that this proposal will have a negative impact on partners or other organisations.

ON OTHER PARTS OF THE COUNTY COUNCIL
Mail will be delivered quicker with a lower risk of errors. Tighter controls on colour printing will lead to a reduction in volumes.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? No (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
It is not anticipated that this proposal will have a disproportionate, adverse or negative impact on people with protected characteristics.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	**N**

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	2,747	NET £000	1,010

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	16	29	11	56
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**16**	**29**	**11**	**56**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**5.5%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

Risk – the future shape of the Council is likely to change further, which may impact on the scale of achievable efficiencies. Also these savings are on top of a total of £650,000 of savings that have been delivered through the Corporate Print Strategy plus other modern electronic mail solutions that are being introduced to meet savings targets of £431,000 over the years 2015-18.

Mitigating action – Document Services will continue to take account of the Council's needs and change accordingly.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		25.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A25

1. Service Area	Finance and Procurement
2. Option Title	Staffing changes in Finance and Procurement

3. What we propose to do and how we propose to do it

To implement changes to structures, systems and processes to allow a reduction in capacity and, hence, a reduction in staff to reflect the needs of a redefined Council whilst, at the same time, recognising the requirement to support the delivery of savings elsewhere within the organisation.

The proposal is to save £451,000 through a reduction of 10 full time equivalent (FTE) staff in 2016/17 across the two finance groups (7 FTE), Procurement Centre (1 FTE) and Internal Audit (2 FTE).

In addition to this it is anticipated that three FTE posts will transfer in 2016/17 to new undertakings under Transfer of Undertaking (Protection of Employment) (TUPE) as the current work across the County Council on alternative service delivery models is completed.

Relative Costs

The latest benchmarking figures produced by CIPFA show that the County Council's Finance Function costs are at the average of statistical neighbours.

The latest benchmarking figures produced by CIPFA show that the County Council's Procurement service costs as a % of spend is 0.20% compared to an average of 0.28% for all councils in the study and a median of 0.19% and, as such, suggests that the cost of Procurement is low in comparison to statistical neighbours.

The latest benchmarking figures produced by CIPFA show that the County Council's Internal Audit costs as a % of turnover is below the average of statistical neighbours.

4. Why this option is being put forward

These savings are considered to be a reasonable reduction to this service area given its core financial function and role in supporting transformation and change.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

No significant impact.

ON OTHER ORGANISATIONS / PARTNERS

Maintaining an adequately resourced and quality financial service will contribute to the reputation of the County Council as an efficient and effective organisation.

ON OTHER PARTS OF THE COUNTY COUNCIL

The proposed reductions are the maximum that can be delivered at this time if accurate budget monitoring / forecasting and the identification and deliverability of options for change across the County Council are not to be put at risk.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) N*

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	No

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	4,631*	NET £000	2,820*

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	36	0	0	36
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**36**	**0**	**0**	**36**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**1.3%**

*The permanent budget reflects the position after the original planned reduction of £0.415m in 2016/17.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**100.7***
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	1.0	0.0	0.0	**1.0**

*Current permanent staffing of 100.7 FTE reflects the position after the original planned reduction of 9 FTE in 2016/17.

9. Risks and mitigating actions

None

10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		24.11.15

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Option for Change

Option Ref	A26
1. Service Area	Performance and Improvement
2. Option Title	Efficiencies in research, policy and equalities
3. What we propose to do and how we propose to do it	

The proposal is to reconfigure the approach taken to the Council's policy, information

Nottinghamshire County Council

Option for Change

Option Ref	A27

1. Service Area	Human Resources (HR)
2. Option Title	Further integration of HR functions and increased manager self-service to deliver additional savings

3. What we propose to do and how we propose to do it

The various functions of the corporate HR service (Operational HR advice and Support; Workforce and Organisational development; Occupational Health (OH) and Health and Safety) are essential to supporting and enabling the rest of the Council to transform its workforce in order to respond to the changing environment of increasing demand and reduced resources.

This paper sets out how the previously agreed business case savings of £184,000 will be achieved in 2016/17. It also identifies how the additional savings target of £165,000 for the period up to 2018/19 will be delivered.

