

## Savings by Directorate

Directorate		2016/7 £,000	2017/18 £,000	2018/19 £,000	Total over 3 years £,000	FTE	FTE	FTE	FTE
Children's & Young People Services	Enclosed savings	967	134	375	1,476	5.0	1.5	0.7	7.2
	Early Help Savings Proposal	421	421	0	842	17.2	0	0	17.2
	<b>Children's &amp; Young People Services Sub Total</b>	<b>1,388</b>	<b>555</b>	<b>375</b>	<b>2,318</b>	<b>22.2</b>	<b>1.5</b>	<b>0.7</b>	<b>24.4</b>
Environment & Regeneration	Enclosed savings	2,385	799	514	3,698	48.1	15	6.5	69.6
	Property rationalisation	235	0	0	235	0	0	0	0
	<b>Environment &amp; Regeneration Sub Total</b>	<b>2,620</b>	<b>799</b>	<b>514</b>	<b>3,933</b>	<b>48.1</b>	<b>15</b>	<b>6.5</b>	<b>69.6</b>
Finance & Corporate Services	Enclosed savings	2,007	996	1,214	4,217	34.54	14.1	25.3	73.94
Public Health	Enclosed savings	555	294	199	1,048	0	0	0	0
Neighbourhoods & Adult Social Care	Neighbourhoods - Enclosed savings	250	100	100	450	0	0	0	0
	Neighbourhoods - Furnished Homes	1,500	0	0	1,500	0	0	0	0
	Enclosed Savings: Adult Social Care - Forecast Financial Implications of Development Programme 2016-2019)	3,295	3,831	2,054	9,180	241.8	150	37.2	429
	<b>Neighbourhoods &amp; Adult Social Care Sub Total</b>	<b>5,045</b>	<b>3,931</b>	<b>2,154</b>	<b>11,130</b>	<b>241.8</b>	<b>150</b>	<b>37.2</b>	<b>429</b>
<b>TOTAL</b>		<b>11,615</b>	<b>6,575</b>	<b>4,456</b>	<b>22,646</b>	<b>346.64</b>	<b>180.6</b>	<b>69.7</b>	<b>596.94</b>

**CYPS**

**ASR REF NO: CYPS-01**

**CURRENT SERVICE SUMMARY : School Catering**

<b>Directorate:</b>	EDS	<b>Brief description of service:</b> The core business is the provision of meals for schools, pupils and parents in Rotherham. The outcomes achieved by the service extend beyond the provision of lunch time meals with breakfast and mid-morning services provided to schools. By the provision of health and nutritious food, contributing to the key areas of academic achievement and reducing obesity and malnutrition. The service is proactive in minimising the number of packed lunches supplied from home and improving the take up of school free meals which is a key priority in the School Food Plan. The Catering service recognises its duty of care for citizens and is active through the Health Eating & Obesity agenda assists in the provision of nutritionally balanced meals which comply with The Education (Nutritional Standards and Requirements for School Food) (England) Regulations 2007 (amended). The overall objective of Catering Services is to ensure that a customer focused, value for money service is provided which meets the priorities and objectives of the Councils corporate planning and strategic direction. Alternative commercial providers will have a profit-based focus which experience shows (returning customers and PFI contract interaction) that additional charges are made for activities which previously were negotiated rather than charged to the customer. Fixed contracts with commercial companies will reduce the overall flexibility of this workforce to react to council requirements from an operational, economic and strategic perspective.
<b>Advisory Cabinet Portfolio:</b>	Cllr Watson	
<b>2015/16 Budget (£'000 Gross):</b>	8710	
<b>2015/16 Budget £'000 Income:</b>	-9268	
<b>2015/16 Budget (£'000 Net):</b>	558	
<b>2015/16 Budget FTE:</b>	231	

**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	Traded account – requirement to increase surplus target to achieve saving proposal	Traded agreement with surpluses re-invested into the service. Hence, impact may result in reduction in investment available for the service and on the financial viability going forward to compete. Potential long term effect: reduction in investment (equipment, new processes, cashless system) with result in reduction in contracts as the operations become dated, uneconomical and not commercially viable, which may reduce the income available to achieve surplus – the impact could increase year-on-year. There may be environmental compliance issues to consider, which force the investment at potentially a higher cost; and potential health and safety issues as a result of reduced investment. <b>RAG Status: Amber</b>	83						83	
B	Traded	Traded agreement with surpluses re-invested into the service. Hence,		40					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
	account – requirement to increase surplus target to achieve saving proposal	impact may result in reduction in investment available for the service and on the financial viability going forward to compete. Potential long term effect: reduction in investment (equipment, new processes, cashless system) with result in reduction in contracts as the operations become dated, uneconomical and not commercially viable, which may reduce the income available to achieve surplus – the impact could increase year-on-year. There may be environmental compliance issues to consider, which force the investment at potentially a higher cost; and potential health and safety issues as a result of reduced investment. <b>RAG Status: Amber</b>								
C	Traded account – requirement to increase surplus target to achieve saving proposal	Traded agreement with surpluses re-invested into the service. Hence, impact may result in reduction in investment available for the service and on the financial viability going forward to compete. Potential long term effect: reduction in investment (equipment, new processes, cashless system) with result in reduction in contracts as the operations become dated, uneconomical and not commercially viable, which may reduce the income available to achieve surplus – the impact could increase year-on-year. There may be environmental compliance issues to consider, which force the investment at potentially a higher cost; and potential health and safety issues as a result of reduced investment. <b>RAG Status: Red</b>			40				40	
	<b>TOTAL</b>		83	40	40	0	0	0	163	0

**COMMENTS ON ABOVE PROPOSALS:**

The number of schools moving to Trust and Academies has resulted in many choosing an alternative model for school meal provision. The council decision to move to the Living Wage has had a significant impact on the cost of the service provision. The government policy for the provision of Universal Infant Free School Meals has had a significant impact on meal numbers provided and positive economies of scale. Labour profiles are determined by an agreed staffing scale based on an average meal uptake per month, adjustments are made monthly to reflect the change in meal numbers which follow seasonal patterns. This process ensures effective costing, performance and achieves the levels of health and safety and risk assessment required for the catering environment. The RAG status is based on this trend continuing, however, the extent of take up cannot be guaranteed and the Living Wage impact may be more apparent in customer decisions on alternative models by 2018/19. The management levels have been reduced significantly as the Manager is now shared between Catering and Facilities Services. Any further reductions will result have a major impact on customer service, compliance monitoring and staff welfare.

**ASR REF NO: CYPS-03**

**CURRENT SERVICE SUMMARY *Early Years and Childcare***

<b>Directorate:</b>	CYPS	<b>Brief description of service:</b> The Early Years and Child Care Service provides statutory services to Early Years settings, childminders, schools, both in the maintained, private and voluntary sector and for parents and children. The main focus of the work is with children under five, in order that children from the age of birth to five have the very best start in life by accessing high quality education and childcare provision. This is a crucial stage for children, if we get it right at this stage with communication and language development, basic literacy and numeracy skills it enables children to achieve later within the school system. There are 15,000 children under the age of 5 in Rotherham. The EPPE (Effective Provision of Pre-school Education) national research study found that the quality of a child's pre-school experience has lasting effects on their ability to achieve in education as they get older and a chance to escape poverty and have improved life chances. The work of the service ensures the Council meets its statutory duties with regard to the Childcare Act 2006 (sections 6,7,9,12,13, 31 to 38, 39 to 48, 49 to 98). This includes:- the LA's responsibility for the educational outcomes of all children by the age of 5; LA to secure sufficient childcare provision across the Borough; secure good quality (as measured through Ofsted inspection) Early Education places for children; provide information and advice to parents and carers about childcare and services for children up to the age of 19 (25 for young people with a disability); secure provision for training for all early years and childcare providers; offering 1 to 1 support to all potential new providers to meet Ofsted registration requirements; provide support and challenge to any settings, including schools where the quality of provision for children is less than good. If a setting is providing inadequate provision the LA has a duty to withdraw early education funding; statutory duty to moderate the accuracy of the Early Years Foundation Stage Profile assessment of children at the end of the reception year on an annual basis. Required to complete an annual moderation visit to at least 25% of the total number of schools completing the Profile and to provide training to all practitioners administering the Profile. The Early Years and Childcare service supports approximately 500 providers across Rotherham - in both the school and private and voluntary sector who deliver early education and childcare to children between the ages of birth to five. These providers include pre-schools; childminders; day nurseries, out of school clubs (up to the age of 8) and all schools with children under the age of 5.
<b>Advisory Cabinet Portfolio:</b>	Cllr Watson	
<b>2015/16 Budget (£'000 Gross):</b>	613	
<b>2015/16 Budget £'000 Income:</b>	-47	
<b>2015/16 Budget (£'000 Net):</b>	566	
<b>2015/16 Budget FTE:</b>	19.5	

