

Finance & Corporate Services

Totals of savings enclosed

2016/7 £,000	2017/18 £,000	2018/19 £,000	Total over 3 years £,000
2,007	996	1,214	4,217
FTE	FTE	FTE	FTE
34.54	14.1	25.3	73.94

ASR REF NO: RES-1 & 2

CURRENT SERVICE SUMMARY – Finance (Including Schools Traded Service)

Directorate:	Resources	Brief description of service: Key Services include: Preparation of Statutory Accounts and MTFs, development of Financial Strategy, Budget Setting and Monitoring, Completion of Statutory Returns, Finance support for operational Directorates, developing Business Cases, Financial systems, Accountancy and Treasury Management functions, provision of creditors, debtors, income and taxation functions, external funding. Traded financial support service to maintained schools and academies. Services provided include the production of statutory accounts, financial systems support, budget forecasting and a comprehensive training programme.
Advisory Cabinet Portfolio:	Leader – Cllr Read	
2015/16 Budget (£'000 Gross):	£3,580	
2015/16 Budget £'000 Income:	-£1,396	
2015/16 Budget (£'000 Net):	£2,184	
2015/16 Budget FTE:	85	

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	Option 1: Refocus and significantly reduce the financial services resources prioritised to supporting budget holders / Budget Managers in managing, monitoring and reporting their monthly financial forecasts	Introduction of a risk based approach to monitoring operational revenue and capital budgets. Currently the service actively supports all budget holders / budget managers on a standardised approach which accounts for approximately 30% of time spent on business partnering teams. The proposed move will re-prioritise financial services resources to focus on high and medium risk budgets which account for approximately 10%-15% of budgets. Other budgets (deemed low risk) will receive lower level support from a small, generic help desk support service. This will not include personalised 1:1 support for budget holders and it is expected that all budget holders/managers will complete timely and reasonable forecasts in line with financial regulations. Recent budget holder submission rates are just over 60%. A move towards this position would need to be discussed and agreed with Directorates but would be in line with Financial Regulations and Job / Person Specifications.	317	22	0	14	0	0	339	14
	Continue to reduce the	Potential positive resource impact on service areas by								

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
	<p>number of transactional business processes e.g. number of journals, service recharges and further use of business intelligence / analytics reporting</p> <p>Through reprioritising and realigning workloads reduce Finance Manager numbers by 1FTE to promote succession planning and future service development</p> <p>Option 2: As above, plus further reduction of FTEs reflecting expected Public Service Reform (PSR) implications across Sheffield City Region (SCR)</p>	<p>reducing business need for low value, transactional activities</p> <p>Succession planning: The service has an age / qualification profile imbalance – it is proposed to disestablish a Finance Manager post and use the funding to create 2 new Apprentice posts (one graduate and one A2 level school leaver) to allow for service development and succession planning. The intention is that these posts will become fully qualified CCAB finance professionals.</p> <p>Actions proposed above will result in a reduction of 14 FTE posts: 6 FTEs (M3 to Band I); 5 x Band F and 3 x Band D (a 16% reduction in staffing)</p> <p>RAG STATUS: AMBER</p> <p>As above, plus reduced resource requirement resulting from reduction in workload as services/functions and funding are integrated across the Sheffield City Region.</p> <p>Additional proposed action could result in a further reduction of 5 FTEs (Band J to F) – this is clearly dependent on the extent and timing of any PSR across the SCR. This increases the reduction in staff by 19 in total (a 22% staffing reduction)</p> <p>RAG STATUS: RED</p>	0	0	171	0	0	5	171	5
B	Business Development - Additional income from	No adverse impact; potential opportunity to generate additional income and take advantage of the service being	62	6	6	0	0	0	74	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
	providing tailored financial services support packages (including absence insurance agency support services) to support both new academies and other maintained schools located both in the Borough and in other South Yorkshire areas	well placed in the market to provide such services on a more expansive basis. RAG STATUS: AMBER								
C	Ongoing service improvement target to reduce debtor days to improve income collection figures leading to a reduction in the provision for bad debt that has to be set aside in accordance with accounting standards. Continue to seek out opportunities to minimise the Council's taxation liability working within HMRC Regulations	No potential adverse impact; potential opportunity through new ways of working to continue to improve collection rates, reduce debtor days leading to a reduction in the council's bad debt provision No adverse impact as any identified opportunity would be within HMRC Regulations RAG STATUS: AMBER	25	25	25	0	0	0	75	0
D	Packaged Savings: Flexible use of New Burdens Grant funding to meet additional finance work primarily related to business rates localisation	No adverse impact – reprioritisation of existing resources to meet additional financial reporting requirements No adverse impact - £5k reduction in training budget to reflect reduced staff numbers and significant investment in staff	20	0	0	0	0	0	20	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
	Reduction to service Training and software budgets	development over last few years as part of systems investment initiatives. Rationalisation of licencing and support and maintenance arrangements (£20k) for financial systems linked to programme of systems development RAG STATUS: GREEN	25	0	0	0	0	0	25	0
	TOTAL		449	53	202	14	0	5	704	19

COMMENTS ON ABOVE PROPOSALS:

Savings proposals are aligned to:

- The ongoing rationalisation of business partnering - this is in line with vision for Financial Services linked to recent systems development initiatives and ongoing reporting analytics capabilities that now provide budget holders / budget managers with greater self-service functionality enabling them to more independently perform budget management, monitoring and reporting – this would be done adhering to clearly defined risk assessment principles whereby Financial Services would reprioritise support resources towards those budgets which are considered significant in value, complexity, volatility
- The ongoing programme of streamlining underlying business processes to enable further efficiencies in transactional and financial reporting activities
- The ongoing commercial approach being taken to generating income from third parties e.g. academies and maintained schools and improving collection rates in order to maximise council revenues

The proposed savings generate more than a 15% reduction in management / supervisory posts – 11 posts out of the 19 proposed FTE reduction are from Band I or above

ASR REF NO: RES-03

CURRENT SERVICE SUMMARY (PROCUREMENT)

Directorate:	Resources	Brief description of service: The Procurement Service is responsible for procuring all bought in goods and services on behalf of the Council. It is managing over 250 contracts across the Council. The Service helps the Council to deliver cashable savings across all services. Additionally, the service is leading on and managing a large proportion of collaborative agreements on behalf of Rotherham MBC and other Authorities on a national, regional and sub-regional basis. For example, the service now manages the YORtender e-tendering system on behalf of the Yorkshire and Humber region which comprises 24 Authorities. The service is also responsible for managing all of the Council's e-ordering and e-invoicing activity. The accounts payable function is benchmarked nationally each year as part of the CIPFA benchmarking club and the latest data available shows performance is in the upper quartile of the 40 authorities who returned data on the following.									
Advisory Cabinet Portfolio:	Leader										
2015/16 Budget (£'000 Gross):	1,124										
2015/16 Budget £'000 Income):	0										
2015/16 Budget (£'000 Net):	1,124										
2015/16 Budget FTE:	33.5	<table> <tr> <td></td><td>Rotherham MBC</td><td>Average</td></tr> <tr> <td>Total Cost per Invoice</td><td>£1.52</td><td>£2.38</td></tr> <tr> <td>Staff Cost per Invoice</td><td>£0.73</td><td>£1.53</td></tr> </table>		Rotherham MBC	Average	Total Cost per Invoice	£1.52	£2.38	Staff Cost per Invoice	£0.73	£1.53
	Rotherham MBC	Average									
Total Cost per Invoice	£1.52	£2.38									
Staff Cost per Invoice	£0.73	£1.53									

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	Procurement and negotiation of a new Telephony Contract. This settlement involves a recently negotiated £80,000 per year saving on the telephony contract. It is in lieu of credits generated when taking out new services from the contract – e.g.: crudely, each time the Council	No impact – this is a simple cash transaction that does not impact upon services. RAG status – Green. Note: COMPLETED: the contract amendment has already been agreed.	80	0	0				80	

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
	buys a new handset it receives a credit on its account to use for new services. Procurement has negotiated the credit as an adjustment to the contract cost.									
B	<p>Yorkshire Purchasing Organisation – YPO has consistently delivered a higher dividend to the Council than budgeted.</p> <p>It is proposed to increase the budgeted income figure to provide a more reasonable value.</p>	<p>Limited risk and limited impact. A realistic and prudent assessment has been made of the level of additional dividend that could be budgeted for.</p> <p>RAG status – Green</p>	40	0	0				40	
D	<p>Housing Renewal Account (HRA) Increased funding contribution</p> <p>Recharge of procurement costs to Housing (HRA) to reflect an increase in procurement support for the New Housing Delivery Programme 2015 - 2018 (involving 150 residential development sites).</p>	<p>Very limited impact. It is planned to absorb the work within existing resources at no additional cost.</p> <p>RAG status – Green</p>	20	0	0				20	
E	Increase in volume rebates. The procurement Service has consistently delivered a higher	Limited risk and limited impact. A realistic and prudent assessment has been made of the level of additional dividend that could be budgeted for.	40	0	0				40	