The proposal is to further develop and accelerate the integration of the current in – house corporate HR and Workforce Planning/Organisational Development functions and embed and extend the existing service model and offer, aligning this with the current Health & Safety (H&S), model by:

- Broadening the scope of professional HR expertise across teams and realising associated economies of scale
- Increased integration between the various service elements, driving out associated efficiencies and building on these year on year with the ultimate aim of creating one significantly smaller, more strategic team
- Strengthening the existing HR Business Partner model and moving away from an operational focus to a strategic advisory approach to ensure added value by translating this into operational service delivery and the delivery of transformation strategies
- Acting as an enabler in the context of a consistent approach to manager self-service
- Reviewing and streamlining People Management policies, procedures and guidance to ensure ease of access and application for all managers
- Providing expert, “end to end”, HR advice to departmental managers on Workforce Planning: future resourcing , talent acquisition and retention; analysis of future skill needs and identified gaps; horizon scanning and proactively supporting services
- Maintaining a consistent standard core offer for all internal customers and schools
- Delivering this through a core team of professionally qualified Strategic Business Partners who understand and are aligned to the Council’s various services and businesses
- Providing the flexibility to deviate from the core offer through the option for customers to purchase additional HR support, based on business need, using income to increase capacity to respond to this on a flexible demand led basis.
- Continuing to generate and increase income through sold services to schools and other external customers and marketing this more effectively, extensively and holistically

- Expanding and improving the use of HR metrics, analytics and customer insight to inform intelligent and proactive analysis of workforce trends which translates into business strategy and workforce planning
- Maximising the availability of digital, technological and channel shift opportunities to create further efficiencies in working practices
- Reviewing further HR business processes to maximise efficiency using Lean+ methodology.

This is a process of ongoing service development which will be front loaded for 2016/17, continuing into 2017/18 and 2018/19 to achieve the necessary level of saving. For 2016/17 this will involve:

- Integrating the responsibility for the design, commissioning and administration of all training activity from one source to identify synergies and efficiencies and generate economies of scale
- The review and a general refocus of priorities, including the continued move away from the direct delivery of training towards eLearning. The associated decline in administrative support needed will free up the equivalent of two days full time equivalent (FTE) administrative capacity within the H&S team to be deployed to fill a current two day fte vacancy in the OH team creating an equivalent post saving.
- Acting as a pilot for the Business Support Discover and Design project to drive out administrative efficiencies, synergies and future staffing savings
- Deleting a two day (0.4FTE) Band A Learning and Development Business Partner post as a result of the increase in the commissioning of training rather than direct delivery and an increased emphasis on eLearning. This post is currently vacant.
- The deletion of a two day (0.4FTE) Band C Workforce and Organisational Development (WOD) Business Partner post, previously held by a qualified Mental Health Social Worker, which had an emphasis on supporting adult social care activity regarding the training and recruitment of the specialist mental health workforce. This work has been significantly progressed and reviewed and it is anticipated that the necessary capacity and expertise to respond to future service need is available from within the remaining posts at this level in the team and commissioning out other elements
- Develop existing HR business information capacity to undertake all data analysis and metrics for the service more strategically and from one point to drive and shape policy and decision making and free up practitioner time to focus on other strategic priorities
- Identify skills gaps and learning needs to ensure that all HR Business Partners are enabled to operate to their maximum potential in the context of the new operating model
- Examine the potential to bring together Services for Schools invoicing and billing across the whole HR service
- Through the consistent application of manager self-service; the review of existing policies and the streamlining of a number of processes 2 FTE posts to be deleted from the establishment
- Cessation of funding of three day per week trade union time to support job evaluation at Band A
- Reducing the professional development training budget by £2,305
- Generating additional income from selling specialist health and safety services, including training

4. Why this option is being put forward

This proposal will build on work already undertaken and savings previously achieved as a result of developing, expanding and embedding the current HR Business Partner and Self-Service models and better integration of various aspects of the service offer to reduce overlap and duplication; ensure consistency and greater compliance and improve efficiency and end to end service delivery.

The incremental identification and embedding of further cross service synergies, including embedding job evaluation in the duties of the strategic HR business partners whilst retaining a reduced specialist function, will support achievement of the in-year saving targets for 2017/18 and 2018/19. Embedding job evaluation more widely also presents an opportunity to introduce a charge to paying customers for new jobs now the initial outcomes of evaluation have been rolled out and provides increased capacity to generate income.