**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	Management saving – A senior manager (Band H) to reduce	Minimal impact anticipated – no direct impact to the public. Some impact on more senior management staff who may need	15	0	0	0.4	0	0	15	0.4

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	hours by 2 days  <b>RAG status Green</b>	to pick up any urgent issues which arise on the two non working days. Some impact on more senior management staff who may need to pick up any urgent issues which arise on the two non working days. Increased workload pressure on another member of staff who will take on some data analysis tasks within their current role. Savings equate to a 3% management reduction through staff loss.								
C	An increased contribution to the salaries of 4.2 FTE staff within the Early Years and Child Care Service - to be paid from the DSG Early Years block, instead of revenue budget, This is an approach that other local authorities already take and is acknowledged by the Government that a small element of EY DSG block can be used for centrally retained spending.  An element of the 4.2 FTE staff's work, enables the LA to continually meet its duties around ensuring there are sufficient numbers of children taking up their early education places, and the 'pass-porting' of DfE funding from the DSG	At present 0.1% (95k) of the total EY DSG block (12.9m) is used to contribute to the salary costs of 4.2 FTE staff in the Early Years and Child Care service. Their work results in the LA meeting its duties around 'pass-porting' Early Education funding to Early Years providers and also eligibility checking of children aged 2, 3 and 4. This involves pass porting funding to approximately 168 PVI providers and 3,558 children each term.  The proposal is to increase the salary contribution towards 4.2 FTE staff from 95K to 147K, an increase from 0.1% to 1.1% of the total EY DSG block, releasing 52K from revenue.  If the early education funding is not appropriately managed and administered 2, 3 & 4 year olds will not be able to access their early education place across the borough. The 2 year old children are the most vulnerable children.  Based on the EY DSG block funding formula implemented in 2014/15, this budget generates a small surplus. The 2014/15 surplus was approved against a	52							

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
	EY's block for 2, 3 and 4 year old children to schools and early years providers in the private and voluntary sector, including childminders.	<p>'one off' activity. In future years the surplus would cover the cost of the additional 52K required from 2016/17 onwards</p> <p>However, an amber risk has been identified due to the fact the ChildCare Bill 2015, is at present going through Parliament. This may have implications for the way in which the EY DSG funding formula is calculated in the future, , which may affect the amount that can centrally retained and also how hourly rate is distributed to all providers</p> <p>Also agreement from the schools forum would be required for centrally retained spending from the EY DSG block</p> <p>This means that 52K could be saved from the small surplus from the EY DSG block 2015/16, and could be used against the revenue saving for 4.2 staffing costs in 2016/17, if agreed by the Schools Forum.</p> <p>The risk is whether this can be sustained in 2017/18 onwards, due to unknown outcome of the Child Care Bill 2015, plus seeking annual agreement from the schools forum.</p> <p><b>RAG: AMBER</b></p>								
D	Early Years and Childcare Service funding to reduce further through continued efficiency savings and finding smarter ways of working	<p>Minimal impact anticipated – limited impact on public.</p> <p>Managers and all early years staff will take responsibility to further reduce resources and work more efficiently. No new IT / phone equipment will need to be purchased over the next 2 years.</p>	18	27	0	0	0	0	45	0

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	<b>RAG status Green</b>	Reductions in the promotional materials used to promote the two year early education places as we already have a high take up compared to national levels. This has a potential impact on the public as some new parents may not become aware that their child could access this provision, however alternative lower cost methods will be used.								
E	Income generation from delivering training to Private, Voluntary and Independent (PVI) Early Years providers  <b>RAG status Green</b>	This is reliant on Ofsted registered childcare and early education providers, including Childminders, buying our training and on our ability to deliver training whilst also delivering services to meet our Statutory Duties. Providers already pay for training that is provided and a slight increase in charges should achieve this saving.	0	3	0	0	0	0	3	0
<b>TOTAL</b>			<b>85</b>	<b>30</b>	<b>0</b>	<b>0.4</b>	<b>0</b>	<b>0</b>	<b>115</b>	<b>0.4</b>

**COMMENTS ON ABOVE PROPOSALS:**

The above details the 21.5% savings which the Early Years Service proposes to make in 2016/17 and 2017/18. This meets the 15% management reduction target. However, in order to save £52K of revenue from staffing costs in 2016/17 whose roles and functions are around the early education systems and processes, this will need to be covered from the DSG block. The rules of allocation of Early Education funding within Rotherham's Early Years DSG blocks is permitted for usage to cover staff costs who are undertaking this function. The DfE are at present reviewing the amount given in the LA Early Years block and have shown a commitment to increase this. In order for this to occur, this proposal would need to be presented at Schools Forum, and ultimately the Strategic Director of CYPS to make a final decision.

It is proposed that in 2017/18 further savings are met through income generation from training and the annual Early Years conference.

**ASR REF NO: CYPS-04**

<b>CURRENT SERVICE SUMMARY – School Planning, Admissions and Appeals, School Improvement</b>		
<b>Directorate:</b>	CYPS	<p><b>Brief description of service: School Planning, Admissions and Appeals</b></p> <p>All functions are statutory:</p> <p>School Improvement statutory function including knowing all schools performance, intervention in underperforming schools, work with Governors, moderation and Elective Home Education.</p> <p>Processing school admissions applications for both Maintained Schools and as a traded Service with Academies.</p> <p>Provision of an Admission Appeals Service, Provision of a Fair Access protocol for Primary and Secondary Schools.</p> <p>Monitoring and tracking Children not on roll at a school and referral to Children Missing Education function in Education Welfare Service and other bodies as appropriate.</p> <p>Forward planning of school places, securing of capital for future education provision eg basic need, Section 106, CIL, targeted basic need, leading on statutory consultations such as annual admissions consultation, school prescribed alterations, annual report to the schools adjudicator, maintaining and refreshing catchment area information, school calendar setting, contingency for pupil growth funding allocations etc.</p> <p>Risk Management – coordination of health and safety procedures for schools, Emergency Planning Directorate Lead, Business Continuity Directorate Lead, Insurance Claims Directorate Lead, Strategic Register Directorate Lead.</p> <p>Following restructure of Education and Skills the Service is now responsible for the LAs statutory duty to ensure the safe moving and handling of children with disabilities in education in the Borough through management of a Paediatric Physiotherapist seconded from NHS Rotherham.</p>
<b>Advisory Cabinet Portfolio:</b>	Cllr Watson	
<b>2015/16 Budget (£'000 Gross):</b>	£2,623,720	
<b>2015/16 Budget £'000 Income:</b>	£1,662,635	
<b>2015/16 Budget (£'000 Net):</b>	£2,623,720	
<b>2015/16 Budget FTE:</b>	36.38 FTE (13.15 Revenue 23.28 Traded 0.95 Grant 0.5 Early Years) 11 x School Planning Admissions & Appeals 1 x Apprentice until 31.12.15 1 x Moving & Handling Coordinator from August 2015	

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	Renewal of existing 2 year SLAs with Academies due WEF September 2016 to include financial uplift in Risk Management offer to include Manual Handling service as part of standard offer. Implement SLE offer to	Competitive uplift in cost to include manual handling consultation and training as part of standard offer and inclusion of a training charge to schools to 'off set' revenue costs.  <b>RAG: Amber</b> Dependant on successful consultation and negotiations with schools.	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
	maintained schools for manual handling services.									
B	2016/17 projected income profile is £146k for existing traded services based on current Academy level (assuming current buy back rate maintained).	This increased income profile would further reduce the revenue costs to the Council.  <b>RAG: Amber</b> Dependant on successful renegotiation of offer to Academy Trusts.	146	0	0	0	0	0	146	0
	<b>TOTAL</b>		166	0	0	0	0	0	166	0

**COMMENTS ON ABOVE PROPOSALS:**

School Place Planning, Admissions and Appeals statutory functions, Children Missing Education cross service post, Directorate Lead on Health and Safety, Risk Management, Emergency Planning, Business Continuity and Insurance Claims, Manual Handling Assessment, advice, guidance, support, training and care planning.