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
	level of rebates than budgeted. It is proposed to increase the budgeted income figure to provide a more reasonable value.	RAG status - Green								
F	Reduce the P2P Service by 3x Band B	A reduction in the processing and payments function could result in a delay in paying suppliers and local businesses on time, as the workload would be distributed between remaining staff, increasing their own 'caseloads'. The integration and linking of processing and payments staff and category managers helps facilitate a good flow of information about potential future savings opportunities (for example processing staff can see trends in 'non-contracted' spending). A reduction in p2p resources could reduce the scope to identify potential savings opportunities. For these reasons RAG status = Amber .	0	20	40	0	1	2	60	3
G	Reduce the Service by 1x Procurement Officer - Band H 0.5 FTE - (£20k)	A reduction in the expertise and capacity within Procurement may affect the ability to maintain and deliver new cashable savings and generate increased income back to the authority. It may reduce the level of support provided to SMEs and local businesses though training and advice on the e-tendering portal and tendering processes and continued support to the region in the development of YORTender system to the region. RAG status – Amber	0	20	0	0	0.5	0	20	0.5
I	Reduce the Service by 1x Category Manager - Band I 0.8	A reduction in the expertise and capacity within Procurement could affect the ability to maintain and	0	35	0	0	0	0.8	35	0.8

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
	FTE (£33k)	<p>deliver new cashable savings and generate increased income back to the authority.</p> <p>There has been a change in culture which has seen an increase in challenges from unsuccessful tenderers. For all Procurement let agreements we protect Rotherham MBC from legal challenge for contracts of all values by complying with strict EU and UK Government legislation and RMBC standing orders and financial regulations. The Procurement Service manages supplier performance and monitors their financial stability mitigating contractual risk. A reduction in capacity may increase the risk of challenge through loss of expertise and capacity</p> <p>RAG status – Red</p>								
J	Reduce the Service by 1x Category Manager - Band I 1 FTE (£41k)	<p>A reduction in the expertise and capacity within Procurement may affect the ability to maintain and deliver new cashable savings and generate increased income back to the authority.</p> <p>There has been a change in culture which has seen an increase in challenges from unsuccessful tenderers. For all Procurement let agreements we protect Rotherham MBC from legal challenge for contracts of all values by complying with strict EU and UK Government legislation and RMBC standing orders and financial regulations. The Procurement Service manages supplier performance and monitors their financial stability mitigating contractual risk. A reduction in capacity may increase the risk of challenge through loss of expertise and capacity.</p>	0	0	42	0	0	1	42	1

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
		RAG status – Red								
	TOTAL		180	75	82	0	1.5	3.8	337	5.3

COMMENTS ON ABOVE PROPOSALS:

These proposals include reductions in resources for managing the Council's procurement activity, which is centralised, efficient and effective. Benchmarking confirms it is lower quartile cost. As well as reducing resources, the Services continues to take on board additional work, dealing with, for example, contract s relating to the former RBT arrangement, Public Health and an increased level of housing related contracts (formerly residing with the ALMO). Therefore, the combination of additional demand and lower resources will place extra pressure on the service and jeopardise its current good performance in making payments on time (for example to local SMEs within 10 days) and securing volume discounts. Any further reductions could lead to 'false economies'

All directorates will be reliant on procurement expertise to explore alternative delivery options in order to meet their respective savings proposals and the medium term financial strategy (MTFS).

The Procurement Service has delivered £392k of staff savings during the period 2012-2014, with an additional £20k through vacancy management for 2015/16.

The service has 4 managers with a cost of c£200k on overall a 1:8 ratio of managers: staff. The proposals contain no reductions in managers as the ratio would continue at 1:6 if proposals laid out above are agreed.

ASR REF NO: RES-4

CURRENT SERVICE SUMMARY (REVENUES, BENEFITS AND PAYMENTS SERVICE)

Directorate:	Resources	Brief description of service: The billing and collection of Council Tax (£100m), Non Domestic Rates (£76m), Housing Benefit Overpayments (£3.7m), Former Tenant Arrears (£3.4m) The assessment and payment of Housing Benefit (£91m), Council Tax Reduction (£21m)) and DHP (£564k) Assessment of client contributions for social care, the payment of providers (£54m) and the collection of client contributions (£7m)
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	4,395	
2015/16 Budget £'000 Income:	2,661	
2015/16 Budget (£'000 Net):	1,734	
2015/16 Budget FTE:	147.54	

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	<p>Move of Benefit Fraud team to DWP new Single Fraud Investigation Service (SFIS)</p> <p>Disestablishment of 5 posts on the Benefit Fraud team</p> <p>4fte Band G Fraud Officer 1fte Band D Fraud Assistant</p> <p>Staff saving equates to 100% of the current Fraud team</p> <p>RAG Status: AMBER</p>	<p>Any residual and new DWP referral work will be picked up by the Benefits team from within existing resources</p> <p>Residual work will involve increased reviewing of claims not dealt with by DWP SFIS being claims for Council Tax Reduction (CTR) where there is no Housing Benefit (HB) claim</p> <p>The main new burdens will be the new "Single point of contact" role (SPOC) dealing with the provision of information to DWP from councils benefit records. This new burden will fall on Technical Officers within Benefits and may adversely impact time taken to address reconsiderations and revisions (measure RB13) and appeals (target RB14). Additionally the increased workload may also increase in delays in the processing of Discretionary Housing Payments (DHP) applications.</p> <p>The negative impact of this new burden may be extended by an increase in HB revision requests, appeals and DHP applications as the latest round of welfare reform is rolled out. The adverse impact on the public may be delays in decisions being made on revisions, appeals and DHP applications. Any impact will be borough wide.</p>	147	0	0	5	0	0	147	5
B	Move of Benefit Fraud	Impacts as above in A	40	0	0	1	0	0	40	1

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
	<p>team to DWP new Single Fraud Investigation Service (SFIS)</p> <p>Disestablishment of Management post on the Benefit Fraud team</p> <p>1fte Band I Team Leader</p> <p>RAG Status: AMBER</p> <p>From a management perspective this post responsibilities lie solely with the Fraud team which is being disestablished completely</p>									
C	<p>Disestablishment of vacant Band C post in Scanning and Indexing team</p> <p>1fte Band C Support Officer</p> <p>RAG Status: GREEN</p>	<p>Any increase in workload volumes could result in delays in scanning and indexing which could potentially reduce performance in time based measures around assessment of benefit entitlement (targets RB3, RB4, RB13, RB14) and the billing of Council Tax (target RB16)</p> <p>Any such delays in processing could increase levels of benefit overpayments (targets RB9, RB10)</p> <p>It is unlikely that customers will be adversely affected by delays for</p>	20	0	0	1	0	0	20	1

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
		decisions regarding their benefit entitlement as workloads are not expected to increase. Should there be any impact it will be borough wide								
D	Printing Savings from increased "Your Account" take up for managing a customer's Council Tax Account RAG Status: GREEN	Year on year increases in take up should reduce requirement for printing of bills and benefit notifications Assumed take up is as follows <u>CTax - Ebills</u> 30% take up 2016/17 35% take up 2017/18 40% take up 2018/19 <u>Benefits – Enotifications</u> 50% take up 2016/17 60% take up 2017/18 65% take up 2018/19 There would be no adverse impact on customers	35	3	5	0	0	0	43	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	<p>Increased year on year utilisation of advanced SMS functionality to replace outgoing letters</p> <p>RAG Status: GREEN</p>	<p>The replacement of the current SMS functionality with a more advanced model will allow us to substitution increasing levels of letters with SMS.</p> <p>Where used appropriately there is no detriment to the customer as SMS can speed up some processes such as chasing information with regard to benefit entitlement and may also contribute to increasing income levels</p> <p>Increasing Email/SMS replacement of letters by 10,000 each year from 16/17 onwards from current level of 90k in 14/15</p> <p>There would be no adverse impact on customers</p>	5	5	5	0	0	0	15	0
F	<p>Establishment of 1fte Band F Debt Recovery Visiting Officer post in Account Management</p> <p>RAG Status: AMBER</p>	<p>Reintroduction of visiting officer role to tackle the growing HBOP (£3.7m) and cumulative Council Tax (£6.8m) issue for more serious cases and also CTR claimants now required to pay</p> <p>To look at generating additional payments, arrangements for payment, information to allow recovery and to try to engage with debtors to try to get them out of the cycle of non-payment</p> <p>Additional income expected of a minimum £100k per year</p> <p>There would be no adverse impact on customers other than they</p>	72	0	0	0	0	0	72	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
		will be pursued more for payment of outstanding debt								
G	Reduction in membership fees post SFIS RAG Status: GREEN	Membership no longer required following fraud function moving to SFIS There would be no adverse impact on customers	1	0	0	0	0	0	1	0
H	Disestablishment of Council Tax and Non Domestic Rates visiting officer posts 1.4fte Band F RAG Status: RED Staff saving equates to 32% of the current Visiting Officers	Use of advanced SMS to replace some visits and a review of the frequency of visits. In the event of sickness or for vacancy periods the service will have to utilise resource of the proposed new debt visiting officer or external providers Phoenix who we work with now for surplus visits although this will reduce projected savings. Additionally proposed changes to empty property discounts may reduce the level of visits required from a Council Tax collection perspective although not necessarily from a New Homes Bonus perspective. The risk is that if the new initiatives do not prove successful this could result in delays in new, occupied, and altered properties being discovered. Such delays would have a detrimental impact on income collection in both Council Tax and Non Domestic rates as well as reducing New Homes Bonus There would be no adverse impact on individual customers though overall there may be a reduction in income levels which will adversely affect all customers borough wide	0	15	36	0	0.4	1	51	1.4
I	Disestablishment of 1fte Band G post in Technical / Training Officer role - Band G RAG Status: AMBER	There will be an increased need for teams within Revs and Bens to self-serve in areas such as reporting and training. It is expected that this can be sufficiently built into procedures across the service by 17/18 to minimise effect on performance however should this not prove successful there will inevitably be	0	32	0	0	1	0	32	1