The remaining balance of the 2016/17 savings requirement (equating to £100,000), will be funded by additional income generated by the Health and Safety Service.

The impact of the implementation of alternative models of service delivery from 1st April 2016 onwards will necessitate ongoing review of the type and level of HR advice and support and capacity available. The level of continued buyback from arm's length companies or potential loss of school business as a result of further schools becoming academies, particularly primaries, could lead to further staffing reductions in this area.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
The Council needs to ensure it has capable, engaged, productive, multi-skilled and appropriately trained employees to ensure delivery of good quality, cost effective services managed with appropriate regard to risk. An integrated HR service model as set out in the option for change is the most effective way to ensure consistency of approach and added value in supporting departments and services to effectively plan their current and future workforce requirements and safeguard existing levels of customer satisfaction.

ON OTHER ORGANISATIONS / PARTNERS
This model assumes that HR services continue to be sold to schools, academies and other external bodies to generate income and that there is scope to grow the market further. This will enable schools and academies to continue to buy services from a provider who understands their needs and that they know and trust - if they wish to do so.

Strategic HR advice to County Council departments and services will take into account and maintain existing and developing relationships with internal and external partners such as Health, the voluntary/independent sectors and other public services.

ON OTHER PARTS OF THE COUNTY COUNCIL

The proposed realignment of HR capacity and resources may initially be viewed negatively by managers at a time when they are feeling increasingly under pressure. However, the model has scope to develop managerial ability and levels of confidence over time to enable managers to fulfil their people management and development roles and responsibilities. This will be enhanced by more holistic, whole service support by business partners working closely with services with greater understanding of the area of service. The level and amount of expert HR advice and guidance to support managers to fulfil these responsibilities will be provided at a strategic level; adding true value to the management task across the whole Council.

The option to purchase additional HR support will provide managers with the flexibility to respond to specific business demand as the need arises.

As alternative models of service delivery are embedded the type and level of advice and support available to these services will need to be further reviewed.

There is a need to further consider the role Legal Services play in providing employment law advice to areas not within the direct sphere of the Council to ensure we operate within legal boundaries. Work is ongoing to consider the implications of this in the future commercialisation of our offer.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

Financial data includes total Corporate HR budget including Service Director, Corporate HR, H&S, Occupational Health and Workforce and Organisational Development.

The measures set out above contribute to the savings requirement of £184,000 from an outstanding business case plus additional savings targets as set out in the table below.

WHAT IS THE PERMANENT BUDGET?	GROSS £000	4,739	NET £000	2,378

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	46	86	33	165
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**46**	**86**	**33**	**165**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**6.9%**

7. Estimated Implementation Costs

Limited implementation cost as transformation will be delivered by in-house development of the existing model. Potentially a small cost to develop IT infrastructure in line with existing projects to digitalise the delivery of appropriate parts of the service

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

0.4 OH Admin Assistant - Grade 3 (vacant) £7624
0.4 Learning and Development Business Partner - Band A(vacant) £14,995
0.4 Workforce Planning and Organisational Development Business Partner – Band C (vacant) £17,831
1.0 HR Business Partner L1 – Band B £43,073
1.0 HR Business Partner L2 – Grade 5 £30,880

Total = £114,403

WHAT IS THE CURRENT PERMANENT FTE STAFFING?				**77.2**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	3.2 FTE	2.0	0.0	**5.2**

9. Risks and mitigating actions

Risk: Increased number of Appeals and Employment Tribunal cases with associated reputational damage and potential cost to the Council due to poor management practice.
Mitigation: Ensure that managers are trained and access appropriate advice and support which is readily accessible and easy to understand and use.

Risk: Perceived inequity as ability to purchase additional HR support will be based on each service's relative ability to pay.
Mitigation: Agreement of Corporate Leadership Team to the approach and operating model and early engagement with departmental leadership teams.

Risk: Increased academisation resulting in potential loss of external business and associated income.
Mitigation: To be addressed by effective marketing and increased commercial focus.

Risk: Inability to source temporary additional HR resource of the required quality (market factors), to address peaks in demand for additional support on a bought basis where this is required
Mitigation: Establish effective links and networks with potential suppliers and utilise existing resources more flexibly.

