

**You are hereby summoned to a meeting of the Overview and Scrutiny  
Management Board to be held on:-**

**Date:- Friday, 23 October 2015    Venue:- Town Hall, Moorgate Street,  
Rotherham.**  
**Time:- 12.00 Noon**

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA**

1. Apologies for Absence.
2. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Declarations of Interest
5. Questions from Members of the Public and the Press

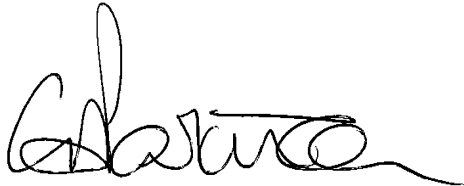
**For Discussion/Decision:-**

6. Annual Report Customer Complaints (Pages 1 - 55)
7. Budget 2016/17 and MTFS Progress Update (report herewith) (Pages 56 - 79)
8. Minutes of the previous meeting held on 2nd October, 2015 (herewith) (Pages 80 - 83)
9. Matters Arising:- (Pages 84 - 94)
  - Officer responses to Scrutiny feedback on initial saving proposals in the light of OSMB discussion on 2<sup>nd</sup> October 2015 Budget 2016/17 and MTFS Progress Update – Supplementary Paper.

**For Information/Monitoring:-**

10. Issues Referred from the Area Assemblies

11. Youth Cabinet/Young People's Issues
12. Work in Progress (Chairs of Select Commissions to report)
13. Date and time of next meeting - Friday, 13th November, 2015 at 9.00 a.m.

A handwritten signature in black ink, appearing to read 'C. Parkinson', with a long, sweeping tail.

**C. PARKINSON,**  
Interim Director of Legal and Democratic Services.

**Membership:-**

Chairman – Councillor Steele  
Vice-Chairman – Councillor Hamilton  
Councillors, Beck, Cowles, Hughes, Mallinder, Pitchley, Reynolds, Sansome, Julie Turner,  
Whelbourn and Wyatt.

## Summary Sheet

Overview and Scrutiny Management Board - 23.10.15

### Title

Annual Complaint Report 2014-15

### Is this a Key Decision and has it been included on the Forward Plan?

No

### Strategic Director Approving Submission of the Report

Stuart Booth, Resources and Transformation

### Report Author(s)

Stuart Purcell, Performance and Improvement Officer  
01709 822661  
[Stuart.purcell@rotherham.gov.uk](mailto:Stuart.purcell@rotherham.gov.uk)

### Ward(s) Affected

All

### Executive Summary

This report – at Appendix 1 - presents an assessment of the complaints made by members of the public to the Council between 1 April 2014 and 31 March 2015 under the Corporate Complaint's Procedure, Housing Complaint Procedure and the Adult and Children's Services Complaint Regulations.

In addition to formal complaints, the report also provides information on compliments received, Councillor Surgery enquiries and MP correspondence received by the Council which are managed by the Complaints Team. This also includes a summary and a detailed breakdown of enquiries received for each Directorate area.

It also summarises some of the actions being taken during 2015/16 in response to the 2014/15 Annual Report findings in order to drive further service improvement through learning from complaints and ensuring management action is taken to

resolve them. An interim update on the latest position with regard to complaints received and managed during the current year so far is also provided.

### **Recommendations**

That the Board:

- a. Notes the content and key messages of the enclosed draft annual report for 2014/15
- b. Notes the 2015-16 service and performance improvement actions and provide any further comments on areas for further and continuous improvement, in
- c. partnership with service teams, moving forward.

### **List of Appendices Included**

Appendix 1 – RMBC Annual Complaint Report 2014-15

Appendix 2 – Copies of RMBC Procedures for Corporate, Housing, Children's Services and Adult Services complaints

### **Background Papers**

None

### **Consideration by any other Council Committee, Scrutiny or Advisory Panel**

Standards Committee – due for discussion on 10<sup>th</sup> December 2015

### **Council Approval Required**

No

### **Exempt from the Press and Public**

Yes – Appendix 1 contains information relating to individuals that could lead to their identities being revealed.

## **RMBC Annual Complaint report 2014-15**

### **1. Recommendations**

#### 1.1 That the Committee:

- 1.1.1 Notes the content and key messages of the enclosed draft annual complaints report for 2014/15.
- 1.1.2 Notes the 2015-16 service and performance improvement actions and steps being taken to improve learning from complaints; and provide any further comments on areas for further and continuous improvement, in partnership with service teams, moving forward.

### **2. Background**

#### *Complaint procedures and customer care standards*

- 2.1 The enclosed 2014/15 Annual Report (Appendix 1) details how the Council has responded to complaints and customer feedback during 2014/15, in line with the established complaint procedures and customer care standards that have been set out.
- 2.2 Complaints are treated as excellent customer insight into the quality of services and all complaints are used to learn from customers' experiences and improve service delivery and/or inform policy or operational changes. The management of complaints and the quality assurance processes in place aim to ensure that the Council can swiftly put things right when things go wrong and work with the customer to resolve dissatisfaction.
- 2.3 All Councils will provide complaint procedures to respond to customers' concerns in an open and transparent way and within defined timescales. These procedures are informed by the relevant local government legislation and differ depending on the service area in question.
- 2.3 Rotherham Council's standards and procedures are made available to the public on the website – see [www.rotherham.gov.uk/info/200025/complaints](http://www.rotherham.gov.uk/info/200025/complaints) - and allow the Council to monitor performance and provide customers clear expectations regarding how their complaint will be handled.
- 2.4 The Council has four established procedures, namely for Corporate Complaints, Housing Complaints, Adult Services and Children's Services. Copies are enclosed for the Board's information at Appendix 2. These set out what customers should expect in terms of when their issues will be acknowledged, how they will be contacted to get all relevant information, when they should expect a response, and what they can do if they remain dissatisfied.
- 2.5 The table below provides a simplified overview of the four procedures:

Service Area	Stage 1	Stage 2	Stage 3
Children's Services	Line/Service Manager response – within 10 working days where possible (or within 20 days for most complex cases)	Investigation by person independent of the Council - with response issued within 25 working days (or, for most complex cases, within 65 working days)	Independent Complaints Review Panel –may take up to 50 working days to reach a conclusion
Adult Social Care	Agree with complainant who should investigate the issue – with a response provided within 10 working days (or no later than 20 days for most complex cases)	A more senior officer investigation (or an external consultant if required) – with a response issued within 45 working days	A further, more senior (usually Director) level investigation - with a response issued within 20 days
Housing	Line/Service Manager response - within 10 working days (where this is not possible, complainant is written to with full details for delay and a revised date)	Independent Council officer investigation – with response issued within 25 working days of receipt.	No third stage for Housing complaints
Corporate Complaints	Line/Service Manager response - within 10 working days of receipt	Investigation by senior independent officer (Complaints Team) – full written response within 25 days of receipt	Elected member complaints review panel – date set within 20 days of receipt and report provided within 5 days of panel hearing

- 2.6 Complaints pass through the stages set out above as required in order, depending on whether the complainant feels that they have received a satisfactory conclusion. Where a complainant remains dissatisfied with the outcome after the final stage of the procedure, they may refer the matter to the relevant Ombudsman. Full details of how to progress matters to the Ombudsman are provided to the complainant.

*RMBC corporate Improvement Plan – effective management of complaints as part of robust governance, decision-making and performance management*

- 2.7 The Council's corporate "Fresh Start" Improvement Plan recognises as one of its four headline themes the need for robust governance and performance

management in ensuring continuous improvement. Dealing effectively and efficiently with complaints is a key element of this.

- 2.8 When responding to customer complaints the Council is provided with the opportunity to review its compliance to current policies, procedures and legislation and it can either confirm this compliance or highlight the need for improvement and change in how services respond to the needs of the public.
- 2.9 As a new corporate performance framework is established for the Council in the coming weeks, in line with the "Fresh Start" Plan, close attention will be given to ensuring that performance in both the management of complaints and responding to their opportunities for learning and service improvement can be appropriately measured and reported.

### **3. 2014/15 Annual Complaint Report: Headline messages and trends**

- 3.1 The enclosed Annual Report - Appendix 1 - details how the Council has responded to complaints and customer feedback during 2014/15, in line with the established complaint procedures and customer care standards summarised in section 2 above. It explains how the Council has performed against these standards as well as how associated learning has been taken forward within services in response to the issues raised.
- 3.2 In addition to complaints, the Annual Report also includes an analysis of the number of compliments, Councillor Surgery enquiries and MP enquiries received by the Council, all of which are also managed through the corporate Complaints team.
- 3.3 Data is broken down to provide assessments at the Directorate level – with all Directorates now receiving their own regular monitoring information throughout the year to assess performance service and team level on an ongoing basis.
- 3.4 In total, over the 12 months from 1 April 2014, the number of complaints received by the Council was **693** which represents a small (3%) increase on the **672** received in 2013-14.
- 3.5 Overall **82%** of all complaints were responded to within the timescales promised, compared to **98%** in 2013-14 and **98%** in 2012-13. Some of the reasons for this are explored later in this report.
- 3.6 Further headlines statistics to note from the 2014/15 report are as follows:
- i. A substantial increase in the number of complaints received for Children and Young People's Services – **159** compared to the **73** received in 2013-14, a 118% increase of 86 more cases
  - ii. More Councillor Surgery cases were received – **859** compared to **714** received in 2013-14, indicating an increasing level of use of the members e-casework system
  - iii. Significantly more MP enquiries were received – **485** compared to **269** in 2013-14, an 80% increase of 216 enquiries

- iv. Fewer complaints were responded to within timescales - **82%** compared to **98%** in 2013-14
- v. A slightly higher percentage of complaints (at all stages) were upheld – **220** (31%) compared to **193**, (28%) in 2013-14
- vi. The same proportion of Stage 1 complaints were escalated to Stage 2 - **7%** in both years
- vii. The Ombudsman investigated fewer complaints, at **33**, but upheld proportionately slightly more, at **5** or 15% (**38** were investigated and **5** upheld, or 13%, in 2013-14)

#### **4. Summary analysis of the factors behind the trends**

- 4.1 The starkest trend in the numbers of complaints received in 2014-15 was those received in Children and Young People's Services. The 118% increase can be assumed to arise from the changes affecting the services following publication of the Jay report in August 2014 and subsequent Ofsted/ Government inspections.
- 4.2 The services have had a greater public profile, being subject to an increased level of media and public scrutiny, however, a key factor in the numbers of complaints generated has been the associated restructure of the service and resulting staff turnover, combined with an increase in the overall number of complaints the teams have been dealing with.
- 4.3 Other Council Directorates received complaints in broadly similar areas to previous years, with most complaints received in those service areas that deal with the largest number of customers or are responsible for assessments / inspections that are likely to conflict with the expectations of customers (for example housing management and repairs services).
- 4.4 In Economic Development Services (EDS) the largest number of complaints was received by Network Management; and in Housing & Neighbourhood Services (HNS) this was the Contract and Service Development Team which deals with responsive housing repairs.
- 4.5 In Adult Services this was Assessment and Care Management; and in Resources and Transformation it was the Revenues and Benefits Service. Appendices 1 to 5 of the Annual Report set this out in some further detail.
- 4.6 The significant 80% increase in the number of MP enquiries received can at least in part be expected to be a result of increased levels of contact with constituents in a General Election year, as well as the issues arising from the Jay and Casey reports.