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
	Staff saving equates to 20% of the current Technical / Training Officers	an impact on performance across the service in both time related and income collection targets. It is expected that there would be no adverse impact on customers								
J	<p>Disestablishment of 4fte posts in Benefits</p> <p>16/17 2fte Band C Benefit Officer 1fte Band E Assistant Benefit Officer</p> <p>17/18 1fte Band E Assistant Benefit Officer</p> <p>RAG Status: RED</p> <p>Staff saving equates to 8% of the current Benefit Officers and 36% of the current Assistant Benefit Officers</p>	<p>The introduction of Universal Credit (UC) is expected to reduce HB claims and as such workload of benefits team over time though initial reductions will be small and must be remembered that CTR still has to be assessed and therefore in the majority of cases it will only be a part of the process (rent payment) that is saved</p> <p>The danger is that the migration of claims over to UC does not result in sufficient workload savings which will result in a reduction in performance around time based benefit assessment targets (targets RB3, RB4, RB11) appeals and revisions (targets RB13, RB14) a potential increase in Housing Benefit Overpayments debt levels and write off (targets RB10, RB12) which could put some DWP subsidy in danger if increases in HBOP levels are large (target RB9)</p> <p>Additionally with significant changes due around welfare reform, much of the detail of which is unknown, it is anticipated that the impact on workloads could be significant which will not be helped by a reduction in resources and will have a negative impact on performance across all benefit targets.</p> <p>Performance in nationally published figures in for 2013/14 showed Rotherham as high performing being 7th best Met for new claims and 7th best Met for changes in circumstances</p> <p>The adverse impact on the public, which it anticipated will be</p>	0	63	24	0	3	1	87	4

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
		small, will be increased delays in benefit decisions being made. Any impact will be borough wide and it is anticipated that Rotherham will retain its position as a high performing Met								
K	<p>Disestablishment of 2fte posts in Revenues and Payments</p> <p>1fte Band F Visiting Officer 1fte Band D Admin Assistant</p> <p>RAG Status: AMBER</p> <p>Staff saving equates to 22% of the current Visiting Officers and 14% of the current Admin Assistant</p>	<p>Introduction of Liquid Logic as the social care system is expected to introduce processing efficiencies within Revenues and Payments by the reduction in the numbers of assessments required, the collation of some required information in another location and a reduction in paperwork required</p> <p>Should those efficiencies not transpire the loss of the roles could result in a decline in performance across the team, while a reduction in the frequency of financial assessments would be required</p> <p>Additionally changes brought about by the care act may increase workload in some areas</p> <p>The adverse impact on the public may be delays in the assessment and notification of client contributions as well as potential delays in payments to suppliers</p>	0	0	58	0	0	2	58	2
	TOTAL		320	118	128	7	4.4	4	566	15.4

COMMENTS ON ABOVE PROPOSALS:

Savings Rationale

The budget savings proposals have been developed with the aim on maintaining performance across Revenues, Benefits and Payments which ensuring income is maximised and costs minimised.

Proposed savings can be divided into those achieved by:

- the digital engagement of our customers (proposals C,D, E and I)
- an anticipated change in customer demand (A,B, H & K)

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

- performance improvements across the service and costs savings (proposals G, J and L)
- invest to save proposal which would increase income collection (proposal F)

Management savings

The proposed management savings only equate to 8% of savings target as the service has relatively low numbers of managers and in most cases are single managers in a particular area. It is felt that further reductions in management levels would adversely impact service performance above an acceptable level.

Further details on RAG assessment

A & B - RAG Status is shown as AMBER as although it is considered by the service that additional burdens can be absorbed on the team, with minimal reduction in what is already good performance, the change along with the impact of welfare reform may substantially increase customer demand above levels that are sustainable without substantial decrease in performance. The impact of welfare reform on demand levels are hard to assess, although previous welfare reform programme saw massive increases it is anticipated that the current round will not have as significant impact.

F - RAG Status is shown as AMBER as service estimates that returns of £100k per year are achievable however visiting for debts such as CTR claimant arrears has not previously been tried and therefore estimates are at present an estimate

H - RAG Status is shown as RED as there is a risk that if we are unable to achieve a reduction in required visits, though automation and changes to empty property charging, we could be at risk of losing income through new assessments, changes to properties and New Homes Bonus particularly if sickness of vacancies occurred at specific times of the year. Additionally a reliance on external support would incur additional cost which would reduce proposed savings

I - RAG Status is shown as AMBER as changes will require the building in of substantial self-serve before 16/17 to allow the post to be disestablished without a negative impact across the service

J - RAG Status is shown as RED as changes are reliant on a substantial move of customers onto UC and also the impact on any future welfare reform measures not having a major impact on the Benefit teams workload. Low migration and significant increases in workload due to welfare reform will increase processing times and overpayments and could risk subsidy payments

K - RAG Status is shown as AMBER as changes are reliant on anticipated efficiency savings from Liquid Logic and impact of Care Act. Savings are factored in for 15/16 to allow implementation of Liquid Logic and development of new processes to introduce efficiencies

ASR REF NO: RES-06

CURRENT SERVICE SUMMARY (HR SERVICE CENTRE)

Directorate:	Resources	Brief description of service: The HR Service Centre provides Transactional HR and Payroll Services under a Shared Services Agreement for RMBC, DMBC, Schools, Academies, St Leger Homes Ltd., Doncaster Children's Services Trust and other organisations. Services include: Resourcing & Recruitment; Payroll; Customer Services; Training administration; Establishment Control; Payroll Reconciliation; Year End Compliance and System Management & development. The Shared Service Agreement runs until 31 March 2020 and is currently under a separate joint review.
Advisory Cabinet Portfolio:	Deputy Leader	
2015/16 Budget (£'000 Gross):	£2,914k	
2015/16 Budget £'000 Income:	£2,243k	
2015/16 Budget (£'000 Net):	£671k	
2015/16 Budget FTE:	93.3	

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	Delete post of Operations Manager following the merger of the Operations and Systems Teams	Requires confirmation of existing temporary arrangements, including the deletion of a vacant post, re-allocation of duties to existing staff, along with resultant regradings and changes to spans of control. No impact should result outside of the Service Centre. RAG Status: Green	35	0	0	1	0	0	35	1
B	Delete one post of Operations Senior and reduce Operations Teams from 4 to 3	Requires confirmation of existing temporary arrangements, including the deletion of a vacant post, re-allocation of duties to existing staff, along with resultant regradings. The combined teams will increase the number of direct reports from 6 to 11 for the remaining Operations Senior. No impact should result outside of the Service Centre. RAG Status: Green	14	0	0	1	0	0	14	1
C	Further Review of Management Structure.	Requires a restructure of senior management arrangements, resulting in the deletion of a management post. Likely to be a necessary VER or Severance to	38	0	0	1	0	0	38	1

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
		achieve the post reduction. No impact should result outside of the Service Centre. RAG Status: Amber								
D	Reclaim VAT on mileage	Requires system changes to HR Portal to collect necessary additional information. RAG Status: Green	50	0	0	0	0	0	50	0
E	Other savings will be realised from ongoing work to automate processes, reduce paper based processes, and to enforce the use of electronic processes where available	Where possible, savings not impacting on service delivery will be taken. RAG Status: Red	0	50	0	0	2	0	50	2
F	Continuation of efficiency savings as set out above. A further 2 fte savings would be required.	Continuation of efficiency savings as set out above. RAG Status: Red	0	0	50	0	0	2	50	2
	TOTAL		137	50	50	3	2	2	237	7

COMMENTS ON ABOVE PROPOSALS:

Under the Shared Services Agreement with Doncaster, any savings creating “in year underspends”(ie. the difference between costs and fees) in respect of the shared services will be split on the basis of 60:40 (Rotherham:Doncaster).