Risk: Potential barriers to developing new and retaining existing income streams relating to restrictions on the provision of employment law advice from the in-house legal team.
Mitigation: Ongoing discussions with Legal Services.

Risk: New internal communications ecosystem is not in place and managers familiar with its use in time to support new ways of working.
Mitigation: HR and Digital teams to work closely to ensure that new systems are developed to meet the needs of staff, managers and services.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		24.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A28

1. Service Area	Business Support Centre (BSC)
2. Option Title	Service delivery changes by creating multi-skilled teams at the Business Support Centre

3. What we propose to do and how we propose to do it

This paper sets out how the previously agreed business case savings of £500,000 and additional savings target of £135,000 up to 2018/19 will be delivered. This is against a backdrop of £1.5m of savings having been delivered over 2014/15 and 2015/16. Over the total period this represents 46% budget reduction in this area.

The BSC proposal to support the delivery of the 2016/19 savings as part of a wider savings programme will comprise of two parts:

Implementation of multi-skilling of staff across transactional activities. To be implemented in two phases over a two year period:

- **Phase 1 – effective from 1 April 2016** – Implementation of Employee Transactional Activity Team with staff multi skilled across a range of activities for example recruitment, advertising, Disclosure and Barring Services, creation of payroll and pension records and basic Business Management System (BMS) activates (work patterns and annual leave allocation).

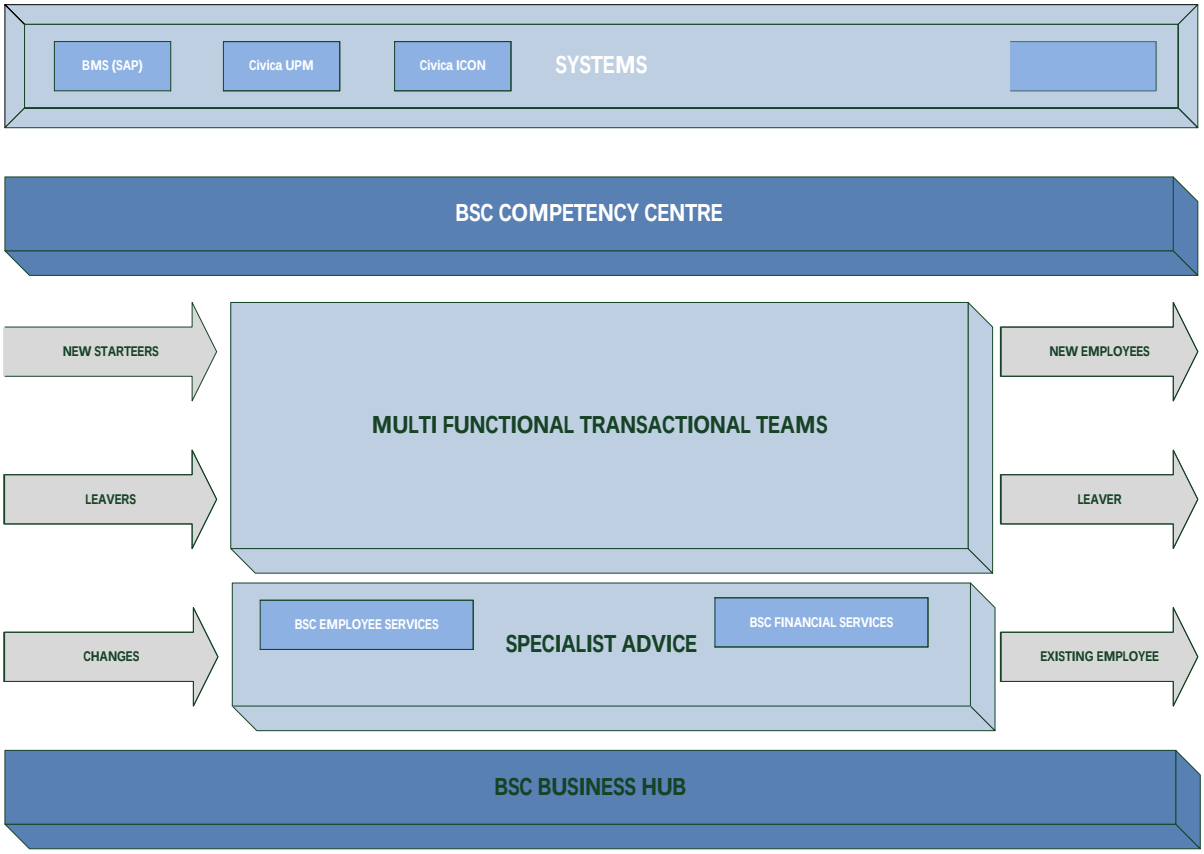
- **Phase 2 – effective from 1 April 2017** to support delivery of phase 4 savings of £337,000 – Implementation of Financial Transactional Activity Team with staff multi-skilled across a range of accounts payable and accounting and income related transactions.