The School Planning, Admissions and Appeals Service has a lower total expenditure and staffing profile than statistical neighbours and has a low financial profile compared to regional and national counterparts. Our Service is a comparator for Admissions and Appeals service but has a much wider remit than comparators – also including school Organisation, Risk Management and Paediatric Manual Handling service in our portfolio.

The Service processes 10,000+ admissions applications annually, presents over 400 admissions appeals annually, has a historic 90% + profile for 1<sup>st</sup> preference applications for a reception / Y7 school place during the normal admission round and has a positive DfE school place planning basic need score card – delivering above the national average new places in good or outstanding schools and being below national average on cost of new places.

Given the diversity of our portfolio we have been able to embark on a program of 'up skilling' staff to provide contingency cover in depth. We increasingly offer traded services as schools convert to Academy status although even if schools do not 'buy back' there is a minimum level of service that the LA must statutorily provide in relation to Admissions, Appeals, Fair Access and Risk Management. Other areas of the Service eg School place planning, statutory returns to Schools Adjudicator, School Capacity and Planning (SCAP) returns, Admissions consultations, prescribed alterations, additional infrastructure, Contingency for pupil growth allocations etc remain that of the LA and the Council cannot pass these costs on to schools via traded service.

With the DfE's 'coasting schools' agenda there are likely to be more schools converting to Academy Status over the next 1 – 5 years. This would mean more opportunities to expand traded services income, further reducing reliance on revenue to fund posts.

Difficult to project number of Academy conversions and timeline as this is for Governing Bodies and DfE to determine, however Academies SLA financial contributions to the Service are applicable from date of conversion.

RAG: Currently it is not possible to identify the impact of the recently announced government policy.

**ASR REF NO: CYPS-07**

**CURRENT SERVICE SUMMARY – Safeguarding, Children & Families**

<b>Directorate:</b>	<b>CYPS</b>	<b>Brief description of service:</b> Statutory Children’s Social Care Services including Multi-Agency Safeguarding Hub, Duty and Assessment Teams, Evolve Team (CSE), Looked After Children including residential care provision, fostering and adoption, Care leavers.
<b>Advisory Cabinet Portfolio:</b>	Cllr Watson	
<b>2015/16 Budget (£’000 Gross):</b>	£30.8m	
<b>2015/16 Budget £’000 Income:</b>	£1.2m	
<b>2015/16 Budget (£’000 Net):</b>	£29.6m	
<b>2015/16 Budget FTE:</b>	343.95 FTE	

**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	Children’s Social Care Management	Review of management’s spans of control following delivery of savings predicated on benefits in reduced demand along a continuum resulting from Early Intervention and Prevention and secured service improvements for Children and Young People.  <b>RAG Status: Green</b>	0	0	300	0	0	TBA	300	TBA
B	Residential Care Provision	Review of internal Residential Care Provision assuming 1 <sup>st</sup> April Financial Year end.  Efficiencies achieved from integration of management.  <b>RAG Status: GREEN</b>	515	0	0	TBA	0	0	515	TBA
<b>Total</b>			<b>515</b>	<b>0</b>	<b>300</b>	<b>TBA</b>	<b>0</b>	<b>TBA</b>	<b>815</b>	<b>TBA</b>

**ASR REF NO: CYPS-9**

**CURRENT SERVICE SUMMARY – Early Help**

<b>Directorate:</b>	CYPS	<b>Brief description of service:</b>  Children’s services are developing an integrated, borough wide, early help offer targeting early help services to prevent the need for high cost social care intervention and secure better outcomes for Children, young people and their families. Through early identification of need in universal settings we can intervene early to prevent identified needs escalating into complex and costly interventions at a later point. Work is structured across 3 geographical areas (North, South and Central) and x9 Locality Teams.
<b>Advisory Cabinet Portfolio:</b>	Cllr Watson	
<b>2015/16 Budget (£’000 Gross):</b>	£10.5m	
<b>2015/16 Budget £’000 Income:</b>	£4.1m	
<b>2015/16 Budget (£’000 Net):</b>	£6.4m	
<b>2015/16 Budget FTE:</b>	261.76 FTE	

**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
E	Rationalisation of management as FRP outreach staff move into locality teams. (Removal of Family Recovery Programme Team Manager)	Family Recovery Programme (FRP) outreach staff will be managed by Early Help team managers. This will ensure consistent support is in place post FRP Manager exit.  FRP outreach staff being based in locality teams will provide quality intensive family support to vulnerable, complex need families. Intelligence gained through locality working will support intensive outreach interventions.	44	0	0	1	0	0	44	1

		<p>FRP outreach staff are confident and assertive practitioners who will be able to model and support other EH staff to provide effective interventions for families. Basing FRP outreach staff in localities will further strengthen partnership working. FRP outreach staff already co-ordinate support across adult's and children's services; through a move to locality model, there is likely to be minimal impact in terms of delivering to FRP model.</p> <p><b>RAG Status: Green</b></p>								
F	Reduce travel of staff to deliver outreach support to families. Current budget for mileage (car allowances) is £14,000	<p>Move to locality teams will reduce the travel requirements for outreach staff. Based in localities, staff will reduce mileage claims through no longer having to cover borough wide caseloads. This will have no impact of levels of service available to clients and will increase available case time per worker.</p> <p><b>RAG Status: Green</b></p>	6	0	0	0	0	0	6	0
G	Review of family support services	<p>Reviews of family support to inform remodelling and transformation of Early Help targeted family support model.</p> <p><b>RAG Status: Green</b></p>	30	0	0	1	0	0	30	1
			80	0	0	2	0	0	80	2

**REF NO: CYPS-15**

**CURRENT SERVICE SUMMARY – SCHOOL CROSSING PATROLS**

<b>Directorate:</b>	CYPS	<p><b>Brief description of service:</b></p> <p>The provision of school crossing patrols is a discretionary service. It is not a legal requirement, although where a patrol exists there is a legal requirement for the council to manage them.</p> <p>This is a highly regarded public service which forms part of the road safety activities to help children get safely to and from school.</p> <p>The patrol times are generally 35 minutes each, morning and afternoon, which span the start and finish of the school day.</p> <p>There are constant requests for additional patrol points for the schools not currently covered, although there are difficulties in recruiting to the existing posts.</p> <p>There is a nationally agreed process for surveying a site to ascertain if it meets the criteria set out by RoadSafetyGB for a patrol point.</p>
<b>Advisory Cabinet Portfolio:</b>	Cllr Watson/Cllr Sims	
<b>2015/16 Budget (£'000 Gross):</b>	195	
<b>2015/16 Budget £'000 Income:</b>	0	
<b>2015/16 Budget (£'000 Net):</b>	195	
<b>2015/16 Budget FTE:</b>	12.72	

**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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
B	New income targets set for the service to develop collaborative funding arrangements for continuing crossing	The Council currently provides the funding for all School Crossing Patrol Points in Rotherham – 74 in total - at both local authority and Academy related sites.	5	15	15	-	-	-	35	-

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
	points (i.e. medium & high risk)	<p>This proposal would require the service to enter into collaborative (either shared or fully externally funded) Service Level Agreements with schools to provide more stable and sustainable future arrangements.</p> <p>Delivery of this proposal will depend on the willingness and financial ability of schools – both Academy and Local Authority maintained - to enter into such arrangements, as well as ensuring the necessary legal compliance.</p> <p><b>RAG Status: Red</b></p>								
	<b>TOTAL</b>		5	15	15	-	-	-	35	-