#### **5. Improvement priorities and actions arising from the Annual Report and emerging trends in 2015/16**



- 5.1 The Annual Report sets out a number of Improvement Actions in 2015-16 both for the complaints team itself that manages and investigates the issues raised by customers, as well as for service teams who are responsible for their own continuous learning and improvement. These actions include:
- i. A continued commitment to improve learning and service improvement from customer feedback.
  - ii. All customer responses (from all Directorates) to continue to be quality assured, with an enhanced focus on enforcing high quality standards (including simple language) to reduce the number of complaints escalating through the complaint procedures.
  - iii. Specific training and feedback to be provided to staff to further improve the quality of investigations and responses.
  - iv. Publishing performance information with regard to complaints, including learning and improved outcomes.
  - v. Putting in place a consistent training programme for all investigating officers and Elected Members.
  - vi. Developing an online mandatory complaints handling training package for all staff and managers.
  - vii. The Complaints Team will further review how it performance manages the e-casework system for Elected Member surgery matters, to allow for a further anticipated increase in usage of the system and ensure enquiries are dealt with in the most effective and efficient manner.
  - viii. Work to improve the experience of customers raising complaints with private or external providers and contractors, reflecting an increased focus on commissioned services.
  - ix. The Complaints Team will work closely the council ICT team to take forward the opportunities offered by the implementation of a more efficient, automated system for managing the complaints process.
  - x. Managing the increase in the number of Councillor and MP enquires and the new enquiry type of Commissioner Enquiries. The Complaints Team will work with Directorates to ensure best possible response within agreed timescales wherever possible.
  - xi. A new performance management process in CYPS, to address issues of poor performance in 2014/15.
  - xii. A review of how easy it is for customers to make a complaint, with focus on key service areas in CYPS.
  - xiii. Development of protocols to ensure improved handling and responses to enquiries made via Commissioners' office.
- 5.2 Performance and progress against these improvement actions will be included in the 2015/16 Annual Report. However, the Board will wish to note that new arrangements are already in place with all Directorate Management Teams to provide regular reporting on complaint performance and learning in order to promote improvement and more effective management action to avoid or address any potential delays in meeting the council's procedures and customer service standards. Indeed, in the case of CYPS weekly reporting is being provided in addition to formal monthly reporting to the Strategic Director's senior management team.

5.3 The following, interim statistics for the first 6 months of 2015/16 are also worth noting:

- i. Proportionately fewer formal complaints (at all levels) have been received to date – **361** compared to **387** in the first 6 months of 2014-15.
- ii. However, more complaints continue to be received with regard to Children and Young People’s Services – **117** compared to **105** in the first 6 months of 2014-15. The ongoing changes affecting the Service and its officer structure is an inevitable contributing factor, however, there is concerted effort taking place by both the Service and the Complaints Team to improve performance and support investigating managers to complete responses within time. This is supported by a new reporting framework that has a clear focus on dealing with complaints, as well as the weekly performance reporting to Team Managers/Directorate Management Team and monthly reporting to Directorate Management Team noted at 5.2 above.
- iii. Very slightly fewer complaints for Adult Social Services have been received – **36** compared to 37 in the first 6 months of 2014-15
- iv. Fewer complaints for Housing Neighbourhood Services received – **130** compared to **161**
- v. Fewer complaints for Economic Development Services – **55** compared to **62**
- vi. Very slightly more complaints received for Resources and Corporate Services – **23** compared to **22**
- vii. A further increase in Councillor Surgery cases have been received – **506** compared to **471** – which is a reflection of the steady, ongoing increase in the use of the e-casework system, particular by newly elected councillors
- viii. Fewer MP enquiries received - **201** compared to **228**
- ix. A new enquiry type in the form of Commissioner enquiries now exist, with **102** received so far which reflect a mix of new, old and recurrent issues being raised by members of the public
- x. More complaints are being responded to within timescales - **82%** compared to **78%** at this stage in 2014-15, though (as noted above) further action is still required to return this performance to the very high levels in previous years.
- xi. Fewer complaints (at all stages) have been upheld – **88** (27%), compared to **128** (34%) in the first 6 months of 2014-15
- xii. Fewer Stage 1 complaints have escalated to Stage 2 - 6% (**23**) compared to 7% (**27**) in first 6 months of 2014-15
- xiii. With regard to Ombudsman cases, given the protracted nature of these investigations as well as the fact that some referrals may not be accepted by the Ombudsman as with their jurisdiction, it is not possible to take an accurate view at this stage on comparable performance. This will, however, become clear as we approach the end of 2015/16.

- 5.4 The above shows something of a mixed picture, after a very challenging year in 2014/15, particularly in the case of CYPS. Nevertheless, the management and performance arrangements now being put in place are expected to continue a more positive trend over the next six months, prior to end of year reporting.
- 5.5 However, it should be noted in this regard that the impacts of any changes to services and customer expectations as a result of current and future budget planning decisions have not yet had an impact on complaints in this period. It is expected that these will begin to impact over the next 6 months as decisions are taken forward and these will clearly need to be factored in as required in the 2015/16 Annual Report.

## **6. Consultation**

- 6.1 The Directorate sections of the annual report have been reported to each Directorate Management Team. The whole report has also been reported to Council's Strategic Leadership Team.
- 6.2 As noted above, in addition, complaint information is now reported to Directorate Management Teams on a regular basis; and in CYPS complaints performance is being reported weekly as part of the Directorate performance management reporting framework.

## **7. Timetable and Accountability for Implementing this Decision**

- 7.1 Corporate Complaint handling improvement actions are to be implemented within 2015-16 and reported on in the next Annual Report, due by summer 2016.

## **8. Financial and Procurement Implications**

- 8.1 The enclosed Annual Report details a number of financial compensation awards, with a greater amount awarded overall in 2014-15, **£2,454** compared to 2013-15 (£1,037).
- 8.2 A slight increase in external complaint investigation costs in Children & Young People's Services (CYPS) is also noted – i.e. **£20,956** (£19,494 in 2013-14).

## **9. Legal Implications**

- 9.1 The Council's approach to handling complaints is informed by the following key pieces of legislation:
- i. Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 (Making Experiences Count).
  - ii. The Children Act 1989 Representations Procedure (England) Regulations 2006.
  - iii. Localism Act 2011.

## **10. Human Resources Implications**

10.1 Not Applicable.

## **11. Implications for Children and Young People and Vulnerable Adults**

11.1 The statutory complaints procedure for Children's and Adult Social Care provides an opportunity for children and young people and vulnerable adults to have their voices heard and to improve service delivery. Any complaints received directly from a child would involve appropriate contact with that child to fully understand the issue and include the offer of an advocate.

11.2 The Children and Young People's Services Improvement Action Plan includes specific measures to ensure that the voices and experiences of the most vulnerable children are routinely heard at all levels with the local authority and that they inform strategic planning and commissioning. An action point moving forward within CYPS is therefore to improve the children and young people's access to the complaints procedures, including exploring different, more effective ways to communicate complaints to the council.

## **12 Equalities and Human Rights Implications**

12.1 Investigations through the complaint procedure will consider all relevant policy and legislation, including those relating to equalities and human rights.

## **13. Implications for Partners and Other Directorates**

13.1 Applicable to all Directorates. The report has been considered by all Directorate Management Teams and the Strategic Leadership Team.

## **14. Risks and Mitigation**

14.1 The improved management of complaints continues to be a key focus through new performance frameworks and management reporting. However, the numbers and types of complaints received by the council can often be determined by circumstances beyond the control of the services concerned. Regardless of these external factors, the service is required to maintain a high level of performance and excellent customer care in line with the procedures and standards that the Council has set out to members of the public.

14.2 In addition, as the Council continues to deal with significant funding reductions and the impacts this may have on service provision going forward, there is a risk of an increased level of complaints from clients and customers, which the Complaints Team and Service leads will need to manage, to ensure both an ongoing good level of response to the public and complaints continuing to be handled with appropriate levels of care and consideration, in line with required timescales and legal requirements. The improvement measures noted above in this report (section 5) aim to help manage and mitigate these risks.

## **15. Accountable Officer**

15.1 Justin Homer, Head of Policy Improvement and Partnership  
([justin.homer@rotherham.gov.uk](mailto:justin.homer@rotherham.gov.uk), 01709 823618).

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

Rotherham Metropolitan Borough Council

## Corporate Complaints

### How to contact us?

If you have a complaint you can contact us in a number of ways:

**Via the online form on the Council website:** [www.rotherham.gov.uk/complaints](http://www.rotherham.gov.uk/complaints)

**Email:** [complaints@rotherham.gov.uk](mailto:complaints@rotherham.gov.uk)

**By post: Using a complaint form or by letter.**

No postage is required for posting forms or letters to us, as you may use our freepost address below.

The Complaints Manager  
Rotherham Metropolitan Borough Council  
(FREEPOST RTCT-XKLS-ZHAZ)  
Riverside House  
Main Street  
Rotherham  
S60 1AE

**By telephone:** Our contact number is (01709) 382 121. The customer service representative handing your call will direct you to the appropriate department.

**By text:** Our contact number is 07860 021 447

**In person:** At one of our Customer Service Centres or any Council reception.

### Your Complaints

If we have failed to provide a service to you or if you are dissatisfied with the service that you have received then please tell us. In most cases we hope to be able to resolve these with the member of staff you have been dealing with, and will use your feedback to help us make improvements. Where this is not possible we have a formal complaints process to fully consider your complaint.

Please note that Adult Social Care, Children and Young Peoples, and Housing Services have a separate procedure as determined by the Government.

## The Complaints procedure

### Who can complain?

Anyone who feels that they have had a poor service from us, or from someone providing the service for us, and have tried to get the problem solved by speaking to someone in the relevant department.

If you complain to us but feel you can't give us your name, we will not deal with your complaint under the complaints procedure. However, we will ensure steps are taken to deal with the issue.

### What is a complaint?

- You make a complaint when you are not happy with the standard of service you have had from us
- We will not treat certain issues as complaints, and where this is the case, we will tell you. For example
  - If you ask us for a service – such as reporting a faulty streetlight that needs attention
  - If you ask us for information or an explanation of Council policy or practice – such as a request for information on our winter gritting policy for icy roads and pavements
  - Any issue that is being dealt with in court – such as where we are pursuing legal action against someone in the magistrates' court for giving a false trade description

### What happens then?

You can make an official complaint in one of the ways described on page 3. We will treat your complaint as confidential at all times, and will deal with it as follows:

#### Stage 1: Response from the line manager

- We will acknowledge receipt of your complaint within three working days of receiving it
- You will receive a full response within ten working days, and where this is not possible, we will send you a letter explaining reasons for the delay and give a date when you can expect a full response

#### Stage 2: Investigation by senior independent officer

- We will acknowledge receipt of your letter within three working days of receiving it
- We will give you the name and phone number of the complaints officer who is investigating your complaint. This will not be the same person

who has investigated stage 1 of your complaint, and will work independently of the service area involved in your complaint

- The officer will contact you to arrange an interview so they can talk to you about your complaint and find out what you think we should do to put it right
- The officer will investigate your complaint in line with our 'Good Practice Guidelines for Investigating Officers' and write a report on their findings.
- They will send the report to the suitable Director to make a decision
- You will receive a full written response within 25 working days of us receiving your letter, or we will tell you about any delay and give you a new date for when you should receive a response
- The response will give you the chance to send your complaint to the final stage of the complaints procedure should you so wish
- Please write back within one month of receiving the response saying why you want to go to stage 3

### Stage 3: Complaints review panel meeting

- We will acknowledge receipt of your letter within three working days of receiving it
- A member of our Democratic Services will contact you within five working days of receiving the letter, and will arrange for your complaint to be heard by an appeals panel
- A date will be set for the hearing within 20 working days of your letter, but at a time that is convenient for you to attend

We will send you a summary of your complaint which will:

- outline the complaint;
- say how you want the complaint to be solved;
- detail the steps we have already taken to solve the complaint; and
- contain the Director's views.

We will also send this report to the members of the panel.

- You may bring a friend, adviser, or interpreter who may speak for you, but they should not be a lawyer who is working for you
- We will send you a note to explain the panel's procedures before the meeting
- The panel will include three Councillors and someone from our Legal Services team, who will act as clerk to the panel
- You will have copies of any relevant letters or evidence that will be put before the panel so that you can respond to any questions they may ask
- You will receive a full written report of the panel's decision within five working days of the hearing



## Solutions

If your complaint is accepted, the service involved will try to solve the problem by doing the following.

- Apologising to you and explaining what went wrong
- Providing the service you are entitled to receive
- Changing procedures so that the mistake is not repeated

If you are not satisfied with how we have handled your complaint then you may wish to complain directly to the Local Government Ombudsman. Their contact details are below. Please note that the ombudsman will not act until any complaint has been considered under the Council's complaint procedure.