The multi-skilling of staff across a number of employee services processes will enable the BSC to have a more flexible and agile workforce who are able to work across end-to-end business processes rather than being focused on the delivery of one particular functional area. The transactional activity team will:

- Be a flexible, agile and multi-skilled workforce who are able to respond to fluctuating needs and demands of service departments and external customers, making optimal use of available resources.
- Result in a reduction in the number of handover points between teams and processes reducing potential waste and duplication.
- Be supported by small specialist functional based teams who will undertake more complex activities where specialist knowledge of the functional area is required.
- Be enabled by implementation of digital processes where data is “recycled” for example utilising data input by a job applicant so that this data is automatically pulled through the end-to-end process.

- Be enabled by activities being automatically generated within the end to end process. For example, an employment contract being generated as part of the formal offer rather than as a separate activity. Be part of a continuous programme of Lean+ reviews of BSC business processes to ensure continued efficiency and value for money
- Maximise the use of technology available across the BSC.

The diagram below demonstrates the proposed future operating model for the BSC.



4. Why this option is being put forward

Further review and development of the transactional processing service is being put forward because:

- Every organisation has a requirement to undertake transactional activity (pay employees, pay suppliers for goods and services, produce financial accounts). Following a service review in 2014 it was decided to continue to deliver this activity in-house with a plan to drive out all possible savings ensuring that in-house transactional activities are as lean as possible before other forms of service delivery such as outsourcing, shared service are considered further so that no additional costs are incurred.

- Retaining the provision until the Authority's future state is clear and therefore the full scope of future transactional activity is understood will allow more accurate modelling and exploration of alternative models of delivery.

- The proposals will also ensure that the County Council is able to continue to deliver, value for money and good quality services for schools which schools value and trust.

- The proposals will provide the County Council with the opportunity to properly develop support arrangements for alternative service delivery models.

- The 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. For example 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 and help support the delivery of savings identified as part of the Business Support Review and in other options for change.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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 is likely to be viewed positively. 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 Council's day to day operations.
- Reduced levels of debt and timescales for recovery.
- Prompt and efficient payment of suppliers within terms with potential benefits in terms of renegotiation of contracts.
- Positive impact on the County Council's 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.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

No - The proposals are not likely to have a disproportionate adverse or negative impact on people with protected characteristics

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE?	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000		NET £000	2,800	2016/2017 budget figure

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	**135**	**0**	**0**	135
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**135**	**0**	**0**	**135**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **4.7%**

In addition to the £135k above, an additional £500k has been identified in previous year's business cases to be delivered in 2016/17 and 2017/18. This proposal sets out how this and additional savings will be delivered.

BSC Budget Savings Profile			
Financial Year	**Savings**	**Net Budget**	**Comment**
2013/2014	-	£4.635m	
2014/2015	£1m – delivered	£3.635m	Delivered through BSC 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 – delivered	£3.135m	Delivered through staff restructure following and implementation of systems such as e-recruitment, further review of payroll teams, transfer of Police Pension Administration
2016/2017	£200k original target £64k additional target £71k new target **£335k Total**	£2.800m	Planned - to be delivered through multi skilling of staff across employee services disciplines (phase 1). Review and renegotiation of systems support and maintenance contracts.
2017/2018	£300k original target £0k additional target **£300k Total**	£2.500m	To be planned – phase 2 multi skilling of staff across financial services disciplines. Review and renegotiation of systems support and maintenance contracts.
2018/2019	£0K new target	£2.500m	

This will deliver a total net savings of £2.135m, 46% of the 2013/2014 net budget.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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?				**167.5**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	20.0	12.5	0.0	**32.5**