Savings proposals C, E, and F, may involve a Compulsory Redundancy process if suitable vacancies do not arise, and if VER or Severance is not offered.

Savings proposals E and F have been ragged as Red because there are a number of dependencies, these include: enforcing the use of electronic processes (where available) requires senior management support and buy-in in respect of Rotherham Directorates, the agreement of Doncaster Council in respect of their Directorates, and the co-operation of external organisations such as Academies, St Leger Homes (Doncaster's Housing ALMO), and Doncaster Children's Services Trust. These may also require further System development work and additional IT equipment procurement.

ASR REF NO: RES-07

CURRENT SERVICE SUMMARY: CORPORATE HUMAN RESOURCES

Directorate:	Assistant Chief Executive's	Brief description of service: The service ensures the organisation complies with current employment legislation through the provision of specialist Human Resources advice, guidance and support on matters relating to Corporate HR Policy, Performance, Organisational Development, Employee Relations, Disciplinary, Grievance, Capability, Sickness, Restructures, TUPE, Trade Unions and Employee Engagement/Involvement. This entails production of whole Council policies/strategies which support the internal management of the Council, Human Resources advice, guidance and support on matters relating to policy, strategies, targets and objectives including developments in employment law and relevant legislative changes, managing resolution of disputes and conflicts.
Advisory Cabinet Portfolio:	Deputy Leader	
2015/16 Budget (£'000 Gross):	1306	
2015/16 Budget £'000 Income:	361	
2015/16 Budget (£'000 Net):	945	
2015/16 Budget FTE:	24.7	

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	Increase income from salary sacrifice schemes	Dependant on continued take up by employees and increased marketing RAG Status: Green	100	0	0	0	0	0	100	0
B	Utilise Housing Revenue Account funding to offset employability salaries	Risk if Housing revenue Account funding is restructured. RAG Status: Amber	25	0	0	0	0	0	25	0
C	Increase income from Schools HR Consultancy	Increase in fees risks loss of Schools buying back the service, so this approach will need to be tested with Schools prior to implementation. RAG Status: Amber	15	10	0	0	0	0	25	0
D	Further increase in income from Schools HR Consultancy	It is considered that the increase for 2018/19 carries a high risk in that the level may make the service uncompetitive and Schools may choose to buy the service from alternative suppliers.	0	0	10	0	0	0	10	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
		RAG Status: Red								
E	Reduction in management development budget	Assumes a reduction in intense level of activity beyond year 1 of the Improvement Plan. Rag Status: Amber	0	10	10	0	0	0	20	0
F	Reduction in staffing of 1 x Band H post in the HR Consultancy Team.	Proposal is based on lower demand for support due to reduced number of employees expected in reshaped organisation in 2018/19. This will reduce capacity for direct support to management on employment relations case work, sickness absence management and restructuring exercises. Rag Status: Amber	0	0	37	0	0	1	37	1
G	Further reduction in staffing 1 x PO16 Consultancy HR Business Partner and 0.5 x Band H/I post from across the service	This proposal is based on an assumption that there will be a significant reduction in the size of the organisation which will lead to a substantial reduction in the demand for professional HR support. The loss of these posts is likely to have a significant impact on the level of support able to be delivered both on operational and organisational development activity and may increase the risk of employment relations issues. Staffing savings are unable to be achieved before year 3 as the service is experiencing an unprecedented demand on the Corporate and Consultancy elements of the HR service. Rag Status: Red	0	0	80	0	0	1.5	80	1.5
H	25% Reduction in Trade Union Secondment budget	The reshaping of the organisation and anticipated reduction in employees working for the Council over the coming years is anticipated to allow for a future review and reduction of Trade Union secondment time.	0	0	35	0	0	1	35	1

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
		<p>Risks are in relation to the employment relations which would exist if the workforce, and as a consequence Union membership, does not reduce to the degree that reduces correspondingly the need for secondment time.</p> <p>Given the scale of savings proposals across the organisation, however, this level of reduction of the secondment budget is seen as reasonable to anticipate.</p> <p>Rag Status: Red</p>								
	TOTAL		140	20	172	0	0	3.5	332	3.5
<p>COMMENTS ON ABOVE PROPOSALS: Since 2010 the staffing establishment for the service has reduced by 33% (12 FTE) placing pressure on the ability to deliver the Organisational Development activity and Consultancy Services expected. The Improvement Plan places significant emphasis on Corporate HR in relation to delivery of actions and changes at Service level, both in terms of the Improvement Plan and the outcomes of All Service Reviews, will generate further activity. This is in addition to the increased workload faced as organisational change has gathered pace in response to the outcomes of the Jay report and OFSTED and CGI inspections. It has been identified that this will require a temporary increase in resources over the next 2 years.</p> <p>Management level savings proposed for year 3 represent 35% of the total savings target.</p>										

ASR REF NO: RES-8

CURRENT SERVICE SUMMARY: ICT

Directorate:	Finance and Corporate Services	Brief description of service: The ICT Service is responsible for delivering ICT services in all Council facilities across the whole of the Borough (i.e. including service centres, libraries, care homes etc.). It manages the infrastructure that supports and maintains all the systems that the Council operates, including: <ul style="list-style-type: none"> • The development of new systems and databases, including web based systems. Current major systems developments include new social care, and integrated housing management systems. • Training for systems users. • Provision of an ICT service desk that takes in excess of 70,000 calls per year and includes technicians resolve technical problems. • Server, data storage and network infrastructure support services, email and telephony systems. ICT supports services to introduce new technologies to improve the services they provide to the Public and to improve efficiency. The service also ensures all Government security standards are complied with through effective change Management, IT and data security, compliance with government legislation, test management, business continuity. It also manages all ICT contracts. There is a Schools Connect team which provides bespoke IT services to schools on a traded basis.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	(5,928)	
2015/16 Budget £'000 Income:	2,713	
2015/16 Budget (£'000 Net):	(3,215)	
2015/16 Budget FTE:	97.4	

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	The Council currently hosts many of the systems it uses in its own data centre at Riverside House. The in-house costs of hosting systems includes expensive servers (hardware) on which systems are held and operate, back-up and senior technical staff to maintain the systems.	This will have a very limited impact on the provision of services, since it reduces 'back office' ICT support resources currently required to maintain systems hosted on the Council's own networks. There may be a very small amount of disruption when systems are 'switched' to the Cloud although any changeovers would be scheduled for quiet periods (e.g. weekends) and system owners would be consulted on the scheduling in advance to ensure any impact on service users could be avoided / minimised..	40	40	40	1	1	1	120	3

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
	<p>Suppliers are increasingly offering hosted solutions whereby they hold the systems and data and users access this via 'the Cloud'. Moving to supplier hosted solution can achieve savings although this has to be assessed on a case by case basis.</p> <p>This proposal is to move towards supplier hosted solutions where it is economically advantageous to do so. This will reduce the equipment in our data centre and associated support resources required to maintain systems on local infrastructure.</p> <p>There will also be financial benefits from reduced energy usage and licence fees.</p>	RAG status – Green. Achievable in a managed way over time, with little impact on services								
B	The Council's data centre at Riverside House meets the highest standards of security. It was originally configured by the RBT strategic partnership and provided an asset that contains spare capacity which, because of the level of security it provides, is attractive to	<p>This will have limited / no impact on Council services. The Council will need to market and sell the space (it is likely to be better to use a business partner to do this) and will need to set up the appropriate security arrangements – this latter requirement is not expected to be onerous.</p> <p>RAG status – Amber (1) There is a risk that no/limited market exists to take up the spare capacity, although our</p>	50	100	100				250	

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
	<p>others requiring space to store their systems.</p> <p>A current review confirms there is a market for secure data facilities, and this proposal is to sell spare capacity that exists within the data centre.</p>	initial research indicates demand does exist. (2) The arrangement would be unusual for the Council and would, therefore, have to be given due care when set up.								
C	<p>An initial financial review has indicated ICT services currently provided to schools are at a net cost to the Council because there has not been a full apportionment of management and other overheads.</p> <p>This proposal is to charge schools fully for the cost of ICT support they receive.</p>	<p>This would have no impact on Council services, but would result in schools paying marginally more for the ICT services they receive.</p> <p>RAG status – Green. There is some risk of a negative reaction from schools, but the increase is fairly modest (<£1,000 per school on average). The proposal places the provision onto a break-even financial footing.</p> <p><i>An alternative would be to increase rates over two years, which would provide savings of £20k in 2016/17 and a further £20k in 2017/18</i></p>	40						40	
D	<p>As with home computing systems, the Council's systems require regular updates, upgrades and fixes. This work is known as 'patching' work. Currently, 'patching' work is done during evenings and/or weekends to minimise disruption to services</p>	<p>This would create a fairly significant impact on services.</p> <p>Most services, except any exempted from the proposed practice, would lose their systems for one half day per month to enable any system fixes / updates, which are currently done overnight or during weekends, to be carried out during normal working hours. Even though downtime would be scheduled, so that services would know when it would happen, this could still cause</p>	30						30	