Address: The Local Government Ombudsman  
PO Box 4771  
Coventry  
CV4 0EH

Phone: 0300 061 0614  
Fax: 024 7682 0001

Rotherham Metropolitan Borough Council

## Complaints procedure – Housing Services

### How to contact us?

If you have a complaint, suggestion or compliment you can contact us in a number of ways:

Via the online form on the Council website:

[www.rotherham.gov.uk/complaints](http://www.rotherham.gov.uk/complaints)

Email: [complaints@rotherham.gov.uk](mailto:complaints@rotherham.gov.uk)

By post: Using a complaint form or by letter.

No postage is required for posting forms or letters to us, as you may use our freepost address below.

The Complaints Manager  
Rotherham Metropolitan Borough Council  
(FREEPOST RTCT-XKLS-ZHAZ)  
Riverside House  
Main Street  
Rotherham  
S60 1AE

By telephone: Our contact number is (01709) 382 121. The customer service representative handing your call will direct you to the appropriate department.

By text: Our contact number is 07860 021 447

In person: At one of our Customer Service Centres or any Council reception point.

### Your Complaints

If we have failed to provide a service to you or if you are dissatisfied with the service that you have received then please tell us. In most cases we hope to be able to resolve these with the member of staff you have been dealing with and will use your feedback to help us make improvements. Where this is not possible we have a formal complaints process to fully consider your complaint.

## The Complaints Procedure

### Who can complain?

Anyone who feels that they have had a poor service from us or from someone providing the service for us and have tried to get the problem solved by speaking to someone in the relevant department.

If you complain to us but feel you can't give us your name, we will not deal with your complaint under the complaints procedure. However, we will ensure steps are taken to deal with the issue.

### What is a complaint?

- You make a complaint when you are not happy with the standard of service you have had from us. This will affect you or your family and friends and will need a particular response from us.
- We will not treat certain issues as complaints and where this is the case, we will tell you. For example
  - If you ask us for a service – such as reporting a repair or anti-social behaviour
  - If you ask us for information or an explanation of Council policy or practice – such as a request for information regarding tenant alterations
  - Any issue that is being dealt with in court – such as where we are pursuing legal action against someone for rent arrears
  - Any issue that is subject to a current insurance claim
  - Any issue which is agreed Council Policy, where the policy has been followed

### What happens then?

You can make an official complaint in one of the ways described on page 1. We will treat your complaint as confidential at all times, and will deal with it as follows:

#### Stage 1: Response from the line manager

- We will acknowledge receipt of your complaint within three working days of receiving it
- You will receive a full response within ten working days and where this is not possible, we will send you a letter explaining reasons for the delay and give a date when you can expect a full response

#### Stage 2: Investigation by senior independent officer

- We will acknowledge receipt of your letter within three working days of receiving it

- We will give you the name and phone number of the complaints officer who is investigating your complaint. This will not be the same person who has investigated stage 1 of your complaint and will work independently of the service area involved in your complaint
- The officer will contact you to arrange an interview so they can talk to you about your complaint and find out what you think we should do to put it right
- The officer will investigate your complaint in line with our 'Good Practice Guidelines for Investigating Officers' and write a report on their findings
- They will send the report to the Director to make a decision
- You will receive a full written response within 25 working days of us receiving your letter, or we will tell you about any delay and give you a new date for when you should receive a response

## Solutions

If your complaint is accepted, the service involved will try to solve the problem by:

- Apologising to you and explaining what went wrong
- Providing the service you are entitled to receive
- Changing procedures so that the mistake is not repeated

## Housing Ombudsman

If you are not satisfied with how we have handled your complaint then you may wish to complain directly to the Housing Ombudsman Service. The Housing Ombudsman will not act until any complaint has been considered under the Council's complaint procedure and after more than eight weeks have elapsed since the completion of the Stage 2 complaint.

During the eight week waiting period you have the choice of taking your complaint to a Designated Person. A designated person can be a MP, a local Councillor or a Tenant Complaint Panel. The designated person may resolve the complaint directly, refer the complaint to the Housing Ombudsman or may decline doing either. If they decline you may approach the Housing Ombudsman directly if more than eight weeks have elapsed since the completion of the Council's internal complaint procedure.

Designated Person - The Council would discuss the issues with your selected designated person and liaise with yourself and provide their view following consideration of both sides of the complaint. They may also suggest possible outcomes, liaising between you and the Council.

Tenant Complaint Panel - The Tenant Complaint Panel is one that is recognised by the Council to play a formal role in resolving complaints once the Council's internal complaint procedure is complete. You and a

representative from the Council would be invited to attend a meeting to provide information to the Panel. The Panel will consider the complaint and provide a decision in writing following the meeting.

The Housing Ombudsman service can be contacted as follows:

Address: Housing Ombudsman Service  
81 Aldwych  
London  
WC2B 4HN

Phone: 0300 111 3000

Fax: 020 7831 1942

Email: [info@housing-ombudsman.org.uk](mailto:info@housing-ombudsman.org.uk)

### **Additional Information**

The following sets out the complaint categories that can be referred to the Housing Ombudsman. However, please note that inclusion of a complaint category does not mean that the Ombudsman will necessarily investigate the complaint. The Ombudsman may decide that part or all of the complaint falls outside their jurisdiction or they may decide that there are other reasons why they should not investigate. But if that is the case, they will explain why.

#### Leasehold services

- Shared ownership and sales processes for leasehold properties
- Shared ownership stair-casing
- Full ownership and sales processes for leasehold properties owned by housing associations
- Right to buy and right to acquire for tenants of housing associations
- Repair responsibilities under the lease
- Mortgage rescue schemes
- Leasehold services provided by the landlord

#### Moving to a property

- Transfer applications that are outside Housing Act 1996 Part 6
- Type of tenancy offered
- Mutual exchange
- Decision to renew a fixed tenancy
- Decants
- Mobility Schemes

#### Occupancy rights

- Terms and conditions of occupancy rights
- Succession
- Assignment
- Ending a tenancy (e.g. notice periods)

- Abandonment of property
- Possession proceedings

Property condition – repairs and improvements

- Condition of the property when first let (e.g. void works)
- Responsive repairs
- Planned maintenance or cyclical works
- Improvement works carried out by landlord or tenant
- Rechargeable repairs
- Disabled adaptations

Tenant behaviour

- Anti-social behaviour
- Noise nuisance
- Harassment

Estate management

- Cleaning or repairs of communal areas
- Boundary issues
- Grounds maintenance
- Parking
- Use of communal areas

Rent and service charges

- Rent or service charges

Complaint handling

- The landlord's handling of a complaint in their complaint process, including delays

Compensation

- Home loss or disturbance payments
- Improvements carried out by the tenant

Rotherham Metropolitan Borough Council

## Complaints procedure – Children and Young People Services

### How to contact us?

If you have a complaint, suggestion or compliment you can contact us in a number of ways:

Via the online form on the Council website:

[www.rotherham.gov.uk/complaints](http://www.rotherham.gov.uk/complaints)

Email: [complaints@rotherham.gov.uk](mailto:complaints@rotherham.gov.uk)

By post: Using a complaint form or by letter.

No postage is required for posting forms or letters to us, as you may use our freepost address below.

The Complaints Manager  
Rotherham Metropolitan Borough Council  
(FREEPOST RTCT-XKLS-ZHAZ)  
Riverside House  
Main Street  
Rotherham  
S60 1AE

By telephone: Our contact number is (01709) 382 121. The customer service representative handing your call will direct you to the appropriate department.

By text: Our contact number is 07860 021 447

In person: At one of our Customer Service Centres or any Council reception point.

### Your Complaints

If we have failed to provide a service to you or if you are dissatisfied with the service that you have received then please tell us. In most cases we hope to be able to resolve these with the member of staff you have been dealing with and will use your feedback to help us make improvements.

Where this is not possible we have a formal complaints process to fully consider your complaint.

## **The Complaints Procedure**

### **Who can complain?**

Anyone who feels that they have had a poor service from us or from someone providing the service for us and have tried to get the problem solved by speaking to someone in the relevant department.

If you complain to us but feel you can't give us your name, we will not deal with your complaint under the complaints procedure. However, we will ensure steps are taken to deal with the issue.

### **What is a complaint?**

If we have failed to provide a service to you or if you are dissatisfied with the service that you have received then please tell us. In most cases we hope to be able to resolve these with the member of staff you have been dealing with, and will use your feedback to help us make improvements. Where this is not possible we have a formal complaints process to fully consider your complaint.

Anyone who feels that they have had a poor service from us, or from someone providing the service for us, and have tried to get the problem solved by speaking to someone in the relevant department.

If you complain to us but feel you can't give us your name, we will not deal with your complaint under the complaints procedure. However, we will ensure steps are taken to deal with the issue.

You make a complaint when you are not happy with the standard of service you have had from us. This will affect you or your family and friends and will need a particular response from us.

We are not able to accept some complaints and where this is the case, we will tell you. For example:

- If your complaint relates to something that happened more than 12 months ago, unless there is a reason why you could not complain before
- If your complaint relates to an issue that is being/has been dealt with in Court – such as the content of a report which a social worker has written for Court



We will not treat certain issues as complaints and where this is the case, we will tell you. For example:

- If you ask us for a service – such as a request for a social worker to contact you or you are requesting a copy of an assessment document
- If you ask us for information or an explanation of Council policy or practice – such as a request for information regarding Safeguarding Procedures

## **What happens then?**

### **Stage 1: Response from the line manager or service manager**

Your complaint will be investigated by a manager from the service which the complaint is about. We will aim to give you a full response to your complaint within 10 working days. However, if your complaint is complicated this may take up to 20 working days.

If you are unhappy with the response to your complaints, you can ask for your complaints to be investigated by an independent person.

### **Stage 2: Investigation by independent person**

We will appoint someone independent from the Council to investigate your complaint. We will also appoint a separate independent person to oversee the investigation of the complaint, if this is necessary. We will aim to give you a full response to your complaint within 25 working days. However, if your complaint is complicated this may take up to 65 working days.

If you are still unhappy with the response you received, you can ask for your complaints to be considered at a Stage 3 Review Panel.

### **Stage 3: Complaints review panel meeting**

A review panel will be set up to carry out a review of your complaint. The review panel will consist of 3 people who are independent from the Council. There are different time stages to the Review Panel process which in total take up to 50 working days.

## **Solutions**

If your complaint is accepted, the service involved will try to solve the problem by doing the following:

- Apologising to you and explaining what went wrong
- Providing the service you are entitled to receive
- Changing procedures so that the mistake is not repeated

If you are not satisfied with how we have handled your complaint then you may wish to complain directly to the Local Government Ombudsman. Their

contact details are below. Please note that the ombudsman will not act until any complaint has been considered under the Council's complaint procedure.

Address: The Local Government Ombudsman  
PO Box 4771  
Coventry  
CV4 0EH

Phone: 0300 061 0614

Fax: 024 7682 0001

Rotherham Metropolitan Borough Council

## Complaints procedure – Adult Services

### How to contact us?

If you have a complaint, suggestion or compliment you can contact us in a number of ways:

Via the online form on the Council website:

[www.rotherham.gov.uk/complaints](http://www.rotherham.gov.uk/complaints)

Email: [complaints@rotherham.gov.uk](mailto:complaints@rotherham.gov.uk)

By post: Using a complaint form or by letter.

No postage is required for posting forms or letters to us, as you may use our freepost address below.

The Complaints Manager  
Rotherham Metropolitan Borough Council  
(FREEPOST RTCT-XKLS-ZHAZ)  
Riverside House  
Main Street  
Rotherham  
S60 1AE

By telephone: Our contact number is (01709) 382 121. The customer service representative handing your call will direct you to the appropriate department.

By text: Our contact number is 07860 021 447

In person: At one of our Customer Service Centres or any Council reception point.

### Your Complaints

If we have failed to provide a service to you or if you are dissatisfied with the service that you have received then please tell us. In most cases we hope to be able to resolve these with the member of staff you have been dealing with and will use your feedback to help us make improvements. Where this is not possible we have a formal complaints process to fully consider your complaint.

## The Complaints Procedure

### Who can complain?

Anyone who feels that they have had a poor service from us or from someone providing the service for us and have tried to get the problem solved by speaking to someone in the relevant department.

If you complain to us but feel you can't give us your name, we will not deal with your complaint under the complaints procedure. However, we will ensure steps are taken to deal with the issue.

### What is a complaint?

You make a complaint when you are not happy with the standard of service you have had from us.