BSC Staffing Reduction			
Financial Year	**Headcount Reduction**	**Opening Headcount**	**Comment**
2013/2014	-	215	Employee Service Centre (ESC) plus Finance & Procurement Department teams “lifted and shifted” with some additional teams created to form the new BSC for BMS go live – November 2011
2014/2015	28 full time equivalent (FTE) – delivered	187 (1/4/14)	Delivered through BSC restructure across all teams, consolidation of admin and clerical activities in a BSC central Business Hub
2015/2016	19.5 FTE – delivered	167.5 (1/4/15)	Delivered through staff restructure following and implementation of systems such as e-recruitment, further review of payroll teams etc
2016/2017	20 FTE – Planned	147.5 (1/4/16)	Planned - to be delivered through multi skilling of staff across employee services disciplines and review and renegotiation of systems support and maintenance contracts.
2017/2018	12.5 FTE – to be planned and confirmed	135 (1/4/17)	To be planned – phase 2 multi skilling of staff across financial services disciplines. Ongoing review and renegotiation of systems support and maintenance contracts.
2018/19	0	135 (1/4/18)	-

9. Risks and mitigating actions

Risk: Impact of the decision to implement alternative service delivery models for other County Council 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 with associated loss of income and resources.
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 organisation. The BSC will be unable to deliver its full savings plan if the County Council does not fully comply with agreed processes and procedures.
Mitigation: Gain support to the proposals from the Corporate Leadership Team and departmental leadership teams so that compliance can be enforced more consistently.

Risk: Increased volume of sold services without the capacity to support the increase.
Mitigation: Resources required to undertake effective business analysis; market services and undertake customer management functions.

Risk: Impact of the Health and Social Care Act is not fully understood and how this may impact on the recovery and enforcement of monies owed and the resources required for this.
Mitigation: Develop and implement a Debt Recovery policy to cover the specifics of the Health and Social Care Act. Ensure that the County Council resources, plans and redesigns debt recovery processes accordingly to support this.

Risk: Potential negative impact of the schools academisation programme on sold services and income generation.
Mitigation: Ensure service offers are effectively designed and marketed with a more commercial approach and effective customer management of new and existing customers.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		24.11.15

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Nottinghamshire County Council

Option for Change

Option Ref	A29

1. Service Area	Customer Services Centre (CSC)
2. Option Title	Restructuring the Customer Service Centre to implement a new operating model; review ways of working and maximise the use of new technology to deliver savings.

3. What we propose to do and how we propose to do it

The County Council created a Customer Service Centre (CSC) to deliver a single route of access to all services to improve ease of access and the quality, efficiency and consistency of service provided to the public. It was established to provide frontline services that would enable service improvements through streamlining and efficiency in business support and a reduction in the need for 'specialist' (and more costly) expertise and service provision in specific service areas.

Performance at the CSC continues to be of a consistently high standard, outperforming the public and private sector, with external accreditation by the Institute of Customer Services. Since 2010/11 £2.5m budget savings have been made year on year representing a saving overall of approximately 50% of budget. During the same period, enquiry volumes at the CSC have increased from 257,000 per annum to 690,000 in 2013. This figure is predicted to be 630,000 for 2015/16 as we begin to see the impact of self-service. This has resulted in a decrease of cost per contact from an average of £12.44 to £4.86 for the same period.

This paper sets out how the previously agreed business case savings of £570,000 will be achieved by 2017/18. It also identifies how the additional savings target of £174,000 will be met by 2018/19. In order to deliver the scale of savings required, further changes to will need to be made to processes, the operating model and structure; with some staff reductions.

For 2016/17, savings and reductions in costs will be achieved by:

- Continuing the programme of reviews with service areas to transfer enquiry handling to the web and the CSC, unless there is a clear business case otherwise – creating a consistent, more cost effective front door to access all services (and across several access channels).
- Using the Digital First initiatives and the Customer Access Strategy to provide new digital tools and channels to enable services and customers to use more cost effective and convenient channels.
- Ongoing review and development to reflect changes in technology and their use.
- Changing the operating model by moving to a more agile way of working (currently in place within ICT) and implementing a Design, Build, Run structure to ensure sufficient focus on day to day operations and change and transformation and greater responsiveness and speed of change.
- Developing a Career Grade scheme to reduce time and costs spent on recruitment and offering development opportunities to staff.