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
	<p>and service users. ICT Technicians are paid overtime for carrying out this work out of normal hours.</p> <p>This proposal is to reduce overtime costs by carrying out some 'patching' work in normal working hours. Major systems could be excluded, with patching for these still done out of normal working hours.</p>	<p>disruption. This could create difficulties for any customer facing services / systems not exempted.</p> <p>There would also be a side-effect that the work ICT staff would be doing in normal time would be displaced by system updates / fixes.</p> <p>RAG status – Amber – Impact on services due to planned system downtime</p> <p>An alternative might be to seek to change contracts to include out of hours 'patching' work.</p>								
E	<p>ICT currently provides 24/7 support, which is recognised for those staff who provide the support through 'stand-by' payments and overtime when they are called out to respond to any issues arising.</p> <p>This proposal would replace 24/7 support with extended support during weekdays (e.g. 7am to 7pm Monday to Friday).</p>	<p>There would be no cover provided to address any issues arising outside of the agreed periods. This could impact some significant services providing 24/7 cover themselves, including care and housing services. Eg if a problem arises during weekends or overnight in these areas it could mean the services would not be able to access their systems or data. It could also impact on Members who do use the out of hours service.</p> <p>RAG status – Amber – Potential impact on services where problems arise out of agreed cover periods</p>	15						15	
F	As the Council restructures / reduces in size, it reduces its	There will be no impact. The proposal involves applying better housekeeping and contract management to the Council's	20	20	10				50	

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
	<p>telephony requirements, including the number of lines it requires.</p> <p>ICT will rationalise telephony provision to reflect changing requirements and savings imperatives and cancel obsolete phone lines</p>	<p>telephony requirements.</p> <p>RAG status – Green.</p>								
G	<p>An initial financial review has indicated ICT services currently provided to housing (the Housing Revenue Account) are at a net cost to the Council's General Fund because there has not been a full apportionment of management and other overheads.</p> <p>This proposal is to charge housing (the HRA) fully for the cost of ICT support the service receives.</p>	<p>This would have no impact on Council services, but would result in the Housing Revenue Account paying more for the ICT services it receives.</p> <p>RAG status – Green.</p> <p>Requires confirmation of the availability of HRA funding</p>	40						40	
I	<p>There are an increasing number of web-based office tools available for data storage and use. Adoption of such tools in a secure way enables the Council</p>	<p>This would have very limited impact. Services would have slightly different means of accessing and using data but this would require minimal instruction.</p>		50	50				100	

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
	<p>to reduce its reliance on Microsoft Office systems on its laptops etc. (for which it requires annual licences).</p> <p>This proposal, for the medium term, is to use web-based tools as appropriate, and reduce current licence costs.</p>	<p>There would be no adverse impact on service users.</p> <p>RAG status – Green.</p>								
J	<p>An initial review of the organisation design of the service indicates there are opportunities to streamline the vast array of core systems it uses (note – core infrastructure systems and not service systems) and the staffing resources required to maintain this infrastructure.</p> <p>This proposal would be to</p>	<p>This should have limited impact on services and ensure ICT provides better services at lower cost.</p> <p>Council services may have to adapt slightly, although any changes should be to improve systems and user experiences. Any significant changes would be subject to separate proposals and agreement.</p> <p>RAG status – Amber Significant piece of work, with precise ultimate outcomes not known</p>	200	60	60	6	3		320	9

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
	complete a restructure that is supported by a more streamlined infrastructure and better meets the Council's needs.									
K	<p>An initial review of contracts indicates the Council has some systems / services or elements of systems / services that are unused and surplus to requirements. These are typically bought as part of broader bundles.</p> <p>It is proposed to reduce the scope of these contracts either through negotiation or over time as current contracts expire.</p>	<p>This will have only marginal impact and only where current premium ICT services are used. Any ICT services that are deemed to be essential will be retained.</p> <p>There is some uncertainty over the value of savings achievable as these are subject to negotiations and/or re-tendering, but the scheduled values, spread over 3 years, are considered to be reasonably prudent.</p> <p>RAG status – Green.</p>	50	70	80				200	
TOTAL			485	340	340	7	4	1	1,165	12

COMMENTS ON ABOVE PROPOSALS:

The options and savings above have been partly influenced by preliminary findings from a strategic review of the service. The Service was formerly outsourced as part of the RBT partnership and has made savings of 40% of its cost since returning into the Council in 2012. The Service has enquired about prospects for shared services across South Yorkshire but has found no appetite amongst colleagues in our neighbouring authorities.

There are 13 management / team leader posts with a cost of c£650k. 15% of this equates to £97,500. It is anticipated that (at least) 2 manager level posts would be at risk mainly as a result of the organisation review which if resulting in the posts being dis-established would result in savings of c£100k. With an estimated 10 other posts at risk, there should be no significant changes in spans of control.

ASR REF NO: RES-09

CURRENT SERVICE SUMMARY (POLICY & PARTNERSHIPS)

Directorate:	Resources	Provides policy advice, development and analysis, including around major legislation and specific corporate projects (e.g. Improvement Plan, welfare reform, local welfare provision, City Region). The team's role is to inform, motivate and support effective policy development across the Council. This involves working with the Senior Leadership Team, Directors/Senior Managers, Members and Commissioners to drive and challenge the adoption and implementation of high quality and effective policies.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	£355k	
2015/16 Budget £'000 Income:	£212k	The team also provides dedicated secretariat support to Rotherham's Local Strategic Partnership - which brings together the main partner organisations across the borough (NHS, Police, Fire, Chamber of Commerce, Voluntary & Community Sector, Further and Higher Education etc.) to work more effectively in line with shared priorities. It has a specific responsibility to ensure the launch of a re-modelled and expanded Partnership from September 2015, followed by the production of a new Community Plan for Rotherham from 2016. The team therefore acts as a key liaison point with the Voluntary and Community Sector and other bodies; and also provides further policy and secretariat support to a number of the Partnership's support structures, particularly the Health and Wellbeing Board. Through this role it is also called upon to manage and lead community engagement exercises (e.g. the recent programme of community roadshows).
2015/16 Budget (£'000 Net):	£144k	
2015/16 Budget FTE:	6.0 (1.6 "Partnership and 4.4 "Policy")	
		The team's research and analysis capacity offers the councils main mapping, census/IMD data, IMD data and survey interpretation resources. It has a key role in producing Rotherham's "Joint Strategic Needs Assessment", which the council is required to undertake in partnership with health services to establish current and future health and social care needs of the population (and plan for better outcomes).

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	Ending current annual budget "surplus" arising from staff member moving from 1.0 to 0.9 FT	None. "Green" rated. Could be delivered in year (2015/16)	6	0	0	-	-	-	6	-

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	Ending current team budget provision for "subscriptions" and adopting a new, shared corporate approach to relevant commitments - Note: budget line was unspent in 2014/15 and not expected to be drawn upon in 2015/16	<p>None. "Green" rated</p> <p>Could be delivered in year (2015/16)</p> <p>However, this may compromise in part the possibility of funding the council's membership of the Local Government Information Unit (LGIU). There is no current budget for this c. £10k subscription, which generates a range of briefings and information utilised across the council (Policy, Performance, Scrutiny, Member Development, as well as Service Teams).</p>	2	0	0	-	-	-	2	-
D	Possible utilisation of Partnership contributions, which are currently funding an annual "surplus" of partners' funding against current support levels, to part-fund one existing team post and allocate this as a more formal "Assistant Partnership Manager". Partner contributions reflect a previous Assistant Manager post, which was not refilled. The Partnership CEO Group has already noted its support to utilise their funding surplus for a (part time) "Assistant". A specific proposition from the	<p>"Red" RAG rated as this is based on the use of the Partnership's funding and detailed consultation and discussion with Partners is yet to take place.</p> <p>This would mean an approx. 0.4 FTE loss in the current team's dedicated, core capacity on RMBC policy matters – taking the total FTE of direct RMBC policy support capacity down from 4.4FTE (on basis 1.6FTE posts in the team are Partnership focused) to 4.0FTE.</p> <p>This could, for example, lead to less policy support resource able to be dedicated to Sheffield City Region and/or Health and Wellbeing Board matters.</p> <p>While there is agreement amongst Partners to invest their joint funding into more dedicated support for the Partnership, formal consultation with staff and Partners has not yet taken place about this particular proposal.</p>	20	0	0	-	-	-	20	-