We will not treat certain issues as complaints, and where this is the case, we will tell you. For example:

- If you ask us for a service – such as making a request for social care assessment
- If you ask us for information or an explanation of Council policy or practice – such as a request for information on our direct payments policy
- Any issue that is being dealt with in court

### What happens then?

If you want us to deal with your feedback as a formal complaint we will:

- Listen to the specific complaint(s) you want us to investigate
- Agree and confirm who will investigate and respond to your complaint(s)
- Agree an action plan detailing how and when you can expect a response
- Agree an outcome with you

We will aim to respond to you within 10 working days of receiving your complaint. In more complicated cases we may need a little more time to investigate further but we will always respond to you within 20 working days of receiving your complaint.

We will contact you to ask you how you would like your complaint to be dealt with and to let you know who will be dealing with your complaint.

We will also ask the person investigating your complaint to contact you and talk to you about your concerns, both during and after the investigation.

If you are not satisfied with our response you have the right to ask the Local Government Ombudsman (address at the end of this section) to consider your complaint(s). However, we will also, with your agreement, continue to resolve your complaint with you. This may involve a more senior manager examining the issues or an external consultant may investigate your complaint in more detail. If you agree to this option you should be sent a response within 45 working days.

If you remain dissatisfied with the second attempt to resolve your complaint(s) you can still submit your complaint to the Ombudsman. In addition to this you may choose to ask us to consider the complaint(s) at a more senior level (usually a Director). If you decide to pursue this option we will ensure you receive a response within 20 working days.

## Solutions

If your complaint is accepted, the service involved will try to solve the problem by doing the following:

- Apologising to you and explaining what went wrong
- Providing the service you are entitled to receive
- Changing procedures so that the mistake is not repeated

At any time following the receipt of your first response you can contact the Ombudsman at:

Address: The Local Government Ombudsman  
PO Box 4771  
Coventry  
CV4 0EH

Phone: 0300 061 0614  
Fax: 024 7682 0001

## Summary Sheet

## Council Report

**Title:** Budget 2016/17 and MTFS Progress Update

### **Is this a Key Decision and has it been included on the Forward Plan?**

No

### **Strategic Director Approving Submission of the Report**

Stuart Booth, Interim Strategic Director of Finance & Corporate Services

### **Report Author(s)**

Pete Hudson, Chief Finance Manager

### **Ward(s) Affected**

All

### **Executive Summary**

This report recommends that Budget Savings Proposals of £1.289m for the period 2016/17 to 2018/19 in respect of the Advisory Cabinet Portfolio of Waste, Roads and Enforcement be considered by the Overview and Scrutiny Management Board (OSMB).

Where savings proposals are supported in principle, detailed equalities impact assessments and/or consultation will be undertaken, as required.

The aim is to produce a draft Medium Term Financial Strategy (MTFS) by November 2015, in line with the timescales included in the Corporate Improvement Plan

### **Recommendations**

**For Overview and Scrutiny Management Board to consider the proposals attached at Appendix 1 and provide any feedback they wish to make before it comes back for a final Commissioner decision.**

**List of Appendices Included**

Appendix 1 - Advisory Cabinet Portfolio of Waste, Roads and Enforcement Savings Proposals

**Background Papers**

Budget 2016/17 and MTFS Progress Update Report to Commissioner Manzie's Decision making meeting – 23<sup>rd</sup> September 2015.

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

This report will be referred on to Overview and Scrutiny Management Board (OSMB)

**Council Approval Required**

Ultimately Full Council approval will be required for setting the 2016/17 Budget.

**Exempt from the Press and Public**

No

**Title (Main Report)****1. Recommendations**

1.1 For Overview and Scrutiny Management Board to consider the proposals attached at **Appendix 1** and provide any feedback they wish to make before it comes back for a final Commissioner decision.

**2. Background**

2.1 This is the second of a series of reports containing budget savings proposals for the period 2016/17 to 2018/19 which if supported, will help deliver the Council's estimated minimum financial challenge of £41.083m over the next three financial years.

2.2 The savings contained at **Appendix 1** are specifically in relation to the Advisory Cabinet Portfolio of Waste, Roads and Enforcement.

**3. Key Issues**

3.1 The Council is required to identify savings proposals and or income generation opportunities to a minimum value of £41.083m over the three years 2016/17 to 2018/19 to deliver a sustainable Medium Term Financial Strategy (MTFS).

3.2 The savings proposals within the attached appendix amount to £1.289m over the three years 2016/17 to 2018/19 and if supported will impact on 16 full time equivalent (FTE) posts.

	2016/17	2017/18	2018/19	3 Years
Value of Savings	£772k	£279k	£238k	£1,289k
Number of FTE posts affected	10.5	4.5	1.0	16.0

**4. Options considered and recommended proposal**

4.1 The savings proposals in Appendix 1 are recommended for formal consideration.



## **5. Consultation**

5.1 The savings within **Appendix 1** are referred to OSMB for their consideration. Any comments or queries will be referred back to Commissioner Manzie before a “minded to” decision is made.

5.2 All saving proposals will be subject to consultation. The extent of the consultation required will vary by the nature of the proposal. Where proposals have limited impact on customers or partners then the consultation required can be scheduled as soon as possible to bring forward savings in year, where appropriate. The majority of green rated savings fall into this category across all portfolios. The main group affected are employees and the expectation is that managers have already started the discussions about the possible implications of the savings options with the staff concerned.

5.3 For amber and red rated proposals across all portfolios more detailed consultation will be required, for example, with service users and partners, as well as staff. In such cases, savings proposals where the consultation can take place as soon as possible will be identified to maximise the chances for the exercise to be completed before the end of the current financial year to deliver a full year saving from April 1st 2016. It should be noted however, that there will be more complex savings proposals that have been deferred, are part of a major programme, or have significant impacts on customers, staff and partners which will necessitate more detailed consultation. These proposals are being identified and managers will be advised individually on the options available to them in order for the correct consultation process to be worked up and started as quickly as possible.

## **6. Timetable and Accountability for Implementing this Decision**

6.1 These budget proposals will, if supported, contribute to the Council setting its Council Tax and Revenue Budget for 2016/17 on 2<sup>nd</sup> March 2016.

## **7. Financial and Procurement Implications**

7.1 Addressing the financial challenge over the next three years is critical for the Council. These proposals, if supported, would contribute to delivering that challenge.

7.2 The financial implications of the proposals are set out in **Appendix 1**.

## **8. Legal Implications**

8.1 In preparing its MTF5 and Budget, the Council must be mindful of the potential impact on service users. Section 149 of the Equality Act 2010 in particular imposes an obligation on Members to have due regard to protecting and promoting the welfare and interests of persons who share a relevant protected characteristic (such as: age; disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation).

8.2 The Council is required to set its Council Tax, and in doing so set its 2016/17 budget, by no later than 10<sup>th</sup> March 2016.

8.3 Where appropriate, savings proposals will be subject to consultation with the public, partners, clients and employees.

## **9. Human Resources Implications**

9.1 The Council currently employs 4,138 full time equivalents (5,760 people). Research shows that the best way of receiving information by any workforce is from their manager or team leader. However it is also important to give out consistent corporate messages. Regular Budget Bulletins to communicate the budget process to the workforce is in place and staff will continue to be appraised of decisions as they are taken and/or of timescales for decisions to be taken.

9.2 The savings proposals in Appendix 1 have a potential impact on 16 FTE posts over the next three years.

## **10. Implications for Children and Young People and Vulnerable Adults**

10.1 Not applicable

## **11 Equalities and Human Rights Implications**

11.1 Detailed Equalities Assessments will be undertaken where there is a requirement to do so.

**11.2** Where appropriate, savings proposals will be subject to consultation with the public, partners, clients and employees.

## **12. Implications for Partners and Other Directorates**

12.1 These are contained within **Appendix 1**.

## **13. Risks and Mitigation**

13.1 The Council has identified an estimated budget challenge of £41.083m over the next 3 years. It is imperative that the Council develops and implements a robust MTFs which is sustainable and aligned to the delivery of the Council's key objectives. Although Rotherham Council has a good record of delivering its budget and achieving planned savings, meeting the estimated financial challenge and delivering a balanced budget going forward means that the Council will have to deliver all of the identified savings and with limited margin for variability. Should savings options be rejected, alternatives will have to be identified if the Council is to set a balanced budget and remain within the statutory framework for managing its finances. This adds further potential risk to the budget process.

13.2 It is therefore essential that the Council identifies savings options to eliminate this estimated financial challenge whilst at the same time protecting, to the extent it can, the key services on which the public of Rotherham rely.

## **14. Accountable Officer(s)**

Pete Hudson, Chief Finance Manager (for the report)

Strategic Directors, Assistant Directors and Budget Managers and Budget Holders for the delivery of supported savings proposals.

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services:- Stuart Booth  
Interim Director of Legal & Democratic Services:- Catherine Parkinson

This report is published on the Council's website or can be found at:-

<http://modern.gov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

# Waste, Roads & Enforcement

## Saving proposals for consideration

Commissioner Manzie's Decision Making Meeting 15<sup>th</sup> October 2015

Totals of portfolio savings enclosed:

2016/7 £,000	2017/18 £,000	2018/19 £,000	Total over 3 years £,000
772	279	238	1,289
FTE	FTE	FTE	FTE
10.5	4.5	1	16

In addition to the above savings EDS 23A will deliver a cost reduction of 50k in 2017/18 (this budget recurrently overspends)

## Neighbourhoods & EDS

**ASR REF NO: EDS 17**

### **CURRENT SERVICE SUMMARY (*Business Regulation*)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> <b>This is a borough wide service</b> Enforcement and regulation in relation to food hygiene, food standards, health & safety at work, animal health & welfare, trading standards and licensing (taxis, Licensing Act, Gambling Act etc.). Also management of contract between Dignity Funerals Ltd and Rotherham MBC (for the provision of bereavement services in Rotherham).
<b>Advisory Cabinet Portfolio:</b>	Cllr Sims	
<b>2015/16 Budget (£'000 Gross):</b>	57	
<b>2015/16 Budget £'000 Income:</b>	1340	
<b>2015/16 Budget (£'000 Net):</b>	- 1156	
<b>2015/16 Budget FTE:</b>	184	

### **SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduce maintenance budget in relation to retained cemetery assets (historic chapels, walls, gates etc.).	This refers to the maintenance of Victorian chapels in four of the district cemeteries, the Lych Gate at Maltby Cemetery and cemetery boundary walls in the 8 district cemeteries; these are outside of the Dignity contract. The buildings are falling into disrepair, and all of them require significant investment in order to bring them back to a usable condition. Alternative options have been considered, however none have been taken forward (e.g. use for commercial or community purposes). As the buildings haven't been in use for over 2 decades there will be no loss of amenity to the community, however the buildings being in a poor state of repair will damage the general cemetery environment. This proposal will see the maintenance budget in relation to retained assets reduce to £5,000 over a three year period. There will be no impact on partners, other directorates, staff or KPIs - however should the assets deteriorate to a dangerous condition then the assets will need to be demolished / receive significant investment in order to bring them into an acceptable condition.  <b>RAG rating: RED</b>	14	7	2	0	0	0	23	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
E	Self-service applications for certain licences.	<p>Many licence application functions could be made available online only – this would be particularly appropriate in relation to vehicle licensing (where no assessment of fitness is required).</p> <p>Significant development of current systems and processes would be required in order to deliver this as a viable savings option. There would also need to be an element of consultation and testing of the system. As a result, any savings are unlikely to be realised until 2017/18.</p> <p>It is estimated that in moving all vehicle licensing matters onto an online portal, approximately one FTE licensing support officer will be released.</p> <p>However, it should be noted that any reduction in expenditure in the Licensing budget will need to be matched with a corresponding reduction in income (the licensing service must not generate a profit).</p> <p><b>RAG rating: AMBER</b></p>	0	19	0	0	1.0	0	19	1.0
F	Review administrative processes within Business Regulation.	<p>There are 2.5 FTE admin staff within the Business Regulation service – these undertake a wide range of administrative duties including customer telephone contact and processing written reports on behalf of Environmental Health Officers (EHOs).</p> <p>It is proposed that the telephony function is transferred to Rotherham Connect, and the process of issuing written reports is reviewed. It is estimated that this will require the transfer of 0.5 FTE to Rotherham Connect, with a further 0.5 FTE being offered as a saving.</p> <p>Reducing the number of admin staff in the team may result in higher graded staff undertaking administrative duties should any of the remaining 1.5 FTE be unavailable for work (such as annual leave / sickness).</p> <p><b>RAG rating: AMBER</b></p>	0	10	0	0	0.5	0	10	0.5