- Working more closely with the incumbent recruitment agency to ensure greater flexibility in staffing.
- Reducing staffing levels in light of self-service expectations.
- Ensuring future customer service advisors are equipped with the right skills to be able to manage multiple enquiries across many different channels including Text, Social Media, Telephone, Web chat and White Mail.
- Continuing to centralise further services and access channels through the CSC and the website.
- Continuing to work more effectively with district partners including reviewing face-to-face service provision and considering what additional support we could provide each other.
- Reviewing opening times at the CSC to complement the roll out of the new web site and migration of citizens to self–service channels and allow utilisation of resources more effectively during demand peaks and focus resources during the Authority's core hours.
- Merging Customer Support functions and Front of House Teams to multi-skill staff and provide resilience to reception teams.
- Improved service provision and service levels by ensuring there is still a consistent approach to customer service.

Alongside the activities identified above, it is proposed to undertake a process to soft market test alternative models of service delivery; including potential outsourcing of customer services functions to a third party provider. This will provide information on the nature of the potential external market; potential alternative providers; costs and savings; the likely areas of service to include and models which might be most effective and attractive to potential providers. This process and further research undertaken as part of a discover and design project will be used to inform and develop a business case for further consideration by members to drive out further savings and service improvement.

4. Why this option is being put forward

This proposal will support and deliver:

- Improved flexibility and responsiveness in relation to how local people access our services and service delivery.
- The required level of savings; reduced costs and improved value for money with more effective use of resources.
- Improved access for customers through on-line channels available 24/7 effectively supported by customer service professionals where necessary.
- Greater levels of self-service to reduce costs and ensure services meet the needs of local people in terms of how and when they wish to interact with the Council.
- Improved digital functionality, information, access and online self-service to reflect customer needs and expectations and changing use of technology.
- Fair and equitable access for local people by providing a degree of choice and ensuring that no-one is disadvantaged in their interactions with the Council.
- Effective demand management in key frontline service areas such as adult social care by appropriately triaging and signposting requests for access to services to resolve these as close as possible to first point of contact.
- Follow-up to initial enquiries in areas such as adult social care to proactively review and identify any further needs to ensure continued support to people to remain safe and live as independently as possible.
- Development and consideration of options for alternative delivery models for customer service functions.

This approach to delivering savings and cost reduction is underpinned by some key principles:

- The website and CSC will act as the Council's front door for all enquiries, across all channels, acting as enablers for organisational change, efficiencies and cost reductions by moving enquiry handling and service access to self-service channels or customer service professionals rather than more costly service experts.
- Access will continue to be equitable and fair to all citizens of Nottinghamshire
- Options for access to services will cater for demands for multiple channels whilst encouraging and supporting use of self-service channels where possible.
- The CSC will remain flexible to change and scalable to peaks and troughs in demand
- The Council will gather and act on customer experience, insight and feedback across all channels to improve the customer experience and outcomes for the people of Nottinghamshire.
- The Council will continue to develop partnership working with district councils; other public service providers and the voluntary and independent sector and other service providers to improve outcomes for local people.
- Customer services will continue to work with service areas, ICT and the Digital team with a Business Partner approach to developing and improving end to end customer journeys and experience.
- The approach will be supported and driven by senior managers and members
- Information from the soft market test and further research as part of a discover and design project will provide evidence to inform the decision as to the future model for delivery of customer service functions.

Whilst the key driver for this options appraisal is cost savings and efficiency, full consideration needs to be given to the scope and resources remaining required to continue to deliver improved access for the citizens of Nottinghamshire, and management of work streams already underway within the Digital First programme and also the planned work required as part of the new Customer Access Strategy.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

The new website will deliver 24/7 online self-service access to citizens which will provide greater flexibility for local people as more transactions are undertaken online. A review of the opening times and operating model of the CSC will ensure targeting of resources to support on-line and other activity when demand is greatest.

Multi-channel enquiry handling and additional support for local people using new channels (web chat, social media, Short Message Service (SMS) and text messaging) will encourage take up on line and improve access to services. Providing a range of channels will ensure services are accessible to all and no-one is disadvantaged in accessing Council services.

Increased demand for services in some areas such as adult social care and fewer available staff to provide services for customers may impact on waiting times. Greater responsiveness and targeting of resources should help alleviate this; as will greater use of self-service channels by customers.