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
	Council to Partners could therefore be for an existing P&P Team member to provide this formal Assistant role, on a part time basis, devoting their remaining time to core RMBC policy business. This would provide around £20k p.a. to offset approx. 2 days a week of a current officer post (Band J). This would reflect the fact that the wider Policy Team contributes to the Partnership at present without this additional contribution to RMBC costs, but would also put the arrangement on a more formal, open and transparent footing.	There could also be existing team members interested in such a role; or there may also be officers in other teams with an interest. This would therefore need to be handled carefully. RAG rating - Amber								
E	Income target – additional Rotherham Partnership contributions from an expanded membership	Red RAG rated , as this will be entirely based on the success of the new Rotherham Together Partnership, which launched in September and holds its first substantive meeting in December 2015. By Year 3 (2018/19), the remodelled Rotherham Partnership will have been in existence, with an expanded membership (e.g. HE institutions) for around 3 years and will be looking ahead, no doubt, to refreshing its vision and Community Strategy. It is not	0	0	5	-	-	-	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
		<p>considered realising in Year 1 (or indeed Year 2) of the new Partnership to request additional contributions from member bodies. Many of the new members will be there via invitation and should not be expected to pay a fee for their contribution from the start.</p> <p>However, by year three there should be demonstrable progress in the outcomes being achieved by the Partnership and more confidence in requesting the expanded membership (such as the two Sheffield Universities) for an additional contribution to the Partnership's work.</p> <p>In return there would need to be an explicit commitment to increase the support resource for the Partnership's work from with the current team – e.g. by further extending the role of the "Assistant" role at that stage.</p>								
	TOTAL		28	0	5	0	0	0	33	0

COMMENTS ON ABOVE PROPOSALS:

Since the appointment of Commissioners, the small Policy Team has carried out a range of essential tasks on their behalf, from supporting the Improvement Plan and its implementation strategy, the programme of Consultation/Visioning Roadshows (and associated response analysis), review of the Health and Wellbeing Board and re-modelling of the Rotherham Local Strategic Partnership. It is also providing policy input to the Budget Planning Process and wider service review activity in support of Commissioner requirements. The measures noted above broadly meet the total funding reduction target, through-front loaded into year one. Given the key role of a strong policy resource in support of the corporate core of the organisation (post-CGI), as well as, specifically, to support the new Chief Executive and Assistant Chief Executive posts in due course, it is not being proposed to cut further what in effect amounts above to between 4.0 and 4.4FTE policy officers (with 1.6FTE posts providing the core support for the Partnership), depending on Member views with regard to action/proposal D above).

Note: income for the Team includes £82k from Partner contributions to the costs of the Partnership "secretariat"; and £127k via an SLA with Public Health reflecting the team's support to the Health and Wellbeing Board/Strategy, the Joint Strategic Needs Assessment (JSNA) and other statistical/analysis support. The Public Health SLA is currently agreed and in place until the end of 2016/17 – a formal commitment is required from Public Health about the continuation of this SLA support for the years after 2016/17 (though it is understood that current PH commitments such as this SLA are not being factored in to their saving proposals, full clarification will be required in due course).

ASR REF NO: RES-10

CURRENT SERVICE SUMMARY (INSURANCE)

Directorate:	Finance and Corporate Services	Brief description of service: The Insurance and Risk Team comprises 2.8 fte. It maintains the Council's insurance portfolio and deals with all insurance claims made against the authority (roughly around 800 per year) (including CSE). The Team also supports the preparation of the Council's statutory Annual Governance Statement, maintains the corporate risk register and provides advice and support on insurance and risk management matters.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	(81)	
2015/16 Budget £'000 Income:	351	
2015/16 Budget (£'000 Net):	270	
2015/16 Budget FTE:	2.8	

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
A	The Service has agreed proposals with the South Yorkshire Passenger Transport Executive to administer the Executive's insurance claims. This will reduce the Executive's external costs and provide income to the Council.	There will be no impact on services. The SYPTE has only a small number of claims (c30 per year) and the administration of these can be absorbed without detrimental impact on the Council or its resources (we receive c800 claims per year).	15	0	0				15	

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
		<p>RAG status – Green.</p> <p>The arrangement with the SYPTE has already been agreed.</p>								
B	<p>The Council's general claims record is exemplary and continues to improve year on year as a result of the general risk management arrangements in place within services for minimising the risk of claims. The impact of this is reduced premiums charged by insurers for the provision of insurance.</p> <p>This proposal is to reflect an anticipated reduction in the cost of insurance in the Council's budget.</p> <p><i>Note: This proposal is exclusive of any CSE related claims.</i></p>	<p>There will be no impact on services.</p> <p>Based on a general claims record (excluding CSE cases) we are anticipating modest reductions in the cost of insurance cover in each of the next two years. This is a simple adjustment to the current budget to more accurately reflect the likely cost of insurance cover.</p> <p>RAG status – Green.</p> <p>The assessment is based on the current level of claims that, with the exception of CSE cases which are exceptional and dealt with separately, is falling.</p>	25	25	0				50	

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 L £'000	TOTAL L FTE
C	<p>Since the major terrorist attacks in New York and London, and subsequently other cities, local authorities have considered taking out terrorism insurance to cover the cost of damage to buildings (the scope of terrorism cover is limited to buildings). Around half of the local authorities in the region currently have terrorism cover, including Rotherham, and half do not. The current cost of cover is c£60,000 p.a.</p> <p>It is not recommended to withdraw Terrorism Cover completely at this time, but there is an option for the Council to save c£20,000 p.a. in the cost of cover by reducing the overall value of cover from £100m to £50m.</p>	<p>The proposal would result in a very small increase in overall risk to the Council. I.e. In crude terms, it would require several buildings exceeding the value of £50m* spread across the Council to be lost in the same incident. The likelihood of this is now significantly reduced following the town centre property rationalisation programme and the centralisation into Riverside House. It should be noted that the cost of replacing Riverside House does not fall within the Council's insurance arrangements, as cover is catered for with the property lease for the building.</p> <p>If an incident did occur which resulted in losses of between £50m and £100m, the reduction in cover would most probably (i.e. unless there would be any Government Aid) leave the Council covering any costs above £50m. However, our risk assessment is that this is a risk which we are able to take.</p> <p>* including the cost of provision to ensure business continuity</p> <p>RAG status – Green.</p>	20	0	0				20	
	TOTAL		60	25	0	0	0	0	85	0

ASR REF NO: RES-11

CURRENT SERVICE SUMMARY (INTERNAL AUDIT)

Directorate:	Finance and Corporate Services	Brief description of service: The Accounts and Audit Regulations make it a statutory requirement to have an adequate and effective internal audit and to carry out sufficient work each year to issue an annual opinion on the Council's internal control environment The current Internal Audit Service carries out a programme of planned audits designed to assess whether the Council's significant risks are being effectively managed and its core financial systems are operating effectively and accurately. The Service also investigates any suspected fraud or other irregularities and provides advice to services on a wide range of control matters. This element of work provides crucial support to managers and is highly regarded by them.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	(463)	
2015/16 Budget £'000 Income:	64	
2015/16 Budget (£'000 Net):	(399)	
2015/16 Budget FTE:	8.4	

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	<p>Internal Audit has reduced in size by 50% over the last 5 years, from 16.8fte in 2010/11 to 8.4fte in 2015/16 and has lost some specialist skills in the process (for example ICT audit capacity).</p> <p>In view of the savings already made and the requirement to achieve more, this would make the current service model unsustainable; there would be insufficient resources available internally to provide the range of expertise needed within the service.</p> <p>Consequently, following a strategic review of options, it is proposed to move to a mixed model of provision, where an in-house team continues to deliver general audit coverage while specialist audit requirements are commissioned externally.</p>	<p>Overall, the proposal should ensure sufficient audit coverage can be achieved in general areas, while enabling audit in specialist areas to be increased to an appropriate level to address risks in these areas. This should result in an overall positive impact from the proposed changes on the Service's effectiveness.</p> <p>RAG status – Amber. Requires agreement to move to a mixed model, involving a restructure and the loss of 2 posts</p>	25			2.0			25	2.0
TOTAL			25	0	0	2.0	0	0	25	2.0

COMMENTS ON ABOVE PROPOSALS:

Service management costs are currently £180k (1x Chief Auditor, 1 x Audit Manager and 2 x Principal Auditors). Management Savings options relating to proposals A and B range from £50k to £90k (i.e. 13% to 23%). Because of reductions in the general staffing establishment, spans of control are not expected to be unmanageable.

Further strategic options available are to outsource the service entirely, although a mixed model of provision is thought to achieve the benefits of bringing in additional specialist expertise as required, while having a local in-house team on site to deliver planned work and address any urgent requirements.