COMMENTS ON ABOVE PROPOSALS

**ASR REF NO: EDS-11 (Service now managed CYPS)**

**CURRENT SERVICE SUMMARY Building Cleaning & Toilets**

<b>Directorate:</b>	EDS & Neighbourhoods	<p><b>Brief description of service:</b>                  The core business is the provision of cleaning services for Rotherham schools, civic building, community provision (HRA), Cross agency agreements with NHS Rotherham for Breathing Space and Maltby Joint Service Centre and commercial trading agreements (Rotherham PFI Schools Partnership with Cofely) In addition All Saints Square Toilets are managed as part of the trading account management cost but provide a degree of income from customers to cover the operational cost of the attendance and the cleaning activity.                  School cleaning accounts for 64% of the service contracts and provides clean and healthy schools for 70% or 87 schools in the Borough. This ensures that in these schools the pupils are learning in a clean and healthy environment, monitored to British Institute of Cleaning Science (BiCS) for an educational site.                  A further 22% of the service contracts are office accommodation used by the public of the borough, which ensure the cleanliness of these areas, giving civic pride in the buildings. Finally 11% of the service contracts are engaged with the neighbourhoods to ensure an effective, timely and caring response is given to requests for assistance with social service cleans for members of the public who, generally through illness are finding it difficult to maintain a healthy and hygienic home environment. These contracts also include the timely turnaround of emergency housing within the furnished homes environment, VOIDS properties to ensure they are back available for retail as soon as possible and the weekly cleaning of the communal areas of council flats and wardens centres.</p>
<b>Advisory Cabinet Portfolio:</b>	Cllr Lelliott/Cllr Watson	
<b>2015/16 Budget (£'000 Gross):</b>	5,224	
<b>2015/16 Budget £'000 Income:</b>	-5,162	
<b>2015/16 Budget (£'000 Net):</b>	62	
<b>2015/16 Budget FTE:</b>	266	

**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	Conversion to an un-manned facility at All Saints Public Toilets (1.6 x Band A – four staff affected)	<p>All Saints Toilets has one attendant on duty through-out the day responsible for the collection of entry charges. The facility is open Monday to Saturday, 9am to 5pm and currently has 65,000 visits per year.</p> <p>The conversion to an un-manned facility would remove the requirement for an attendant and leave only the cost of the daily cleaning of the unit. This would be £1,040 per annum.</p> <p><b>Cost of the conversion</b></p>	6			1.6				1.6

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
		The cost of conversion would include installation of a turnstile and installation of CCTV, conversion of UV lighting and emergency telephone line. The cost of such works would be £12,841.  <b>RAG Status: Amber</b>								
B	Removal of supervisory post (0.5 x Band G)	The support post currently monitors the suppliers and contractors involved in the provision of the cleaning services, particularly the PFI contract.  <b>RAG Status: Red</b>		15			0.5			0.5
<b>TOTAL</b>			6	15	0	1.6	0.5		21	2.1

**COMMENTS ON ABOVE PROPOSALS:**

ASR 11A –

All Saints Toilets has been subsidised by the trading account for a number of years. There is a risk that an unmanned facility may result in an increase in misuse and anti-social behaviour. Mitigations are being put in place around CCTV cameras and regular checks by neighbourhood services.

ASR 11B –

If the reassigning of the work is not successfully transitioned there is a risk that penalties on contracts may be incurred. Work will be reassigned across the service. The workloads for existing operations team members will increase along with movement of staff responsibilities. Management of this impact will be achieved by planning the process now for 2017/18. The operational supervisory team will be reduced by 9%.



## ASR REF NO: EDS 12 (Now CYPS)

CURRENT SERVICE SUMMARY Caretakers		
<b>Directorate:</b>	CYPS	<b>Brief description of service:</b> This service is the maintenance of the day-to-day Health and Safety of civic community and some school buildings. This includes fire alarm testing, legionella related activity and security. 24/7 call-out responsibilities for civic and NHS buildings including responsibilities within the Borough Emergency Plan. In addition, all the deliveries to Riverside, contractor receipt and monitoring and implementing emergency protocol building shut-down during office and out-of-hours. All the caretaking services are front-line, face-to-face provision which is funded via whole or part income generation.
<b>Advisory Cabinet Portfolio:</b>	Cllr Lelliott/Cllr Watson	
<b>2015/16 Budget (£'000 Gross):</b>	631	
<b>2015/16 Budget £'000 Income:</b>	-289	
<b>2015/16 Budget (£'000 Net):</b>	342	
<b>2015/16 Budget FTE:</b>	22.6	

SAVINGS PROPOSALS:										
Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduction of office accommodation caretaking staff (1 x Band C – equates to 10% of staffing levels)	<p>Reduced maintenance regime (because of reduced staffing numbers). Major issues regarding the ability to maintain an effective call-out rota and response to daytime and out-of-hour emergencies, due to reduced staffing numbers. Significant increase to cost of Facilities Management (EDS) due to work not being completed by the caretakers and having to engage contractors. The FM (EDS) budget has identified savings in previous years by caretakers undertaking additional work. There are significant contract implications which will be effective with NHS (Breathing Space and Joint Service Centre) this is likely to result in a breach of contract and penalty implementation.</p> <p><b>RAG Status: Red</b></p>	25.5			1.0			25.5	1.0
B	Remove the service supervisor	Significant risk to overall co-ordination of service and		32			1.0		32	1.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
	and directly manage by M2 manager (1 x Band G – equates to 100% supervision of staff)	impact on income generation. The current role is responsible for overall health and safety, method statements, customer liaison and quotation. There would be a major impact on ability to meet these standards and achieve the current income level.  <b>RAG Status: Amber</b>								
C	Further reduction of office accommodation caretaking staff (0.5 x Band C – equates to 25% reduction in staff over 3 year period)	Maintenance of office accommodation would be reduced due to staffing numbers. Major issues regarding the ability to maintain an effective call-out rota and response to daytime and out-of-hour emergencies due to reduced staffing numbers. Significant potential increase to cost of Facilities Management (EDS) due to work not being completed by the caretakers and having to engage contractors. The FM (EDS) budget has identified savings in previous years by caretakers undertaking work – this can only take place if the staffing levels enable this health and safety completion. There are contract implication to consider which will be effective with NHS (Breathing Space and Joint Service Centre).  <b>RAG Status: Red</b>			20			0.7	18	0.7
	<b>TOTAL</b>		25.5	32	20	1.0	1.0	0.7	77.5	2.7

**COMMENTS ON ABOVE PROPOSALS:**

The caretaking budget is largely made up of office accommodation (60%) with other elements being traded services with school/youth service (28%) and Community Caretaking (11%).

Any change to the traded service will remove the income generated by that service and customers would have to look elsewhere for provision – the traded

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

service is successfully and contributes to the overall income generation.

The Community Caretaking Budget is already linked to a saving agreed in 2014/15 with a 2015/16 impact. The saving has not been implemented as no decision has been taken on the closure of Community Buildings. This should be cross-referenced with the Major Projects ASR on Buildings.

Savings therefore can only be achieved through the reduction of office accommodation caretakers and are subject to a health and safety risk assessment in taking this action, along with the subsequent cost increase to Facilities Management through having to employ contractors to undertake activity to comply with legislation - hence the RAG rating.