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
G	Licensing administration function to migrate from Lalpac to Civica APP.	<p>The authority currently uses Lalpac for the administration of licence applications. This package has been used since 2009.</p> <p>The current subscription that is paid to Lalpac amounts to approximately £14,000.</p> <p>The authority already subscribes to Civica APP (it is used by many teams within the council) – the addition of the licensing modules to the current system would not increase the subscription amount. Therefore, switching from Lalpac to Civica APP for licensing purposes would realise a saving of £14,000.</p> <p>The council is currently contracted to Lalpac until April 2018 – therefore any saving will be realised in 2018/19.</p> <p>The Civica APP system has been reviewed by the Business Regulation Manager and the Licensing Manager, and whilst it has the advantage of being used by a number of departments within the council (including licensing enforcement, environmental health and trading standards – which work closely with licensing administration), it compares less favourably in terms of ease of use and functionality.</p> <p>However, it should be noted that any reduction in expenditure in the Licensing budget will need to be matched with a corresponding reduction in income (the licensing service must not generate a profit).</p> <p><b>RAG rating: AMBER</b></p>	0	0	14	0	0	0	14	0
<b>TOTAL</b>			<b>14</b>	<b>36</b>	<b>16</b>	<b>0</b>	<b>1.5</b>	<b>0</b>	<b>66</b>	<b>1.5</b>

**COMMENTS ON ABOVE PROPOSALS:**  
Reductions in licensing expenditure must be met with corresponding reductions in income received (i.e. the council cannot make a profit via the administration of licensing). Proposals G should be considered with this in mind.

Further work must be undertaken in relation to proposal E before it can be considered as a viable savings option (hence the year 2 proposal).

**Overall staffing reduction is 5%**

**ASR REF NO: EDS 18**

**CURRENT SERVICE SUMMARY (Waste PFI)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  This budget provides for the Operational Management of the Sub Regional Waste Facility on behalf of Barnsley Doncaster and Rotherham (BDR) under the terms of a Public Finance Initiative (PFI) Project. It currently covers for overheads including for staff costs and the provision of any independent external Legal, Technical and Financial advice that may be necessary by BDR officers to support contract decisions and / or dispute resolution.
<b>Advisory Cabinet Portfolio:</b>	Councillor Sims	
<b>2015/16 Budget (£'000 Gross):</b>	£111	
<b>2015/16 Budget £'000 Income:</b>		
<b>2015/16 Budget (£'000 Net):</b>	£111	
<b>2015/16 Budget FTE:</b>	4	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Currently there is a vacant post within the Structure. It is proposed not to fill this post	There would be no implication for Corporate Priorities/Outcomes from failing to fill this post. This issue will be subject to discussion with our BDR partners. This post is at an Administration level. The Contract is currently managed by 3 FTEs with any necessary support from officers across Barnsley, Doncaster and Rotherham.  <b>RAG Status - Amber</b>	7	0	0	1.0	0	0	7	1.0
<b>TOTAL</b>			7	0	0	1	0	0	7	1

**COMMENTS ON ABOVE PROPOSALS:** This proposal has now been agreed with the BDR partners at a consultation meeting.

Staffing reduction is 1 FTE (vacant post) – 25% of the establishment



**CURRENT SERVICE SUMMARY (Waste Treatment)**

<b>Directorate:</b>	EDS & Neighbour hoods	<b>Brief description of service:</b> Waste Treatment and Disposal covers the contractual arrangements for dealing with the treatment and disposal of domestic waste; the treatment of green waste, dealing with waste at our 4 Household Waste Recycling Centres; the haulage of skips from these sites, service costs for Recycling Banks; the disposal of special waste streams (hazardous clinical waste, asbestos) and the receipt of income from kerbside recycling operations and bring sites.  Waste Services have a statutory duty and a duty of care to manage waste from Council operations and ensure that all the waste and recyclates produced are treated and disposed of through outlets that hold the relevant environmental permits.
<b>Advisory Cabinet Portfolio:</b>	Councillor Sims	
<b>2015/16 Budget (£'000 Gross):</b>	£1,180	
<b>2015/16 Budget £'000 Income:</b>	£579	
<b>2015/16 Budget (£'000 Net):</b>	£602	
<b>2015/16 Budget FTE:</b>	0 Included in Waste Coll. ASR	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Dispose of carpets and mattresses through the Sub Regional Waste Plant	It is cheaper to dispose of mattresses and carpets through disposal rather than through recycling outlets. This will affect recycling performance by approximately 1.16%  RAG Status - Green	105						105	
<b>TOTAL</b>			105						105	

**COMMENTS ON ABOVE PROPOSALS:**

With the current pricing structure that we have in the Sub Regional Waste Plant for disposal of waste at Band 2 (£13.68 per tonne); from the economic perspective it is cheaper to undertake disposal than to attempt to increase recycling. The saving proposed relates to all the carpets and mattresses disposed of through the Councils four Household Waste Recycling Centres.

**ASR REF NO: 20 Waste Collection**

**CURRENT SERVICE SUMMARY (Waste Collection)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  <b>This is a borough wide service provide to every household</b> Waste Management undertakes the provision of all waste collection services (Black Bin, Green Bin, Blue Box and Bag), bulky item collections, bin delivery and the management of the contract for four Household Waste Recycling Centres across the Borough.  The Council has a Statutory Duty to collect Household Waste as defined in the Environmental protection Act 1990
<b>Advisory Cabinet Portfolio:</b>	Cllr Sims	
<b>2015/16 Budget (£'000 Gross):</b>	£5,223k	
<b>2015/16 Budget £'000 Income:</b>	£980k	
<b>2015/16 Budget (£'000 Net):</b>	£4,243k	
<b>2015/16 Budget FTE:</b>	122.6 including 12 staff posts	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Rationalisation of the Staff Structure	Will meet the 15% requirement for staff savings; there would need to be a rationalisation across the Management Structure for the service, the loss of 2FTEs represents a 17% reduction in terms of management/supervisory posts; this may impact upon service resilience in terms of lost expertise, and in the knock-on to service performance .  <b>RAG Status: Amber</b>	20	20	20	1.0	1.0	0	60	2.0
C	Fleet Renewal – Change the type of Vehicle used to support the kerbside collection of dry recyclables	The current fleet of vehicles have come to the end of their lease. It is considered that the type of vehicle used at present, be changed to a conventional split bodied refuse vehicle.  This type of vehicle will speed up the operation and allow for a reduction in the fleet of one vehicle and crew.  The Waste Management establishment would be reduced by 3 posts  It is considered there would be no impact upon the delivery of the service to residents  <b>RAG Status: Amber</b>	164			3.0			164	3.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
G	Revert to an alternate week collection on domestic refuse at Christmas / New Year; we currently provide a weekly collection for the 10 days when the service is in a backlog situation	<p>The Council currently provides a weekly collection of black bins over the Christmas / New Year period when the service is in backlog; this is a period of approximately 10 working days.</p> <p>It is considered that initially there would be an adverse public reaction as the frequency between collections would be extended at a time of year when the waste produced increases.</p> <p>It will take longer to get the service back on a regular collection frequency; however 3 Saturdays will be worked to assist in minimising the disruption in collection frequencies.</p> <p>It has been agreed that the Household Waste Recycling Centres will remain open on all days during the period that the service is in backlog. These sites will be closed on Christmas Day, Boxing Day and New Year's Day</p> <p><b>RAG Status:</b> Amber</p>	30						30	
<b>TOTAL</b>			214	20	20	4	1	0	254	5

**COMMENTS ON ABOVE PROPOSALS:**

Staffing reductions amount to 11% of the total establishment

**CURRENT SERVICE SUMMARY (Winter Maintenance)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Borough wide service</b> Highway precautionary salting (gritting) is carried out only on roads important to the free flow of traffic i.e. principal roads, other well used classified roads, bus routes, and access roads to hospitals and fire stations. This is approximately 50% of the roads in Rotherham. During heavy snowfall additional teams from across Streetpride are utilised to clear snow from footways, routes to school, doctors, sheltered housing etc.
<b>Advisory Cabinet Portfolio:</b>	Cllr Sims	
<b>2015/16 Budget (£'000 Gross):</b>	£461,100	
<b>2015/16 Budget £'000 Income:</b>	£0	
<b>2015/16 Budget (£'000 Net):</b>	£461,100	
<b>2015/16 Budget FTE:</b>	49	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduce the number of vehicles required to grit the roads	<p>A review is to be carried out to identify if efficiencies can be made to route planning. It is anticipated that this could reduce the number of routes from 10 to 9, whilst still maintaining to salt the same length of highway.</p> <p>This would reduce the number of lorries and out-of-hours drivers required to deliver the service.</p> <p>The service operates a similar level of service as other SY Authorities.</p> <p><b>RAG Status: Red</b></p>	0	50	0	0	0	0	50	0
<b>TOTAL</b>			<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>

**COMMENTS ON ABOVE PROPOSALS:**

**The above saving would only partially mitigate the existing recurrent pressure on this budget by £50k**

The 2015/16 budget allocation for highway winter maintenance is £461,100. The average cost of providing the winter services, based on the average for the last 5 years is approximately £829,396.

**YEAR 2 PROPOSAL DUE TO EXISTING CONTRACT HIRE ARRANGEMENTS**

**CURRENT SERVICE SUMMARY (Highway Maintenance)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  <b>This is a borough wide service</b> The Highway Network Management Team's role is to ensure that highways are in a safe and well maintained condition, (Roads, Footpaths, Public Rights of Way, including Drainage, Street Lighting, Streetworks Coordination, and Highway Inspections, Highway Assessment & Design and the delivery of highway works)
<b>Advisory Cabinet Portfolio:</b>	Cllr Sims	
<b>2015/16 Budget (£'000 Gross):</b>	£7,324,176	
<b>2015/16 Budget £'000 Income:</b>	(£2,276,825)	
<b>2015/16 Budget (£'000 Net):</b>	£5,047,351	
<b>2015/16 Budget FTE:</b>	127 (21% Revenue funded)	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
B	Generate additional income:  Option 1: additional income from external customers	Further income could be achieved from Sponsored Roundabouts and increased charges for Cesspool emptying, Drainage works for Housing and Schools. Highway Licences, skips, scaffolds Section 38 income.  <b>RAG Status: Amber</b>	32	28	28				88	
C	Restructures in Service Teams:  Street Lighting will result in loss of posts: 1 x Band J (Senior Engineer) and 2x Band G (Electricians).  Drainage Team will result in loss of posts: 1 x Band E (Technician) and 1x Band D (Operative).	Advances in technology and design have reduced the need for a senior Street Lighting Engineer and two Electricians posts. <b>This would reduce the team size by 13%.</b> Management spans of control would not be a significant issue.  The drainage operative and technician posts could be absorbed within the wider delivery team. The impact will reduce the team's ability to deliver scheduled routine maintenance on time and respond and react to flooding emergencies such as; internal flooding to properties and highways. <b>This would reduce the team size by 10%.</b>	81	90	19	3.0	2.0	1.0	190	6.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
E	Street Lighting LED replacement	The service is at an early stage of testing advances in LED technology that could enable the remaining 15,000 street lights to be upgraded which would enable significant energy savings. The proposal would be to only replace the internal electronics and to recycle the existing lantern body. If the tests are successful then a capital investment of around £800,000 to £1m would be required. After capital repayments are accounted for energy saving of £100,000 could be achievable.  <b>RAG Status: Red</b> (trials may prove unsuccessful)		25	75				100	
<b>TOTAL</b>			<b>113</b>	<b>143</b>	<b>122</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>378</b>	<b>6</b>

**COMMENTS ON ABOVE PROPOSALS:**

Excluding the additional £5m investment over the next two years the funding available for highway maintenance which provided through Government's Capital and RMBC revenue will be approximately £3.5m. The highway network requires £6m spending on it annually to maintain its current condition.