ASR REF NO: RES-12

CURRENT SERVICE SUMMARY (BUSINESS SUPPORT)

Directorate:	Resources	Brief description of service: Centralised Business Support includes: - <ul style="list-style-type: none"> • Management Support: The provision of Personal Assistant and Management Secretarial support to Senior Management. • Riverside Business Support Team: The distribution of incoming mail throughout Riverside House, the design and production of ID Badges, mobile phone recharges, petty cash, ordering managed goods (paper and envelopes), restocking of Multi-Function Devices and administration of the Plan Printers in Riverside House. • N.B. The Corporate Mail Room and Corporate Print Unit based in Bailey House would normally be considered as part of Centralised Business Support Services however these are being considered as part of the 'Print and Post' All Service Review.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	£339	
2015/16 Budget £'000 Income:	-£81	
2015/16 Budget (£'000 Net):	£258	
2015/16 Budget FTE:	MST 11.42 BST 1.81 + 1 x Apprentice	

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	To implement an alternative Management Support operating model that provides for shared management support and allows for the reduction of staff numbers by 1 x PA post (Band H) and 2 x Management Secretary posts	Additional Personal Assistant and Management Secretary posts are required in the short term in order to be able to meet the support requirements of the new Chief Officer structure and the additional demands/workload being created by the Council's current improvement journey post the publication of the Jay and Casey reports, and allied to the work of	0	27	55	0	1	2	82	3

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
	(Band E). A reduction of 3 ftes is equivalent to a 25% reduction in staffing.	Government Commissioners. Implementation of an alternative Management Support operating model i.e. shared management support is to be undertaken after the Chief Officer restructure and improvement plans are well embedded - this is therefore likely to take effect during years 2 and 3 of the 3 year saving programme. RAG Status : Green								
	TOTAL		0	27	55	0	1	2	82	3

ASR REF NO: RES-16

CURRENT SERVICE SUMMARY *ELECTORAL SERVICES*

Directorate:	Resources	Brief description of service: Electoral Services provides voter registration services and delivers elections and referendums. It is a frontline service and is impartial in serving electors' interests and supporting political parties and candidates in the electoral process. The service supports the Returning Officer/Electoral Registration Officer (usually the Chief Executive) in meeting his/her duties in the statutory office of Returning Officer and Electoral Registration Officer. Legislation governs the way in which services are delivered.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	618	
2015/16 Budget £'000 Income:	13	
2015/16 Budget (£'000 Net):	605	
2015/16 Budget FTE:	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 L £'000	TOTAL L FTE
A	The introduction of All out Borough Council Elections every 4 years	A significant budget saving can be offered in 2017/18 as there will be no Borough elections taking place until 2020/21. There are no staffing implications associated with this saving. RAG Status : Green	0	215	0	0	0	0	215	0
	TOTAL		0	215	0	0	0	0	215	0

ASR REF NO: RES-17

CURRENT SERVICE SUMMARY COMMITTEE SERVICES

Directorate:	Resources	Brief description of service: Committee Services provides a full range of support to facilitate the effective governance of the Council, the Cabinet, Boards, Committees and Panels and Officer Meetings, including management and arrangements for the webcasting facility and the Education School Appeal process.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	170	
2015/16 Budget £'000 Income:	0	
2015/16 Budget (£'000 Net):	170	
2015/16 Budget FTE:	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	Additional income through the charging of Academies for the servicing of School Admission Appeals.	Committee Services and the School Planning, Admissions and Appeals Service within CYPS have entered into a Service Level Agreement with Academies for the charging of servicing and administration of Admission Appeals. RAG Status : Green	15	0	0	0	0	0	15	0
	TOTAL		15	0	0	0	0	0	15	0

CURRENT SERVICE SUMMARY - TOWN HALL CATERING

Directorate:	Resources	Brief description of service: The Town Hall Catering Unit provides refreshments to Council and Officer meetings held at the Town Hall, lunchtime meals and sandwiches from the John Smith Room, 'Today's Special' for Riverside House café and catering for Mayoral and Civic functions. The Unit will also provide catering i.e. for meetings / events held in Riverside House or to private bookings.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	105	
2015/16 Budget £'000 Income:	78	
2015/16 Budget (£'000 Net):	27	
2015/16 Budget FTE:	3.4	

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	Reduction in the provision of Town Hall Catering	<p>A reduction in demand prompted a review of the Town Hall Catering Unit and has determined that some services provided by the Unit could cease whilst others could be absorbed by other Council catering services.</p> <p>A number of short-term changes could therefore be made to reduce expenditure by over £50k. These are: -</p> <ul style="list-style-type: none"> End the practice of serving hot lunches at the Town Hall and instead use Riverside House café. 	55	0	0	1.54	0	0	55	1.54

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
		<ul style="list-style-type: none"> Reduce staffing from 6 (3.4 fte) to 3 (1.86 fte). Provision of the lunchtime special to Riverside House café to be provided from an alternative Council catering facility (Facilities Management to determine). <p>The £50k saving is based on a part closure of the Town Hall kitchen. Some services would be retained i.e. the provision of teas and coffees and a limited snack/lunch service e.g. sandwiches, whilst others duties would cease - i.e. the provision of hot meals at lunchtime.</p> <p>A more joined up approach with other Council catering services would allow some responsibilities to transfer to other Council catering facilities i.e. the provision of the Today's Special menu for Riverside House café.</p> <p>In addition the provision of two vending machines is also proposed – one for hot drinks and another for snacks – as an additional service to Members and staff.</p> <p>There would remain occasions where catering will need to be bought-in, e.g. special events, from whichever provider is in-keeping with the current costs and nature of the event (e.g. silver service, sit down meal or buffet style).</p> <p>There are 6 posts (3.4fte) affected by this proposal. The proposal will require a</p>								

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
		reduction to 3 posts (1.86 fte). One member of staff retired in August therefore 2 members of staff would be considered for redeployment, into school catering or "Breathing Space", where there are known to be vacancies. RAG Status : Green								
	TOTAL		55	0	0	1.54	0	0	55	1.54

COMMENTS ON ABOVE PROPOSALS:

Catering across the Council is currently provided from across at least three separate management structures: -

- CYPS – schools catering, Riverside House café and Breathing Space
- EDS – Country Park cafes, the theatre and museum.
- Legal and Democratic Services – Town Hall catering

A more strategic view of catering provision across the Council is required to determine the long-term, best practice operating model to deliver value for money. A fuller review of the overall catering services of the council is therefore to be undertaken to: -

- Make proposals for a single point of management, and
- Make arrangements on how efficiency could be improved, savings made and income generated.

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
<p>A number of recent changes at the Town Hall have resulted in a reduction in the amount of work undertaken by the Town Hall Catering Unit and has prompted this review. The changes include: -</p> <ul style="list-style-type: none"> • The introduction of flasks in meetings to replace the waitress serving of drinks at Member meetings held at the Town Hall. • A reduction in the order for 'Today's Special' meals for the Riverside House café. • Fewer meetings now being held at the Town Hall. 										

ASR REF NO: RES-21

CURRENT SERVICE SUMMARY LEGAL

Directorate:	Resources	Brief description of service: The Legal Services Division provides professional, high quality, value for money, legal advice to ensure the Council achieves its aims and acts lawfully. The Legal Teams provides support in the following areas: - <ul style="list-style-type: none"> ▪ Contract and commercial issues (Procurement, contract terms, negotiation support) ▪ Property related transactions and issues including compulsory purchase orders, landlord and tenant ▪ Corporate governance – democratic processes, probity matters including changes to Standing Orders, Standards Committee investigations and the Confidential Reporting Code. ▪ Criminal and civil litigation matters, including arbitration, dispute resolution ▪ Social Care – Adults and Childcare ▪ Data protection, freedom of information and records management matters, including advice on exempt reports, reviewing Freedom of Information Act decisions and retention of information ▪ Employment matters including employment tribunals ▪ Highways advice, Traffic Regulation Orders, Traffic Management ▪ Forward Planning, Development Control, Enforcement and Planning Appeals ▪ Housing possession claims and subsequent enforcement ▪ Injunction applications, Anti-Social Behaviour Order applications, Defending housing disrepair claims ▪ Prosecutions, Applications for search warrants ▪ Licensing Board & sub-committees, Licensing appeals, Other appeals (e.g. Abatement Notices) ▪ Defending Judicial Review claims ▪ Complaints Panels & Ombudsman investigations • The Legal Business Support Team provides dedicated administrative support to the Legal Management Team and Legal Teams. • The Legal Service also manages the statutory costs account which covers the cost of statutory public notices and unanticipated corporate legal advice arising during the year.
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	1,469	
2015/16 Budget £'000 Income:	294	
2015/16 Budget (£'000 Net):	1,175	
2015/16 Budget FTE:	23.2 Legal 3.5 Business Support	

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	Legal Services Business Support Team – introduction of	The Legal Service has presented a shared case management solution to the SY Legal Departments. A	0	9	40	0	0	1	49	1