**ASR REF NO: EDS-14 (Now CYPS)**

**CURRENT SERVICE SUMMARY (Hospitality)**

<b>Directorate:</b>	EDS & Neighbour hoods	<b>Brief description of service:</b>  The account is a traded service to provide a catering (Café) outlet for Riverside House, along with the hospitality for use by officers within the building for meetings. Both areas of the service emerged as a direct result of WorkSmart survey information to staff as part of the WorkSmart implementation program.
<b>Advisory Cabinet Portfolio:</b>	Cllr Lelliott	
<b>2015/16 Budget (£'000 Gross):</b>	227	
<b>2015/16 Budget £'000 Income:</b>	223	
<b>2015/16 Budget (£'000 Net):</b>	4	
<b>2015/16 Budget FTE:</b>	5	

**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	Review of the hospitality arrangement and re-assignment of salary cost	Availability of emergency hospitality will be reduced. Management of the capacity has been difficult due to differing interpretations of the policy on hospitality provision.  <b>RAG Status: Green</b>	1						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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
B	Review of service to improve the traded position of the cafe	<p>The merging with education school catering has resulted in the adaption of similar working practices.</p> <p>Main impact: continued adaptation of commercial activity may result in complaints from RMBC staff who continue to request café discounts for employees which conflicts with commercial practice and achievement of income targets.</p> <p>Living wage salary scales have had a impact of commercial viability.</p> <p><b>RAG Status: Green</b></p>		2					2	
<b>TOTAL</b>			1	2	0	0	0	0	3	0

## Environment & Regeneration

**ASR REF NO: EDS 1**

### CURRENT SERVICE SUMMARY – Business Unit

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> Very small unit with 2.1 FTE's, includes training budget. (Corporate costs, Strategic Director post and past pension costs excluded)
<b>Advisory Cabinet Portfolio:</b>	Councillor Read	
<b>2015/16 Budget (£'000 Gross):</b>	354	
<b>2015/16 Budget £'000 Income:</b>	-23	
<b>2015/16 Budget (£'000 Net):</b>	331	
<b>2015/16 Budget FTE:</b>	3.1	

### SAVINGS PROPOSALS:

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduction of 0.5 FTE Workforce development post	Less investment in staff re: reduced training budget  <b>RAG Status: Green</b>	22			0.5			22	0.5
B	Reduce non-pay budgets further	Total Non-Pay Budget = £129k which is largely made up from a central Directorate training budget. There is a small impact on printing and general office running expenses (which was a larger budget but has been reviewed and adjusted because each section/Department manages their own costs). The majority of this saving would be taken from the Training budget which would however affect the delivery of training within the Directorate. The training budget is £129K which helps fund 5 apprentices and 1 intern (for Libraries) in EDS costing £31,700  This is for a 12 month contract but some didn't start until later in the financial year so they will spill over to next financial year (approx. £7,000).	34	0	0	0	0	0	34	

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>RAG Status: Amber</b>								
	<b>TOTAL</b>		<b>56</b>	<b>0</b>	<b>0</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>0.5</b>

**ASR REF NO: EDS 2**

**CURRENT SERVICE SUMMARY : Economic Development and Business Retail Investment teams (RiDO)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> Inward Investment, Business Support, Business Start-up Advice, Business Incubation, Business centres Operation and Management, Town Centre Inward Investment and Business Support, Markets Operation and Management, Economic Strategy, Partnership working with LEP and SCR, Physical Development, development and delivery of Economic Growth Plan, external funding and the Visitor Centre
<b>Advisory Cabinet Portfolio:</b>	Cllr Lelliott	
<b>2015/16 Budget (£'000 Gross):</b>	1,165	
<b>2015/16 Budget £'000 Income:</b>	-702	
<b>2015/16 Budget (£'000 Net):</b>	463	
<b>2015/16 Budget FTE:</b>	49	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
B	Merge the RiDO Economic Development and Business retail and investment teams, to create one team with joint management.	This is achievable and would closer align the work of the two teams. Would mean a reduction of one senior post which will impact on RiDO and Economic Development work and impact.  <b>RAG Status: Amber</b>	60	0	0	1.0	0	0	60	1.0
D	Increase rental charges for clients in the Council's Business Centres by 2% year on year	Potentially there could be a loss of tenants, - charges are currently set at £11.50 - £14.64 per sq. ft. which is significantly above the general market rate for workshops and offices in Rotherham but reflects the added value of the Business Centre offer.  <b>RAG Status: Green</b>	9	9	9	0	0	0	27	0
<b>TOTAL</b>			<b>69</b>	<b>9</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>87</b>	<b>1</b>



**ASR REF NO: EDS 3**

**CURRENT SERVICE SUMMARY- PLANNING SERVICE**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> Planning Service - covering the statutory functions of Planning Policy (producing and implementing the Local Plan) Development Management (providing advice on and processing all planning applications) and Local Land Charges (property addressing and searches) production of Local Land Charges Searches, Street naming and numbering and Land and Property Gazetteer.
<b>Advisory Cabinet Portfolio:</b>	Councillor Lelliott	
<b>2015/16 Budget (£'000 Gross):</b>	1,579,	
<b>2015/16 Budget £'000 Income:</b>	-1,080	
<b>2015/16 Budget (£'000 Net):</b>	499	
<b>2015/16 Budget FTE:</b>	34	

**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	Restructure of Planning Policy to remove 1x senior planner post	<p>The service has also been considerably reduced through both natural wastage and a previous restructure. 2 FTEs were removed from the establishment in 14/15 however it is considered that the current structure is top heavy and the loss of a senior planner post – while likely to have an impact on ability to meet timescales for Local Plan preparation and is a risk if early review of the plan is triggered – it is considered that the reduction can be accommodated.</p> <p>The post would be a management saving and would equate to 9% of the team.</p> <p><b>RAG status: Green</b></p>	45			1.0			45	1.0
B	Restructure of Local Land Charges (LLC) Section to create a £27,000 saving	LLC is a small service of just 4FTE's but efficiency savings have reduced down workload. The responsibility within the section for the Councils mapping system		27			1.0		27	1.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
		<p>should be removed by improvements by corporate I.T and once implemented the saving can be made. The status is red due to delays in ICT implementation. A restructure would be required to reallocate tasks and responsibilities to enable the saving to be made. The saving of 1 post would be a 25% saving from the team</p> <p>cannot achieve in 16/17 as new IT mapping system not in place – advised by IT to put in 17/18 savings</p> <p><b>RAG status : Red</b></p>								
C	Reduce Planning policy budget (inc. £10K subscription to Limehouse – on line consultation portal)	<p>Staff reductions have meant that consultants have been required to complete work where there is either not the capacity in house or the expertise to complete projects. As further elements of the Local Plan are adopted the workload will reduce, however there is a risk that one off projects will still be required or that if an early review of the plan is triggered that the budget will not be sufficient to complete the work. Cancelling subscription to Limehouse will require an in-house alternative to be provided.</p> <p><b>RAG status: Green</b></p>	15	22					37	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
D	Restructure of enforcement staffing levels to create a £20,000 saving	Development Management have reduced staff to a level which is not sustainable and, other than existing I.T contacts for on-line work, have no other spend budget. Recent recruitment to a full time enforcement post will result in the ability to reduce existing resource once new working arrangements have been implemented. Enforcement team would be 1.5FTE and the proposal is to reduce by 0.5FTE i.e. 33% reduction.  <b>RAG status: Green</b>	0	20			0.5		20	0.5
E	Increased planning fees	When the Local Plan is adopted and attractive sites are released to the market planning fees will increase. <b>RAG status : amber</b>			18				18	0
F	Merge Building control and Planning to create one team.  Joint managed	Combining the management structures to release savings is achievable, and would assist closer working between the two teams.  50% saving at M3 level which would require management of the function to be brought within the remit of one M3 manager instead of two.  <b>RAG Status: Green</b>	55			1.0			55	1.0
<b>TOTAL</b>			<b>115</b>	<b>69</b>	<b>18</b>	<b>2</b>	<b>1.5</b>	<b>0</b>	<b>202</b>	<b>3.5</b>

**COMMENTS ON ABOVE 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
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Staffing has previously been reduced to a level that is no longer sustainable therefore savings have been made from other budgets however the staffing savings that have been proposed are mainly at managerial level.

Enforcement is an issue that members have strong links to and they may not approve the reduction in enforcement resource however the priority should be the statutory elements of planning and enforcement is not a statutory function.

The reason behind the red/amber status for B and E is that these elements are outside of our direct control

E - Planning fees are difficult to predict however in the year 18/19 all the new sites from the Local Plan will be released as development sites which should have a direct impact on planning fees as applications increase, it would be unreasonable to make further staffing savings as this period of high workload approaches, therefore this is planning for a known event.