A consequence of significantly reducing highway maintenance funding would be roads deteriorating further and the associated costs to keep them safe would increase along with complaints and potential insurance claims. Currently the highway teams have an excellent repudiation rate for highway claims which is cited as best practice by the Council's insurers and solicitors; settlement costs are significantly better than Barnsley's and Doncaster.

From 2016/17 the Government is introducing new methodology for allocating capital Maintenance funding. If the Council's strategy is based on reduced revenue funding, it is probable that DfT funding will be significantly reduced, and the condition of the highways will deteriorate further.

**ASR REF NO: EDS 25**

**CURRENT SERVICE SUMMARY - Streetpride: Grounds Maintenance**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  <b>This is a borough wide service</b> which covers Grass cutting including Highway Verges, Public Open Spaces and Urban Parks. Weed killing on adopted highway. Maintenance of shrub beds, highway hedges and rural verges, and landscaping work for internal and external clients (e.g. Schools, Parish Councils etc). Off Road Motor Vehicle budget to support cost of prevention works on Council land
<b>Advisory Cabinet Portfolio:</b>	Cllr Sims	
<b>2015/16 Budget (£'000 Gross):</b>	2,426	
<b>2015/16 Budget £'000 Income:</b>	-1,097	
<b>2015/16 Budget (£'000 Net):</b>	1,329	
<b>2015/16 Budget FTE:</b>	48 (plus 31 seasonal staff – variable)	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
K	Increase charges to PARISH COUNCILS by 1% above inflation – current annual income is £121,000	<b>LOW / MEDIUM IMPACT (Parishes)</b> 1) Currently provide service for 21 Parish Councils 2) Possible risk that clients will engage alternative contractor and savings proposal will not be achieved  <b>RAG status: Amber</b>	4	0	0	0	0	0	4	0
L	Remove the Off Road Motor Vehicle Prevention Budget	<b>MEDIUM IMPACT (Whole Borough)</b> 1) Significantly reduced capacity to carry out / support schemes to reduce / prevent off road vehicle nuisance. 2) Likely to result in increase in complaints and requests for service  THIS SPEND CAN BE CAPITALISED AND WILL BE CONSIDERED AS PART OF THE CAPITAL PROGRAMME	37	0	0	0	0	0	37	0
<b>TOTAL</b>			<b>41</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41</b>	<b>0</b>

**ASR REF NO: EDS 27**

**CURRENT SERVICE SUMMARY - Streetpride: Street Cleansing**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  <b>This is a borough wide service</b> covering scheduled litter picking and litter bin emptying - on designated sections of highway. Snow / ice clearance during winter service. Town Centre cleansing team and wardens. Specialist cleansing – fly tip, graffiti, mechanical sweeping, rapid response team - highway cleansing issues (e.g. road traffic collisions, dead animals, etc.) Snow / ice clearance during winter service. Pest Control Service. Dog Wardens Service (collection and processing of dogs straying in the borough, help and advice to dog owners, fines for dog fouling offences, events such as dog chipping for the public)
<b>Advisory Cabinet Portfolio:</b>	Cllr K.Sims - Waste, roads and enforcement	
<b>2015/16 Budget (£'000 Gross):</b>	2,299	
<b>2015/16 Budget £'000 Income:</b>	-241	
<b>2015/16 Budget (£'000 Net):</b>	2,058	
<b>2015/16 Budget FTE:</b>	56	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Pest control - currently no charge for Rats service, propose £20 per job (increase income by £30,000. based on 1500 jobs pa. (2014/15 - 1900 rat jobs.)	<p><b>MEDIUM IMPACT (Whole Borough)</b></p> <p>1) Possible health and safety implications if residents don't take up service because of charge</p> <p>2) Income may not be achieved if residents don't take up service because of charge</p> <p>3) Could result in increased complaints</p> <p>Service consultation required</p> <p><b>RAG status: Amber</b></p> <p>SUGGESTION: TO BE REFERRED TO AS A "CALL OUT CHARGE" (if supported)</p>	30	0	0	0	0	0	30	0
C	Graffiti removal – reduce the team from 2 to 1 operative	<p><b>MEDIUM IMPACT (Whole Borough)</b></p> <p>1) 50% staffing reduction</p> <p>2) Reduces capacity to meet targets: remove offensive graffiti within 1 working day (may be 2 or more days); remove other graffiti within 4 days (may be 5 or more days).</p> <p>3) Will need to cease service to private property where visible from the highway because of reduced capacity.</p> <p>4) Overall impact on the appearance of the borough</p>	21	0	0	1.0	0	0	21	1.0



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
		5) Likely to attract further graffiti 6) Likely to result in increased complaints 7) Reduce service resilience – will need to train other staff to act as temporary cover for leave / sickness (cost implications)  Staff consultation required Reduction in post - 1 FTE Band B Operative <b>RAG status: Amber</b>  NOTE: IN TAKING FORWARD THIS PROPOSAL THERE WILL BE A NEED TO MAINTAIN THE PRIORITY GIVEN TO THE REMOVAL OF OFFENSIVE GRAFFITI WITHIN ONE DAY								
	<b>TOTAL</b>		51	0	0	1	0	0	51	1

**ASR REF NO: 28**

**CURRENT SERVICE SUMMARY (Health & Safety)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  <b>This is largely an internal support service but it covers activities across the whole borough.</b> Key tasks and functions on behalf of the whole Council include providing direct H&S expertise, advice and support (either by telephone or via email) on a range of H&S topics to all directorates and schools; liaison with enforcing authorities (HSE; Fire Authority); training provision for all directorates through a calendar of events or bespoke to individual service needs or requirements; pro-active inspections / audits of Council buildings / sites / equipment / risk assessments etc. with production of comprehensive reports for senior management (where appropriate); accident / ill health investigation with production of associated reports with mitigation measures identified; lead responsibility for reporting and investigating RIDDOR incidents to the enforcing authority (HSE) on behalf of all directorates / schools / academies; produce and maintain corporate H&S related policies / procedures (available via intranet); accident / violence to staff report database maintenance and production of statistical reports based on accident / ill health rates etc.
<b>Advisory Cabinet Portfolio:</b>	Cllr Sims	
<b>2015/16 Budget (£'000 Gross):</b>	<b>324</b>	
<b>2015/16 Budget £'000 Income:</b>	<b>-84</b>	
<b>2015/16 Budget (£'000 Net):</b>	<b>240</b>	
<b>2015/16 Budget FTE:</b>	<b>4.9</b>	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduced Contracted Services – Occupational Health Surveillance	Occupational health surveillance for hand arm vibration (HAV's) and noise for employees in potentially high risk occupations could result in an increase in insurance claims against the council and vulnerable to prosecution by the enforcing authority (HSE)  <b>RAG Status: Amber</b>	5						5	
B	Reduced Training Budget	Reduction in professional development of officers will have a detrimental effect on the service delivered to directorates; a reduced ability to keep up to date with new legislation / guidance and the subsequent briefing of SLT and other concerned parties.  <b>RAG Status: Amber</b>	8						8	

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
C	Team Restructure	De-establish M3 Emergency and Safety Manager Post and instigate a team re-structure. Significantly reduced capabilities and capacity of the team and increased workload on officers to meet statutory obligations. A team that is already smaller than comparable authorities will be further reduced.  <b>RAG Status: Red</b>	17			0.5			17	0.5
D	Reduction of core budget	Negotiations are currently underway on obtaining income generation funds in respect of H&S work on RMBC housing stock. Whilst it is anticipated that the funding will be secured, it is uncertain at this time as to the level of funding that will be available. A failure to secure such funding will necessarily lead to reductions in the staff establishment, given that much of the non-staff budget is for fixed costs.  <b>RAG Status: Amber</b>	30						30	
<b>TOTAL</b>			<b>60</b>	<b>0</b>	<b>0</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0.5</b>

**COMMENTS ON ABOVE PROPOSALS:** The Management of Health and Safety at Work Regulations require employers to put in place arrangements to control health and safety risks, as well as seeking competent H&S advice and support. In addition, the Health and Safety at Work Act places a duty on employers to ensure, as far as is reasonably practicable, the health, safety and welfare of their employees or anyone that could be affected by their acts or omissions. Any further reduction in staff (from existing levels) would potentially see the Council vulnerable to prosecution, fines and associated reputational damage should any H&S legislation be breached and / or major injury / fatality was to occur.

Staff reduction proposed is 10%

**ASR REF NO: EDS 31**

**CURRENT SERVICE SUMMARY *Home to School Transport***

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  <b>This service is provide to children across the borough</b> The Home to School transport team undertakes the statutory duties to provide free transport assistance to eligible learners in accordance with section 508B of the Education Act 1996 (Amended by the Education & Inspections Act 2006)
<b>Advisory Cabinet Portfolio:</b>	Councillor Sims	
<b>2015/16 Budget (£'000 Gross):</b>	2,637	
<b>2015/16 Budget £'000 Income:</b>	-137	
<b>2015/16 Budget (£'000 Net):</b>	2,499	
<b>2015/16 Budget FTE:</b>	4.8	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
C	Retendering of expensive routes	14 H2S mini-bus routes are considered to be expensive, and are currently being re-tendered. It is anticipated that the cost will fall, but there is no guarantee that this will happen.  UPDATE: Tendering exercise now complete and saving now confirmed –  <b>RAG Status now: Green</b> (previously red)	80						80	
D	Develop 'in-house' option to provide transport, taking pupils out of taxis into mini-buses	May be dependent on changes to Adult services transport arrangements, i.e. different attendance time at day centres.  <b>RAG Status: Red</b>		80	80				160	
<b>TOTAL</b>			80	80	80	0	0	0	240	0

**COMMENTS ON ABOVE PROPOSALS:**

This is a demand-led service which is already operating at the legal minimum, these proposals will not impact on these duties. All discretionary elements of the service have been previously removed. Demand is based on referrals from C&YPS and eligibility assessed by the Home to School transport team. Transport is currently provided by external transport operators.

**CURRENT SERVICE SUMMARY (Buildings Major Project)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> Streetpride M3 Management structure  Streetpride employs 6 FTE managers at M3 level across a range of services: Highways network management, Transportation, Leisure and Community Services, Business Regulation, Emergency Planning, Corporate Transport and Waste Management  <b>Note:</b> Budgets for management posts are contained within service cost centres
<b>Advisory Cabinet Portfolio:</b>	Cllr Sims Cllr Roche	
<b>2015/16 Budget (£'000 Gross):</b>		
<b>2015/16 Budget (£'000 Income):</b>		
<b>2015/16 Budget (£'000 Net):</b>		
<b>2015/16 Budget FTE:</b>	6.0	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduction of M3 manager posts by consolidating service groups (see below for details)	No direct impact onto service delivery, but this does reduce the management capacity and resilience within the Structure, and will require some backfilling at a lower level.  Loss of 2 FTE posts at M3 level, and recruitment of one new post at band J								
B	Deletion of post of LCS Manager and combining Grounds Maintenance, Street Cleansing and Green Spaces with Highways Network Management to create a new post of <b>Community Environmental services Manager</b>	Significantly extends the span of control for the remaining M3 Manager across quite distinct service areas.  <b>RAG status: Amber</b>	70			1			70	1
C	Deletion of post of Corporate Transport Manager and combine with Waste Service to create new post of <b>Waste and Transport Manager</b> . Home to School Transport to transfer to Business Regulation Unit	Increase span of control of M3 Manager, and will require back-filling with a Fleet/contract manager at scale J.  Extends span of control of Business Regulation Manager. <b>Note:</b> this post also has responsibility for (Taxi) Licensing  <b>RAG status: Amber</b>	17						17	
<b>TOTAL</b>			<b>87</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>87</b>	<b>1</b>

**COMMENTS ON ABOVE PROPOSALS:**

Staffing reduction is 16% of the M3 Manager establishment in Streetpride

<b>PORTFOLIO TOTAL</b>	<b>772</b>	<b>279</b>	<b>238</b>	<b>10.5</b>	<b>4.5</b>	<b>1.0</b>	<b>1,289</b>	<b>16.0</b>
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**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**2nd October, 2015**

Present:- Councillor Steele (in the Chair); Councillors Beck, Cowles, Hughes, Mallinder and Julie Turner.