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
	shared case management for SYLAs leading to income generation and pooled business support.	proof of concept is to be developed by RMBC ICT and a pilot project is to be developed with Barnsley MBC. Charges for professional services and economies of scale relating to pooled administration (reduction of 1 x Business Support officer Band C to G) will achieve the savings target without compromising levels of support. (Post saving £31k, income £18k) RAG Status : Amber								
B	Legal Services - increase income and top slice Supplies and Services budgets	The Service has reviewed current levels of income generation and has identified a number of opportunities to increase income (£104k) from external organisations i.e. Police and Crime Panel support charges, right to buy income and property related professional fees. In addition the Service will explore further top slicing of Supplies and Services budgets with a particular focus on print and post efficiencies (£7k). RAG Status : Amber	111	0	0	0	0	0	111	0
C	To liaise with Client Departments and introduce staff reductions of 4 FTE (2.5 x Solicitor Band K to L and above and 1.5 x Legal Officer/Paralegal Band E to J) to coincide with a reduction in demand for support. A reduction of 4 FTE is equivalent to a 17% reduction	This saving is entirely dependent on Legal Services working closely with Client Departments in order to identify and implement reductions in their demand for support from the Legal Team. It also aligns to the anticipated reduction in work due to early intervention measures being introduced within the CYPs Safeguarding Unit and also to allow time for sufficient support to be provided to Adult Social Care to achieve their £10m year 1 savings target.	0	55	115	0	1	3	170	4

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
	in staffing.	<p>In order to minimise the impact of losing 4 x FTE it is imperative that savings in Legal Services are aligned to a reduction in demand for support from client Departments otherwise they are not sustainable and will impact on the level of support that can be delivered at a critical time for the Council. In addition the saving will not be achieved if demand for support remains at current levels whereby the savings target would then become a budget pressure in Year 3.</p> <p>Also, to take staff savings in year 1 would jeopardise the plans to generate additional income in year 1 and also would compromise the Legal support required of Children's and Adult's Social Care Services.</p> <p>RAG Status : Red</p>								
	TOTAL		111	64	155	0	1	4	330	5

COMMENTS ON ABOVE PROPOSALS:

A - RAG Status: Amber - Whilst some interest has been shown in a shared case management arrangement the Legal Business Support saving is entirely dependent on the appetite for sharing across the region. The saving has been offered in year 3 to allow the proof of concept and pilot to be fully implemented and shared administration to be properly developed.

B - RAG Status: Amber – Income generation in Legal Services may be compromised if client departments make savings in those areas of work that Legal Services can treat as fee earning i.e. sales, acquisitions etc. In addition the income target will rely on a buoyant right to buy market and the continuation of the servicing of the Police and Crime Panel. Income generation has been calculated taking into account client decisions where known.

ASR REF NO: RES-22

CURRENT SERVICE SUMMARY (CORPORATE COMPLAINTS TEAM)

Directorate:	Resources	<p>The team provides a standardised approach to handling all formal (and numerous informal) complaints made to the council, in line where necessary with statutory requirements - working with service managers to quality assure responses and ensure all statutory procedures are followed and met. A key focus of the team is to also ensure full and proper reviews of complaints so that services can benefit from learning and can support service improvement. The team works directly with customers - via phone, email and home visits - to make sure they are provided the best and most appropriate response to their concerns.</p> <p>In addition to formal complaints made to the council, the team also handle Local Government Ombudsman (LGO) matters; and MP and other "VIP" correspondence with Elected Members, Senior Officers and, now, Commissioners. It also manages service compliments.</p> <p>A further role of the team is to manage the 'eCasework' system that elected members use for ward surgery enquiries, providing support to Members in dealing with constituency matters.</p> <p><i>Note: £64k of income comes from the HRA, covering 100% of one 1.0FTE (Band I) post, who is dedicated to Housing Service complaints (£41k), and £22k towards the supervisory, admin support, holiday cover and wider team support costs associated with these Housing-related complaints.</i></p>
Advisory Cabinet Portfolio:	Leader	
2015/16 Budget (£'000 Gross):	£194k	
2015/16 Budget £'000 Income:	£64k	
2015/16 Budget (£'000 Net):	£130k	
2015/16 Budget FTE:	5.3FTE	

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	Minor reassessment and uprating of HRA contribution to the team – e.g. to 50% of Team Manager role	<p>“Amber” RAG Rated – will depend on wider review of HRA applicability. Detailed discussion not yet taken place.</p> <p>£64k of team income (33%) comes from the HRA, covering 100% of one 1.0FTE (Band I) post, who is dedicated to Housing Service complaints, and 46% of the Team Manager post (1.0FTE, Band K), but which reflects the support that the whole team provides to the dedicated housing complaints officer in terms of management supervision, admin support, holiday cover, and wider day-to-day assistance.</p>	2	0	0	-	-	-	2	-

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
		<p>Over 47% of all complaints received by the council last year relate to Housing issues. There may therefore be justification to reassess and uprate the contribution of HRA towards the team's work.</p> <p>While there are clearly important sensitivities over the use of HRA, a 4% further increase in contribution on the current basis would equate to £2k of additional income for the team (to £66k, or 34%) reflecting the level of HRA/Housing-related activity it is involved in.</p>								
B	Admin savings from investment in automated IT system to support a more secure and efficient system of chasing and service-led processing/administration of complaints	<p>Subject to developing a Business Case, as yet unexplored – therefore “Red” RAG rated.</p> <p>Will depend on commitment within services to increase their direct admin/processing roles. Saving level theoretical at this stage, and the focus of potential IT investment is about a more secure and reliable system, rather than to offset staffing/ admin resource – i.e. a new system will still require a minimum level of effective administration. However, it might be reasonably assumed, subject to more detailed analysis, that some small admin resource efficiency saving is possible from the current 1.3FTEs (3x part time posts). There will also be opportunities to explore is more collaborative admin support with wider teams as part of the formation of the new Assistant Chief Executive's directorate.</p> <p>Would also require up-front investment in officer time and training to implement the new system, within current resources – hence any assumed savings are not anticipated prior to year 2.</p>	0	4	0	-	0.2	-	4	0.20
E	Setting the team a new income target – incentivising a new focus on income generation from the	<p>“Red” RAG rated – as this remains at concept stage and the detail of how any charging model would work in practice is yet to be determined.</p> <p>The team does, at present, provide services to schools through</p>	0	5	25	-	-	-	30	-

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
	services the Team currently provide to schools – and to start to initiate potential shared service arrangements with other councils/ organisations.	<p>advocacy and advice on disputes with parents about school places; and has also provided associated training to schools and school governors. There is potential to put this on a more commercial footing, pending further consideration.</p> <p>It will be important to see these potential opportunities in conjunction with wider traded service proposals with schools – further discussions are needed on this.</p> <p>In addition, on the basis that the current RMBC structure for complaints – i.e. a small, more independent corporate team, rather than officers embedded in service teams - is one that other councils are now looking to implement (including, it's understood, Doncaster), there may be some shared service opportunities to explore and put in place, given the experience of the Rotherham Team in operating on this basis and overall effective performance in benchmark terms with national, regional and peer authorities.</p> <p>This is highly speculative, however, at this early stage; and on the basis the team would need to build its commercial credibility to provide such a traded service, the potential saving profile is back-loaded and tapered up towards year 3 – but this profile would need to be reassessed in the light of a detailed business case.</p> <p><i>Note: an alternative option would be to replace any income target with a cut-back in the size of the corporate team and a review as a result of the council's customer complaints standards – i.e. assessing whether longer timeframes for responses may need to be set.</i></p>								
	TOTAL		2	9	25	0	0.2	0	36	0.2

COMMENTS ON ABOVE PROPOSALS:

The centralised complaint function within the Council was created in 2012, consolidating and reducing the numbers of officers dealing with complaints in service directorates, into a smaller team of 5.3FTEs. The current structure of the team, as a corporate, central resource, is one that a number of other councils are now looking to implement.

The last year has seen an upward trend in the number of complaints received by the council and handled by the team (a 3% increase to 693 from the 672 received in 2013-14). The team also experienced a 17% increase in Councillor Enquiries over the last year, reflecting increased use by elected members of the eCasework system, particularly by new Councillors (44% of Councillors are now using this system, i.e. 28 out of 63); and an 80% increase in MP cases (from 269 to 485).

Finally, it may be important to note that a core function of the team is to stop complaints escalating to more complex (and potentially more costly, e.g. compensation payment) stages. Current performance on this is good – despite an overall increase in complaints in 2014/15, the team worked to help ensure only the same proportion escalated to Stage 2 as the year before. There is a built-in incentive for the team to performance manage complaints so that they are dealt with quickly and to the required standards (at Stage 1) in order to avoid more complex investigations that they would need to lead personally.