**ASR REF NO: EDS 4**

**CURRENT SERVICE SUMMARY – Building Control**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  To ensure compliance with Building Regulations, which are minimum standards for the design and construction of buildings to ensure the health and safety for people in or around those building's. They also include requirements to ensure the conservation of fuel and power and that facilities are provided for people, including those with disabilities, to access and move around inside buildings.  Building Control also as controls regarding health and safety aspects of demolitions, dangerous structures and provides advice to licencing and of events and sports grounds.
<b>Advisory Cabinet Portfolio:</b>	Councillor Lelliott	
<b>2015/16 Budget (£'000 Gross):</b>	504	
<b>2015/16 Budget £'000 Income:</b>	-394	
<b>2015/16 Budget (£'000 Net):</b>	110	
<b>2015/16 Budget FTE:</b>	11.5	

**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	Increasing number of applications and incidental fees, and review fees and charges – additional income	Over the past four years this has been seen to be is the best line of action to increasing fee income to meet costs and thus reducing the Building Control Sections take on Rotherham Council's and EDS's budget.  Local Authority Building Control (LABC) Partnership Scheme is a nationwide scheme where an individual Authority can partner with a major company to undertake all building control services throughout England & Wales.	25	20	0	0	0	0	45	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<p>For example Rotherham Building Control is partnered with national companies such as 'SofaWorks' – (as in the TV advert), and the Construction side of 'Kier Group'.</p> <p>We are also partnered with numerous local and regional Architectural practices and developers.</p> <p>Outcome:</p> <p>We continue to strive very hard at providing an excellent and cost effective service to these and the people of Rotherham, and are continuously on the lookout for new customer bases and ways of extending our existing services.</p> <ul style="list-style-type: none"> <li>• Increase income</li> <li>• Excellent reputation</li> </ul> <p><b>RAG Status: Green</b></p>								
	<b>TOTAL</b>		<b>25</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>	<b>0</b>

**ASR REF NO: EDS 5**

**CURRENT SERVICE SUMMARY - Libraries and customer services**

<b>Directorate:</b>	EDS & Neighbourhoods	<p><b>Brief description of service:</b>  Rotherham has transformed its library and customer services offer in recent years through the merger of customer services with the library service. The library function within the service is statutory. It is the overall statutory duty of the authority to provide a 'comprehensive and efficient library service for all persons desiring to make use thereof.' The duty arises in relation to people who are residents, work in or are in full time education in the borough (Public Libraries and Museums Act 1964). There are 15 community libraries across the borough. 6 of these libraries have been merged with Customer Services and joint service provision is offered. Staff members are generically trained in library and customer services processes at these sites. In addition there is a mobile library service, a "booklink" vehicle which supports vulnerable adults who are housebound or in residential care and a Schools Loan Service which is a service offering resources to support schools.</p> <p>The service is provided to anyone living, working or studying in Rotherham. The service promotes a love of reading and helps to improve literacy. It provides children and young people with a safe, inspiring place to learn, explore their creativity and find their talent.</p> <p>It provides spaces where adults can engage in informal learning develop skills and improve their lives. It supports businesses and contributes to the sustainability and regeneration of our local communities. It bridges the digital divide and provides an essential point of access to online resources, including council services. It offers information, reading and support services that can improve the health and wellbeing of customers.</p> <p>The following customer activity is delivered by the service: (Library only) Free access to books, e books and other reading material including spoken word and large print, ICT classes and courses, supported access to the internet, work clubs - support for employment, adult and children's reading groups, children's summer reading challenge, class visits, rhyme time sessions, activities for children and families, performances, events and exhibitions, books on prescription, CD and DVD hire and local history sessions; (Additional face to face customer services delivered at joint service sites) - customer enquiries, payments, applications, appointments, eligibility assessments and requests for services relating to housing benefits and council tax reduction, revenues (including Council Tax, Business Rates, Former Tenant Arrears, Free School Meals), housing, planning and building control, blue badge and concessionary travel, electoral register searches, licensing, streetpride, land searches and drainage searches.</p>
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	4,112	
<b>2015/16 Budget £'000 Income:</b>	-459	
<b>2015/16 Budget (£'000 Net):</b>	3,653	
<b>2015/16 Budget FTE:</b>	121.3	

**SAVINGS PROPOSALS: Option 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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
A	Creation of a centralised team - merger of Schools Loan Service, Stock, Libraries on the Go and the Customer Access team to gain economies of scale	Impact on capacity and skills development.  Staffing review required  Reduction in posts: c 2FTE  <b>RAG status: Green</b>	37			2.0			37	2.0
B	Closure of mobile service (consultation required)	Estimated potential number of affected customers = 473 (274 aged 0-17, 40 aged 18-49 and 159 aged 50+). Service could be replaced with a range of alternative service delivery models, including “deposit collections” within communities, “click and collect/click and delivery” services, home delivery service, e-readers for loan. Potential impact on customer satisfaction if alternative service offer is felt to be inadequate. Potential challenge to statutory nature of comprehensive and efficient service.  Savings included would require closure of service.  Public consultation required (14 community locations). Equalities analysis required. Staffing review required Reduction in posts: c. 3FTE  <b>RAG status: Red</b>	57	25		3.0			82	3.0
C	Consolidation of booklink service and delivery van (consultation required)	Changes to services delivered to nursing homes, residential homes, sheltered accommodation, day care and customers in their own homes who are unable to access services in other ways. Customers would no longer be able to visit the Booklink vehicle, but would receive items chosen by/for them based on preferences. Would implement alternative service delivery models, including e-readers for loan. Impact on the frequency of delivery. Potential impact on customer satisfaction if	23			1.0			23	1.0



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
		<p>alternative service offer is felt to be inadequate. Potential challenge to statutory nature of comprehensive and efficient service.</p> <p>Public consultation required. Equalities analysis required. Staffing review required Reduction in posts: c1FTE</p> <p><b>RAG status: Red</b></p>								
D	Replace face to face cashiering service with payment kiosks at Riverside House	<p>Closure of the cashiering facility at Riverside House and move to alternative service offer of payment kiosks, in line with locality services at Aston, Rawmarsh, Swinton, Dinnington and Maltby. Provide "floor walker" to assist customers in making payments via the kiosks. Continuation of paypoint, post office, direct debit, recurring card payments and online payment methods. May impact on customer satisfaction for those who prefer paying face to face.</p> <p>Public and partner consultation required. Equalities analysis required. Staffing review required Reduction in posts: c2FTE</p> <p><b>RAG status: Amber</b></p>	22	22		1.0	1.0		44	2.0
E	Introduction of online benefit claims and Risk Based Verification at Riverside House	<p>Impacts on customers applying for Housing Benefit and Council Tax Reduction at Riverside House. Will reduce the need for face to face interaction with many customers. Will simplify the benefit application process, removing the need to see original verification evidence for approximately 50% of customers. An appointment based service will be introduced for those customers who do need to speak to a customer service officer face to face. An assisted digital process will be implemented to support those customers who need extra help. Impact on other services - Revenues and Benefits (who have been consulted on the proposal).</p>	21	80		8.0			101	8.0

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
		<p>Partner consultation required. Equalities analysis required. Staffing review required Reduction in posts c 8FTE. Savings profiled on assuming staffing levels are reduced in September 2016</p> <p><b>RAG status: Amber</b></p>								
F	Introduction of online benefit claims and Risk Based Verification - Joint Service Centres	<p>Impacts on customers applying for Housing Benefit and Council Tax Reduction at Joint Service Centres. Will reduce the need for face to face interaction with many customers. Will simplify the benefit application process, removing the need to see original verification evidence for approximately 50% of customers. An appointment based service will be introduced for those customers who do need to speak to a customer service officer face to face. An assisted digital process will be implemented to support those customers who need extra help. Impact on other services - Revenues and Benefits (who have been consulted on the proposal).</p> <p>Public and partner consultation required. Equalities analysis required. Staffing review required Reduction in posts c 1.5FTE. Savings profiled on assuming staffing levels are reduced in September 2016</p> <p><b>RAG status: Amber</b></p>	31	22		1.5			53	1.5
G	Relocation of services from Maltby library (Consultation required)	<p>Impacts on the council's assets. Relocation of library services from the current building into the adjacent Joint Service Centre, offering a revised service and merged staffing in line with locality services at Aston, Dinnington, Swinton and Rawmarsh. Relocation of Schools Loan Service to Bailey House. Relocation of Library vehicle parking to Bailey House. Potential impact on customer satisfaction if relocated services are felt to offer a reduced range of facilities and activities. Could involve temporary closures and withdrawal of services during changes. Requires capital</p>		29			2.0		29	2.0