ON OTHER ORGANISATIONS / PARTNERS
Service levels may require renegotiation with partners to reflect changes in staffing levels; the new operating model and other changes to ways of working and access to services.

There is likely to be an impact on payments to district partners for services provided as more transactions are undertaken online with less face to face activity as customers move to self-service.

Exploration of alternative service delivery models could identify greater opportunities for partnership working and sharing of services with consequent benefits for all parties concerned.

ON OTHER PARTS OF THE COUNTY COUNCIL
The new operating model will enable the CSC to identify resources to focus on support to service transformation in key frontline services in addition to day to day operational activity. Services requiring support from the CSC (as part of their proposed options) will need to factor in the provision of funding for the necessary resources to enable the CSC to take on new and develop existing areas of activity. However, this will still deliver savings for the Council overall by triaging, signposting and resolution of enquiries at the CSC rather than by more costly professionally qualified staff. In areas such as adult social care and health the CSC will be intrinsic to delivering options for change to help manage demand and transform services as part of the Adult Access Strategy and in line with the requirements of the Care Act.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*
No

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	3,097	NET £000	2,672

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	48	90	35	173
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**48**	**90**	**35**	**173**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET? **6.5%**

Note:
£120k in 16/17 and £200k in 17/18 were originally agreed as savings within previous proposals submitted in 2013. Additional targets per year have been added as set out above.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	50	54	0	104
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?				**92.0**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	4.0	7.0	1.0	**12.0**

9. Risks and mitigating actions

Risk: Due to reduced resources the CSC is unable to support services by taking on additional work or offer the support required within other departmental savings proposals. This will impact on the ability of areas such as adult social care to effectively reduce demand and transform services to effectively manage costs and deliver savings and meet statutory requirements such as the Care Act.

Mitigating actions:

- Working with departments to ensure CSC resource implications are carefully considered as part of the scheduled work being migrated to the CSC for delivery.

Risk: The increased pace of change and amount of transformation underway across the Council is significant and services may struggle to continue to respond. As the front door to the Council, the CSC will be required to support changes to operating models and service delivery across the Council and will need the appropriate level of resources with appropriate knowledge, skills, experience and degree of flexibility and responsiveness.

Mitigating actions:

- Effective project management, scheduling and prioritisation of new work
- Concise test plans
- Slick and effective staff training to enable staff to be up to speed as quickly as possible
- New structure and operating model at CSC to support day to day and transformation activity.

Risk: The Council does not see the degree of 'shift' in customer behaviour anticipated within expected timelines. Therefore, demand at the CSC continues to remain as is or increases as additional activity is taken on in key frontline service areas such as adult social care and support online activity without the commensurate reduction in basic enquiries.

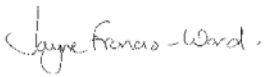
Mitigating actions:

- Customer engagement and communication
- Assisted self-service via CSC and face to face teams to encourage people to move to self-service channels
- Education and support of local people to encourage them to transact online.

Risk: Service levels to customers may be adversely impacted as a result of additional frontline staff reductions at CSC and increased demand.
Mitigating actions:

- Effective customer communication raising awareness and promoting self-service
- Additional skills and staff training to multi skill advisors
- Changes to the operating model and structure to ensure resources are responsive and flexible and allocated to meet demand peaks.

10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		24.11.15

Nottinghamshire County Council

Option for Change

Option Ref	A30

1. Service Area	Democratic Services
2. Option Title	Reduction in the County Hospitality Budget

3. What we propose to do and how we propose to do it

To reduce the budget from £23,000 to £10,000 to deliver further savings.

4. Why this option is being put forward

This budget has been underspent in recent years.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES
None

ON OTHER ORGANISATIONS / PARTNERS
None

ON OTHER PARTS OF THE COUNTY COUNCIL
None other than a limit of the amount available for any County hospitality such as a Civic garden party.

COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (N) (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	23	NET £000	23

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	13	0	0	13
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	**13**	**0**	**0**	**13**

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	**56.0%**

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £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**
	2016/17	2017/18	2018/19	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	**0.0**

9. Risks and mitigating actions

If a large event was expected, such as hosting a national celebration, then there would be a very limited budget available to meet such costs. The scale of any hospitality would have to be contained within a more limited budget.

10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		24.11.15