Apologies for absence were received from Councillors Hamilton, Pitchley, Sansome, Whelbourn and Wyatt.

**37.           DECLARATIONS OF INTEREST**

There were no Declarations of Interest made at this meeting.

**38.           QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

There were no questions from members of the public or the press.

**39.           BUDGET 2016/17 AND MTFs PROGRESS UPDATE**

Consideration was given to a report, presented by the Chief Finance Manager, providing an update on progress to identify potential budget savings to deliver the estimated minimum financial challenge of £41.083 million over the next three years. The savings proposals (attached as an appendix to the submitted report) are those which have been risk-assessed (RAG rated) as green and are therefore “able to implement with less direct impact on services.” Such savings require the Commissioners’ approval before being implemented.

The savings proposals, with the report appendix, excluded any lower impact savings proposals where further work is being undertaken to facilitate an informed decision, or which may be implemented by means of an officer decision.

The proposal is that, where it is appropriate to do so and where no consultation is required, the savings proposed in the appendix to the submitted report are implemented during 2015/16 in order to assist with mitigating the current in-year forecast overspend, as well as ensuring that the savings can be delivered with full year effect in 2016/17.

The submitted report contains the first tranche of 2016/17 savings proposals and future reports will contain additional proposals on a phased basis. The aim is to produce a draft Medium Term Financial Strategy (MTFS) by November 2015, in line with the timescales included in this Council’s Corporate Improvement Plan.

Officers reported on the Directorate proposals and Members discussed the various issues, as follows:-

## (A) Neighbourhoods and Environment and Development Services

- Business Centres – support for start-up businesses (RIDO service) to assist new businesses in being viable; affordable rents for the lease of Council-owned premises (and analysis of the need for rent increases) – written responses were requested in respect of these issues;
- Previously, rent increases have resulted in tenancies being terminated by some businesses;
- Business centres are currently out-performing their budget targets;
- Council properties – market rent increases for commercial tenants;
- Knowledge of the demand for such properties being higher – it is a process of rent review, to a level of rent that the market will sustain;
- Concern about the viability of businesses within the Rotherham town centre – additional details were requested in respect of this issue;
- Ceasing the payments of churchyard maintenance to grants to Parochial Church Councils (last reviewed in 1988) - health and safety implications;
- The Council's closed circuit television systems – ensuring that ICT systems are up-to-date and compatible with CCTV systems; this proposal is subject to approval as part of the Council's Capital Strategy; the costs of this proposal are being calculated as part of the preparation of the business case; the proposed network is estimated to last at least 20 years, although it is acknowledged that ICT technology does tend to develop and change very quickly;
- Clifton Park – increases in various charges for services;
- Project Development – a budget often used as a means of attracting external funding;
- Community Safety (including the Safer Rotherham Partnership).

## (B) Resources (Human Resources, Finance, Legal, Corporate Services)

- Human Resources Service Centre;
- ICT Services (security of documents stored on the 'cloud'); whether there is any under-utilisation of facilities which could be offered to other public service organisations and earn income for the Council; (it was confirmed that this would feature as additional savings proposals later in the budget process); it was also questioned why financial systems are hosted elsewhere when significant capacity already exists within Riverside House;
- ICT Services provided for schools (which should be provided on a zero cost basis by the Council); whether schools would accept an increase in charges for such services, or procure these services from other providers; a strategic response on the wider issue of services traded with schools and academies is being prepared by officers;
- Business Support (and management support) – the current review taking place of business support;
- Charges to Academies for the administration of school admission appeals.

## (C) Public Health

- Review of out-of-area GUM (Genito Urinary Medicine) payments and local prescribing payments – intention to charge no more than the national tariff (rate of payment per episode of care); local authority duty to provide open access sexual health services; increasing demand upon specific services; Members requested details of the demand from Rotherham residents for such services, from providers located both within and outside the Borough area;
- Theatre and Health Education in Schools (contract renegotiation);
- School Nursing Service (budget reduction) – funding provided by NHS England for the delivery of immunisations and vaccinations for school pupils; extent of saving by the local authority, as Central Government provides this funding as part of the Public Health Specific Grant.

## (D) Children and Young People's Services

- Early Years and Child Care Service;
- Children's Social Care Management;
- Training provided for Private, Voluntary and Independent Early Years providers – income generation for the Council;
- Family Recovery Programme – early help offer; ensuring that vulnerable children and families continue to receive the necessary support; service support begins during pregnancy; reference to the independent report (2010) of Foundation/Early Years led by Frank Field MP;
- Locality teams (travel requirements).

Resolved:- (1) That the report be received and its contents noted.

(2) That the savings proposals, as detailed in the report now submitted be noted and officers asked to provide further information, in writing, about the various issues now discussed.

(3) That Members of the Overview and Scrutiny Management Board be informed of the capital expenditure proposal in respect of the Council's closed circuit television systems, including details of the expected life-span of the equipment and the financial savings expected to be made over the whole period of the project.

(4) That a report be submitted to Commissioner Manzie detailing the comments and requests made at this meeting

#### 40. **MINUTES OF THE MEETING HELD ON 24TH JULY, 2015**

Resolved:- That the minutes of the meeting of the Overview and Scrutiny Management Board, held on 24th July, 2015, be approved as a correct record for signature by the Chairman.



**41. MINUTES OF THE PREVIOUS MEETING HELD ON 18TH SEPTEMBER, 2015**

Resolved:- That the minutes of the previous meeting of the Overview and Scrutiny Management Board, held on 18th September, 2015, be approved as a correct record for signature by the Chairman.

**42. DATE AND TIME OF NEXT MEETING**

Resolved:- That the next meeting of the Overview and Scrutiny Management Board be held on Friday, 23rd October, 2015, commencing at 12.00 noon.

## BRIEFING NOTE TO OVERVIEW & SCRUTINY

### Officer responses to Scrutiny feedback on initial saving proposals in the light of OSMB discussion on 2<sup>nd</sup> October 2015 Budget 2016/17 and MTFs Progress Update – Supplementary Paper

15 October 2015

#### Purpose

In response to the feedback and issues for clarification listed in the feedback report from OSMB to Commissioner Manzie’s Decision Making meeting on 15<sup>th</sup> October 2015, the information below has been provided by the relevant lead officers. Comments are provided in a format that mirrors the OSMB feedback report, though Members may wish to consider these alongside the original savings proposals submitted to their meeting on 2<sup>nd</sup> October 2015.

These notes are provided to inform OSMB’s further consideration of Budget matters at their meeting on 23rd October 2015.

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
EDS 2	Increased rental charges for clients in the Council’s Business Centre by 2% year on year	Members requested further information on the consultation with businesses and the wider analysis that has been carried out to assess the potential impact on the tenancies. They expressed concern this could result in the loss of revenue if the rents become uncompetitive and tenancies are not renewed. Members would like to understand what scenario planning has been undertaken.	See separate note at enclosed Annex.  <b>Contact: Tim O’Connell (01709 254563)</b>
EDS 16	Increase income on existing commercial estate	Members requested further information on what analysis has been done to determine the impact of this. Members concerns were as follows: <ul style="list-style-type: none"> <li>the potential impact on the prosperity of the town centres</li> <li>The proposal appears to be in conflict with the Council’s policy for supporting the “town centre first” initiative.</li> </ul>	This proposal would not be implemented in a blanket way. It is, however, designed to get a general agreement to doing this on the understanding: <ol style="list-style-type: none"> <li>Rent increases in the Commercial property Portfolio take place ONLY within the context of either current lease agreements or when new leases are agreed.</li> <li>Reviews seek to recover rents to a market level. A three year old rent for example (the usual rent review interval) reflects the rent</li> </ol>

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
			<p>from three years before so the review is to redress the inflationary impact on rents which effectively reduces its value over time.</p> <p>c) Rents are not necessarily increased. In each and every case, rent reviews are considered in a wider context and if it is considered that a rent increase cannot be justified then the rent remains the same and this is documented with the tenant.</p> <p>d) Each and every rent review is considered by the relevant Estates Surveyor, agreed with the Estates Manager and ultimately approved under delegated powers by the Director of Housing, Asset Management and Neighbourhoods.</p> <p>New leases or renewals of existing agreements are an opportunity to review the 'market rent' for the property which will have been fixed from the last review date, either the commencement of the lease, or a review event. Market rent is what the annual value of the property is in comparison with other similar properties and never exceeds what a tenant would expect to pay in a private sector owned property.</p> <p>As noted above, rent reviews take place as prescribed and agreed events within the contract of a lease and are also to Market Value. We always consider the individual circumstances of a property and the tenant within it and never seek to introduce rent increases that would deliberately jeopardise the tenants' occupation.</p> <p>Rent increases at the events described above are a normal part of portfolio management and are there to protect the value of the rental income stream – a vital part of the revenue funding for the Council.</p> <p>This process is reviewed and approved by the Councils Internal Audit as being fair, appropriate and properly governed.</p> <p>We are mindful of changes in the 'market' and that in some cases there is a trend towards increases being established by reference to RPI. To ensure that our tenants are not prejudiced by occupying</p>

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
			<p>RMBC owned premises we consider in each case whether this review route is appropriate (Landlord and Tenant law prescribes that it can only be introduced at the start of a new lease and with the agreement of the tenant). We anticipate that this will become more popular in time, and it has benefits to both parties in that increases can be predicted and therefore managed.</p> <p>The £5,000 pa offered up is a consequence of the normal rental review process.</p> <p>There will be no blanket increase in rents in the Town Centre or anywhere else.</p> <p>Rents are reviewed in line with the terms of the individual leases and new rents are based on a market rent i.e. the worth of the unit, which in turn relates to the trading strength of the unit.</p> <p><b>Contact: Paul Smith (01709 254061)</b></p>
	Cease payment of churchyard maintenance grants to Parochial Church Councils	Members sought re-assurance that this wouldn't impact on health and safety and were informed that this is the responsibility of the Church Councils.	<p>The grants that are paid to parochial church councils (PCCs) are to assist them with the general upkeep of the cemetery, this will include matters such as grass cutting and tree pruning. It is unlikely that the cessation of these grant payments will lead to significant health &amp; safety issues, not only because the amounts paid are generally quite low – but also because the church councils receive funding from other sources which could be used to fulfil the legal obligations that are incumbent on the PCC as the land owner.</p> <p>RMBC have no statutory responsibility for either the upkeep of the churchyard, or for the health &amp; safety of people within it.</p> <p>The churchyards / PCCs affected are as follows:</p> <p>Whiston PCC  Kilnhurst PCC  All Hallows Church (Harthill)  Dalton Holy Trinity PCC  Brinsworth PCC (Catcliffe Church)</p>

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
			<p>Brinsworth PCC (Brinsworth Church)  Wickersley PCC  Wentworth PCC  Firbeck St Martin's PCC  Letwell St Peter's PCC  Swinton PCC  Maltby St Bartholomews PCC  Wales PCC  All Saints Laughton PCC (Throapham Church)  All Saints Laughton PCC (Laughton Church)  Ravenfield PCC  Woodsetts PCC  Ulley PCC  Todwick PCC  Thrybergh PCC  Thorpe Salvin PCC  Thorpe Hesley PCC  Brampton Bierlow Burial Ground Fund  St Thomas's Kimberworth PCC</p> <p><b>Contact: Alan Pogorzelec (01709 254955)</b></p>
EDS 21	Reduce CCTV budget – invest to save to deliver an RMBC owned fibre communications network	<p>Members were concerned regarding the lack of information available around this project, They established that it is subject to a capital investment for which the business case has not yet been established and the value of which is not known. Further concerns were as follows:</p> <ul style="list-style-type: none"> <li>• Rapid changes in technology – is this project future-proofed?</li> <li>• The proposal should really be classed as amber as it potentially has a more significant impact.</li> <li>• CCTV is an important asset to be maintained</li> </ul>	<p>This is seeking agreement in principle to this proposal. The saving of £15k in 17/18 relates to the potential to introduce an RMBC owned fibre communications network in the Town Centre, which would require an invest to save business case to be developed.</p> <p>We currently pay BT 'line rental' for the communications links associated with the CCTV cameras in Rotherham Town Centre. There is the potential for a replacement communications link to be created by RMBC providing its own fibre comms network in the town centre, thereby no longer requiring the BT line rental and achieving a revenue saving.</p> <p>The 'invest to save' project <u>has not yet been developed</u> and as a result within the original ASR submission the RAG rating was <b>AMBER</b>. The capital costs of the scheme to deliver an RMBC owned fibre comms network are not yet defined and any saving in BT line</p>