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
		investment.  Public and partner consultation required. Equalities analysis required. Staffing review required Reduction in posts c2FTE.  <b>RAG status: Amber</b>								
H	Alternative service delivery - community supported model	Retains library provision in all existing static locations. Moves to single staffing in 7 libraries across the borough. Would extend library self service facilities. Would extend some customer service provision to Mowbray Gardens and Wath libraries. Would encourage and support further community/partner involvement in services, including internships, student placements, apprentices and volunteers and Parish & Town Councils.  Public and partner consultation required. Equalities analysis and assessment of need required. Staffing review required Reduction in posts c5FTE  <b>RAG status: Red</b>	59		46	3.0		2.0	105	5.0
	<b>TOTAL</b>		250	178	46	19.5	3.0	2.0	474	24.5

**COMMENTS ON ABOVE PROPOSALS:** The options look to work within the existing Library and Customer Access strategies and is in line with the 2012/3 assessment of need, impact assessment, equalities analysis and consultation. This looks to retain provision in communities across Rotherham whilst implementing alternative service delivery models. This option was considered by members as part of the budget setting process for 2015-16. At that time, year 1 of a three year model was agreed for implementation. This option would continue that process.

**REF NO: EDS 6**

**CURRENT SERVICE SUMMARY - Advocacy & Appeals**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  Provides specialist welfare benefit and debt advice. This includes assessment of entitlement to benefits, assessment of “merit of an appeal” and assistance during submission of appeal, including representation.  In addition the service provides benefit advice at all levels to those suffering from long term illnesses, their carers and families. The service currently receives external funding from Macmillan to do so.  The service provides advice, advocacy and court representation on debt issues, including bankruptcy and housing repossession.  The service works in partnership with other advice providers, notably Citizens Advice Bureau.
<b>Advisory Cabinet Portfolio:</b>	Councillor Yasseen	
<b>2015/16 Budget (£'000 Gross):</b>	330	
<b>2015/16 Budget £'000 Income:</b>	-116	
<b>2015/16 Budget (£'000 Net):</b>	214	
<b>2015/16 Budget FTE:</b>	8.9	

**SAVINGS PROPOSALS: Option 3a**

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
A	To maintain the current service definition with a contribution from the Housing Revenue Account (HRA), predicated on the level of support provided to Council	Maintains provision of specialist service, recognising the likely local impact of welfare reform changes. Would need to be based on an annual service level agreement, including measures to capture the impact in terms of reduced rent arrears and evictions.	80	-	-	-	-	-	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
	tenants	This proposal is supported by the Business Development and Commercial Manager in NAS.  <b>RAG status: Amber</b>								
	<b>TOTAL</b>		80	0	0	0	0	0	80	0

**COMMENTS ON ABOVE PROPOSALS:**

There is no statutory requirement to deliver a specialist welfare rights and money advice service. However the service does support the Council in delivery of its statutory responsibilities e.g. within the Equalities Act.

The service is currently required to have dedicated staff to deliver the Macmillan Welfare Rights service in order to receive funding from Macmillan Cancer Support.

**ASR REF NO: EDS 7**

**CURRENT SERVICE SUMMARY – Registrars**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> Delivery of all statutory and non-statutory Registration Services, including registration of births and deaths; notice, registration and delivery of ceremonies related to civil partnerships and marriages. Delivery of citizenship, naming and renewal ceremonies. Production and amendment of certificates. Service delivered on behalf of General Register Office. Ensures compliance with the Immigration Act.
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	455	
<b>2015/16 Budget £'000 Income:</b>	-280	
<b>2015/16 Budget (£'000 Net):</b>	175	
<b>2015/16 Budget FTE:</b>	12.1	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
B	Removal of Registration of Births and Deaths at Rotherham General Hospital	<p>No onsite facility for customers at Rotherham General Hospital (RGH) to register Births and Deaths that occur at the Hospital; therefore would have to travel to Riverside House. There is no legal obligation to register births and deaths outside of the Register Office.</p> <p>It is envisaged that this would not be a popular option for NHS partners who deliver Bereavement Services at RGH as this is a valued service. The number of registrations would not reduce but it would increase the flexibility and efficiency of staff to deliver a range of services from one location.</p> <p>A more effective use of resource provides potential to improve performance against Key Performance Targets.</p> <p>External consultation required Staffing review required</p> <p><b>RAG status: Red</b></p>	25						25	

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
C	Channel shift from Face to face to Telephony /Online for Tell Us Once Bereavement	<p>Telephony and online channels are currently available but there is less than 5% take up; the majority of bereaved customers opt for the face to face transaction.</p> <p>Some essential face to face service provision is envisaged to remain, but a reduction in the face to face offer would decrease transaction time for appointments, resulting in the ability to offer additional appointments for statutory services.</p> <p>This is a non-statutory service that the authority has no legal obligation to deliver. Reducing transaction times would allow for an increase in the number of appointments available and an improvement against Key Performance Targets (KPT).</p> <p>Consultation required</p> <p><b>RAG status: Red</b></p>	13						13	
<b>TOTAL</b>			<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38</b>	<b>0</b>

**COMMENTS ON ABOVE PROPOSALS:** Local authorities are required to resource their registration service to a level that performance targets can be met and are required to sign an annual assurance statement to General Register Office that there is a commitment to do this. The service is in an ongoing position of failing to meet Key Performance Targets (KPT) against statutory services. Should this continue General Register Office (GRO) could issue a directive to deliver the service in a way that meets KPT. Statutory fees are set by GRO. It is a requirement that Registration fees are set on a cost recovery basis only.

**ASR REF NO: EDS 8**

**CURRENT SERVICE SUMMARY - Contact centre**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> Corporate contact centre, delivering telephony services on behalf of a wide range of Council services, including Housing, Streetpride, Licensing and Children & Young People's Services. Deals with customer enquiries, requests for services, applications, payments, appointments and eligibility assessments. Delivers corporate switchboard service. Open 8am-8pm Mon-Fri and provides 24/7/365 emergency service. 696,778 customer calls were received in the contact centre in 2014/15. In addition 41,758 emails were managed within the service.
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	1,231	
<b>2015/16 Budget £'000 Income:</b>	-860	
<b>2015/16 Budget (£'000 Net):</b>	371	
<b>2015/16 Budget FTE:</b>	45.3	

**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	Reduce waste service customer demand by 10% by encouraging customers to use Your Account or webchat to find information and report faults	If demand is not reduced Key Performance Indicators (KPIs) will not be achieved and customers will have to wait longer for us to respond to their contact.  Staff/related service consultation required Reduction in posts - 1.5 Band D <b>RAG status: Red</b>	11	22		0.5	1.0		33	1.5
B	Restructure Operations Manager and Team Leader roles	The restructure will equalise the levels of responsibility at management level.  Staff consultation required  Reduction in posts - 1 Band J, 0.5 Band H <b>RAG status: Green</b>	45		17	1.0		0.5	62	1.5
C	Improve and streamline the way customers can report Street pride	If demand is not reduced KPI's will not be achieved and customers will have to wait longer for us to			22			1.0	22	1.0



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
	problems online and encourage them to do so. This will mean that fewer telephone calls are received in the contact centre and less staff time will be required to input information into Streetpride administration systems.	respond to their contact.  Staff/related service consultation required Reduction in posts - 1 Band D <b>RAG status: Red</b>								
	<b>TOTAL</b>		56	22	39	1.5	1.0	1.5	117	4.0

**ASR REF NO: EDS 9**

**CURRENT SERVICE SUMMARY - Theatre Services**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> Delivery of full range of theatre services from Rotherham's Civic Theatre. Whilst the programming is increasingly "commercial", delivered with professional producers, the service continues to work with a wide range of local organisations to deliver a varied and popular programme. Around 70,000 customers - the majority from Rotherham - attended shows during 2014-15.
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	478	
<b>2015/16 Budget £'000 Income:</b>	-349	
<b>2015/16 Budget (£'000 Net):</b>	129	
<b>2015/16 Budget FTE:</b>	10.5	