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
			<p>rental would be dependent on how the interest on the capital investment would be repaid (i.e. in service or corporately). If interest has to be met from service budgets, subject to the scale of the investment and borrowing required, the potential saving of £15k is likely to be reduced.</p> <p>It is proposed that an invest-to-save project is developed further over the next 6 months concluding by March 2016, with a view to providing a robust position. This would allow 12 months to deliver the RMBC fibre comms network <i>should</i> an invest-to-save project be financially viable.</p> <p>The business case for an invest-to-save scheme would consider future technology also the best approach to future-proof the CCTV system.</p> <p>When developed, should the invest-to-save business case be approved, and delivered, the fibre comms network created would be owned by RMBC. All existing on street cameras and associated equipment that forms part of the fixed network of CCTV are owned by RMBC. This would include issues like the costing of maintenance and the risk profile.</p> <p>As part of the work to review and develop the feasibility of the fibre comms network we will be reviewing the existing CCTV assets to identify whether they would require upgrading as part of the project. Should they need to be upgraded we will consider how to best 'future proof the system' considering the latest and emerging technologies as appropriate.</p> <p>At this time we do not have an identified cost (i.e. the investment) for the invest-to-save proposition, this needs to be developed. As indicated the work to develop the business case will be complete by March 2016, when full costs and savings will be known.</p> <p><b>Contact Name: Tom Finnegan-Smith (01709 822967)</b></p>

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
EDS 26	Clifton Park – increase car park, kiosk and room hire income targets  Remove project development budget	Discussed but no further comments	No response required
NAS-ASR-15	Cancellation of MESH mediations service contract	Discussed but no further comments	No response required
RES ASR 06	Reclaim VAT on mileage	Discussed but no further comments	No response required
RES ASR 08	Move towards supplier hosted solutions where economically advantageous to reduce equipment in data centre and associated support resources  Charge schools fully for the cost of ICT support	Members requested information on the wider context and wished to understand if there were any other red or amber proposals which should be considered alongside this. A more strategic review was requested and Members were reassured this was due to take place.  Members wished to know what confidence the Council has that schools will pay the charges and were reassured. This budget is not currently covering costs and needs to be zero cost. Members also recommended the Council consider how it improves its offer in the round to schools, particularly academies.	The Council has a mix of hosted or cloud based systems – this is largely determined by ICT and the application under review. The Service will only use cloud based hosting where it is sensible to do so. It is likely that as the infrastructure / broadband speeds further develop cloud based solutions will become more of the norm. In conjunction with this position, the service will be actively looking to maximise the financial benefits from its infrastructure capability e.g. Data Centre. A review of the ICT function and the future operating model for that service is underway  The Service should be recovering its costs from providing the schools service. The proposal to do this is relatively modest and we are not expecting demand to reduce as a result of this change in fees.  With regard to Traded Services to schools, the strategic Director of CYPS is exploring how the council could improve its offer to schools at a more strategic level  <b>Contact: Stuart Booth</b>
RES ASR-12	To implement an alternative management	Members supported the proposal and wished to know if this could be achieved elsewhere in the Council?	There is a corporate management support arrangement already in place for senior level staff – this proposal is about further rationalising the use of Personal Assistants and Management

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
	support operating model that provides for shared management support and allows for the reduction of staff numbers		Support across the officer leadership team.  In general administrative support relates to customers etc. but this is the type of area services are reviewing  <b>Contact: Stuart Booth (01709 822034)</b>
RES ASR-17	Additional income through charging of Academies for the servicing of School Admission Appeals	Members sought reassurance that as this is a statutory responsibility the Council is empowered to make such charges and were reassured that it can. Appeals for Academies will ultimately go to the Government	The Service able to make such a charge to academies  <b>Contact: Stuart Booth (01709 822034)</b>
PH-ASR-1	Review of out of area GUM payments and local prescribing payments  Theatre and Health Education support – contract renegotiation	Members were concerned about media reports of increases in sexually transmitted diseases and whether this action could be seen as a restrictive measure. Further information was requested regarding attendance figures at Rotherham clinics.  Discussed but no further comments	Local Authorities are mandated to ensure the provision of an open access sexual health service free to the end user of the service. This includes ensuring that any of our residents can receive Sexually Transmitted Infection testing and treatment outside of Rotherham. We are reviewing our payments in line with other LAs across the country. This will not impact on the service delivered or the patient experience. The review of out of area GUM payments is being carried out across Yorkshire and Humber and will lead to providers being paid no more than the suggested National tariff (rate of payment per episode of care). At present providers are paid on invoice and some charge more than national tariff (which is not mandated) to reflect locally agreed rates. Providers are aware that this is being reviewed across the country.  Our payments for Sexually Transmitted Infections (STI) services are based on an annual figure of just over 13,000 'episodes of care' (note: that doesn't necessarily mean actual numbers of people as it is a mixture of first visits, follow ups etc). We do have a number for 'new diagnosis' of all STIs 2014 which is approximately 2000 – this doesn't mean that our episodes of care will increase by 2000 per year as some people will 'drop off' having finished treatment for example. Our activity has remained fairly static over the last few years.



ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
			<p>In Rotherham we had 161 new diagnosis of gonorrhoea in 2014. Because the numbers of STI that are seen in Sheffield are relatively low (386) we cannot breakdown the numbers as to how may have gonorrhoea.</p> <p>The levels of drug resistance strains are monitored in the large centres across the country (Sheffield being one of them) so that treatment can be tailored accordingly. Subsequently several antibiotics are used in various combinations according to resistance.</p> <p><b>Contact: Jo Abbot (01709 255846)</b></p>
PH-ASR-5	Budget reduction for school nursing service reflecting equivalent funding provision of immunisations now provided by NHS England	Members sought clarification that this was a real saving and noted that there would be a future similar proposal for Health Visiting	<p>The school nursing saving for vaccination and immunisation is a real saving and not a paper exercise. Prior to the current financial year, there was a lack of clarity regarding the commissioning responsibility for immunisation and vaccination in the school population. This year, NHS England agreed to fund the provider directly, which therefore freed up £176k within the agreed contract value for the SN service. The SN service is contracted by Public Health from the ring-fenced grant. It is therefore an in year saving. Please note this <b>is not relevant</b> to the 0-5 Child Health Programme (Health Visiting/FNP) contract. The current contract novated to RMBC wef 1 October 2015 for a 6 month period only.</p> <p>Work is currently underway to re-specify 0-19 children and young people's health services with the potential for a revised funding envelope and including both School Nursing and 0-5 Child Health Programme services.</p> <p><b>Contact: Jo Abbot (01709 255846)</b></p>
CYPS-ASR-3 Early Years	Management Saving  Early Years and Childcare Service funding to reduce further through	All of these proposals were considered in the context of the growth requirements for CYPS and the budget pressures being felt in that directorate. Members were reassured that these were internal efficiencies and would not impact on the public.	No response required

ASR Ref	Proposed saving	OSMB comments/recommendation	Service Response
	<p>increased efficiency savings</p> <p>Income generation from delivering training to PVI providers</p>		
CYPS ASR 7	Children's Social Care Management	Members were reassured that these were efficiencies from integration of management.	No response required
CYPS ASR 9 major project Early Help	<p>Rationalisation of management as FRP outreach staff move into locality teams</p> <p>Reduce travel of staff to deliver outreach</p> <p>Review of family support services</p>	<p>Members were reassured that these were efficiencies from bringing together the early help offer and reducing duplication.</p> <p>Members recommended that these proposals are monitored closely in implementation to ensure that numbers in early help do not decline as a result of these measures and sought reassurance that this did not represent a disinvestment in a crucial area of council activity.</p>	<p>The FRP (Family Recovery Programme), is one of 4 Family support services currently operating within Early Help. Our move to integrated locality teams will rationalise these discrete teams into one effective targeted support model across the borough, building on the best practice from the existing services. This will improve the consistency of assessments and make the pathways for families and partner agencies simpler and easier. Whilst we have created a North, South and Central Team (across 9 localities, we will retain an oversight and grip of quality and effectiveness through one of the 3 Heads of Service who is also the strategic lead for Family Support.</p> <p><b>Contact: David McWilliams, 01709 254160</b></p>

## Addendum on EDS 2

### ASR reference EDS2 - Increase rental charges for clients in the Council's Business Centres by 2% year on year

#### Additional information on the modelling of increased Business Centre charges

##### Summary

The assumption in the ASR is that the proposed increases will have a very minor impact on occupancy. An adverse impact on occupancy at any meaningful level will mean the benefits of the ASR cannot be achieved. However, we do not believe this will be the case.

1.1 The marginal nature of the proposed increases is illustrated below. 2% rental increases across all four business centres will result in an increase in average charges of £1.50 to £2.00 per week per unit. For some of the smallest businesses, occupying the smallest units, the increase is just over 50p. The following table summarises the proposed changes at each centre

Centre	Average (Mean) rental increase per unit per annum	Range	
		Highest increase per annum	Lowest increase per annum
Fusion	£80.68	£143.14	£35.13
Century	£76.31	£114.08	£35.88
Moorgate	£80.73	£158	£28.75
Matrix	£100.60	£191.74	£57.90

1.2 A 2% increase in charges will yield additional income unless occupancy proportionally declines. An increase of 2% boosts the total rent roll by approximately £16,500 (from £831,522.32 to £848,152.78). The ASR does not propose an increase on charges for other services. A resulting 2% decline in occupancy would offset any gain in revenue.

1.3 The assumption in the ASR is that the very marginal rental increases proposed will have very little impact on occupancy. The ASR assumes that voids increase by one unit in total. The additional void is assumed to be at Matrix where the units are generally larger and therefore average rent per unit is highest (£5,030). NB the rate per square metre at Matrix is consistent with other RiDO centres. This yields the additional revenue estimate in the ASR of £9,000 per annum. The net impact of this assumption is that while rents are increased by 2.00%, revenues are increased by around 1.0133% (approximately).

1.4 The business centres operate with an overall target of circa 85% occupancy to ensure financial sustainability. Since 2011 the centres have achieved an overall average occupancy of between 85% and 90%. The ASR is therefore modelled as follows:

Occupancy rate %	Existing Rent	New Rent (2% increase)	Less rent for additional void	Net rent after 2% increase and additional void	Net Increase
100	£831,522.32	£848,152.76	£5,030	£843,122.76	£11,600.44
90	£748,370.09	£763,337.48	£5,030	£758,307.48	£9,937.40
89	£740,054.86	£754,855.96	£5,030	£749,825.96	£9,771.09
88	£731,739.64	£746,374.43	£5,030	£741,344.43	£9,604.79
87	£723,424.42	£737,892.90	£5,030	£732,862.90	£9,438.48
86	£715,109.20	£729,411.37	£5,030	£724,381.37	£9,272.18
85	£706,793.97	£720,929.85	£5,030	£715,899.85	£9,105.87

1.5 Modelling has been carried out on the basis outlined above. Extensive modelling of differing occupancy rates has not been carried out as the results allow a somewhat theoretical analysis (see below). A decrease of occupancy of between 0.6% and 0.7% following an increase in rents of 2% would allow the ASR to be achieved. A greater fall in occupancy would offset the increased revenue from the rent increase.

Existing Occupancy (%)	Existing Rents	Full rent roll following 2% increase	Target to achieve the ASR	Occupancy required to achieve the ASR (%)	Additional Void level that still achieves ASR (%)
100	£831,522.32	£848,152.76	£840,522.32	99.1003	0.8997
90	£748,370.09	£848,152.76	£757,370.09	89.2964	0.7036
89	£740,054.86	£848,152.76	£749,054.86	88.3160	0.6840
88	£731,739.64	£848,152.76	£740,739.64	87.3356	0.6644
87	£723,424.42	£848,152.76	£732,424.42	86.3552	0.6448
86	£715,109.20	£848,152.76	£724,109.20	85.3749	0.6251
85	£706,793.97	£848,152.76	£715,793.97	84.3945	0.6055

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