**SAVINGS PROPOSALS: Option 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
A	Increase prices for pantomime tickets by £1 (general) or £0.50 (schools)	Potential to impact on ticket sales, though we believe that this is unlikely. The increased income proposed takes account of any contractual arrangements.  Consultation required with external producer of pantomime. <b>RAG status: Amber</b>	12						12	
B	Additional income due to Cultural Exemption on VAT	This is currently an estimate, as 2015-16 is the first year of implementation. The increased income takes account of any negative impact of VAT on theatre hire  Staff consultation required <b>RAG status: Amber</b>	20	10	10				40	
<b>TOTAL</b>			<b>32</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52</b>	<b>0</b>

**COMMENTS ON ABOVE PROPOSALS:** The above increased income proposals reduce the net budget of the service to £77,000 by 2018/19. However, we believe this may be a conservative estimate which will be reviewed following the first year of the changes to VAT. The service has been very successful in reducing its net budget year on year by increasing income and its **ambition is to operate at a net £0 as soon as is possible within the above timeline.**

**SAVINGS PROPOSALS: Option 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
A	Service to become self-financing within 2 years	Service to become self-financing within 2 years through additional income generation and cost reduction.  <b>RAG status: Red</b>		77					77	
			0	77	0	0	0	0	77	0

**COMMENTS ON ABOVE PROPOSALS:** Option 2 is in addition to Option 1 i.e. the total savings released would be £129,000

**ASR REF NO: EDS 10**

**CURRENT SERVICE SUMMARY - Heritage Service**

<b>Directorate:</b>	Environment & Development Services	<b>Brief description of service:</b> Heritage Services includes the strategic development of and delivery of services from: Clifton Park Museum, which also incorporates the York and Lancaster Regimental Museum, Archives and Local Studies, Boston Castle, 5 additional historic buildings (built heritage) and 2 outstores for the museum, archives and local studies collections. The service delivers a programme of exhibitions and events, formal and informal learning for all ages, services to schools, an enquiry service, professional advice and guidance to individuals, community groups and organisations within the area. It makes available information under key pieces of legislation, including the Freedom of Information Act, Data Protection Act and the Environmental Information Regulations. It operates as the Place of Deposit for records from public bodies in the locality as set out in the Public Records Act. The authority's statutory celebratory services are delivered through the Museum. The Archives and Local Studies Service is a statutory service.
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	666	
<b>2015/16 Budget £'000 Income:</b>	-133	
<b>2015/16 Budget (£'000 Net):</b>	533	
<b>2015/16 Budget FTE:</b>	19.4	

**SAVINGS PROPOSALS: Option 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
A	Frontline staffing: 2016/17: Consolidate frontline staffing to integrate delivery of Boston Castle and achieve economies of scale. Benefit from Creative Employment Programmed funded by Arts Council England to work with an intern. 2017/18: Continue to move to Clifton Park Museum being community supported and increase work with volunteers to provide contact with members of the public	Will reduce capacity of frontline services to respond to unanticipated staffing situations resulting in ad hoc closures of Clifton Park Museum, Boston Castle and the Archives and Local Studies searchroom - in turn impacting on the public and achievement of KPIs. Will reduce capacity to respond to enquiries within corporate guidelines. Potential impact on Accredited status due to potential delay in documenting collections.  Staff/partner consultation required Reduction in posts - 1.7 Band C <b>RAG status: 2016-17 Amber, 2017-18 Red</b>	20	12		1.0	1.7		32	2.7

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	Streamline non-pay budgets: reduce archives and local studies conservation budget, reduce exhibition/events budget, reduce vehicle hire budget	Will reduce ability to conserve archive and local studies material limiting amount of material members of the public can use. By 2017-18 all remaining budget has been removed. Reducing exhibitions and events programme may lead to declining number of visits (KPI). Limits ability to move collections between stores and museum for display/conservation purposes  <b>RAG status: Amber</b>	6	1					7	
C	Increase income through delivery of additional school activity sessions and by undertaking external conservation work.	Relies on stable market, ability to market/promote services and reinvestment. Ability to offer service to external customers, including other museums and heritage services.  <b>RAG status: Green</b>	3	6	8				17	
D	2016/17: Utilise Heritage Service's reserve budget to contribute to salary costs of key members of staff (one year only) 2017/18: Resultant pressure of utilising reserve budget for salaries	The release and use of this budget as determined by an insurance claims needs to be agreed. This proposal would give capacity for detailed increased income targets to be developed. <b>RAG status: Amber</b>	24	-24					0	
	<b>TOTAL</b>		53	-5	8	1	1.7	0	56	2.7

**COMMENTS ON ABOVE PROPOSALS:** Figures above do NOT take into account income which could be generated in partnership with Clifton Park. Initial estimates indicate income during this time could be approximately £80,000, generated through e.g. improving catering provision, increased room hire, increased sales from kiosks, café and museum shop, improved marketing of park games and achieving efficiencies through shared resources. The Services have recently jointly recruited a Commercial manager who is developing a 3 year business plan which would identify further opportunities for income generation. The above proposal would enable the service to develop this plan and put forward alternative proposals during 2016/17.

Note; additional work is also taking place with the lead Advisory Cabinet member on potential options for additional income generation, e.g. through wider wedding package options.

**ASR REF NO: EDS 16**

**CURRENT SERVICE SUMMARY Corporate Property Unit (Excluding Corporate Landlord Property)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  Property management, creation, acquisition and disposal including: Statutory compliance, health and safety, gas safety, electrical safety, fire safety, energy/ carbon management, environmental adaptation, property resilience and recovery, asset strategy, repair and maintenance, acquisition, disposal, commercial estate, worksmart, schools maintenance, schools basic need, academy school conversions, schools PFI, terrier service, valuation, right to buy, compulsory purchase, asset transfer leases, construction design and management, YORBuild framework. Managing 644 properties. Service FTE already reduced by 47%. No tradespersons, so all construction and maintenance is outsourced.
<b>Advisory Cabinet Portfolio:</b>	Councillor Lelliott	
<b>2015/16 Budget (£'000 Gross):</b>	£3,941	
<b>2015/16 Budget £'000 Income:</b>	£3,966	
<b>2015/16 Budget (£'000 Net):</b>	-£25	
<b>2015/16 Budget FTE:</b>	68.2	

**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 on existing Commercial estate	Market Rent increases for commercial tenants.  <b>RAG Status: Green</b>	3	5	5	0	0	0	13	0
B	Review of Corporate Property Staffing Establishment. Probable	A Reduction in construction capacity and fee earning staff. This requires an ongoing review alongside the Capital Strategy to	95	0	0	4.6	0	0	95	4.6

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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
	<p>result being an establishment change of:-</p> <ol style="list-style-type: none"> <li>1) Environmental Team 0.6 Band G Revenue Funded. 0.6 Redundancy.</li> <li>2) Trading Account – Overhead - Merge Corporate Project Team (CPT) &amp; Building Design Team (BDT) Managers posts – 1 Band L Manager Redundancy.</li> <li>3) Trading Account CPT Overheads – Band D Technical Support Officer - Vacancy</li> <li>4) Trading Account CPT Project Manager Posts 2 x Band J - Vacancies</li> <li>5) Trading Account CPT 1 Structural Engineer Band G – Vacancy.</li> <li>6) A new revenue post in Facilities Management (FM) Band J Building Officer to enable statutory compliance and address a capacity shortfall.</li> </ol>	<p>ensure capacity exists to deliver the programme.</p> <p>Increase in Span of Control of 1 Band L from 3 to 5 direct reports. No Impact on customer or any other stakeholder.</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
		<p>Increased capacity to fill capacity deficit in facilities management to deliver multiple property management improvements and to improved standards of statutory compliance and safety of public buildings.</p> <p>Staff consultation required.</p> <p><b>RAG Status Green</b></p>								
	<b>TOTAL</b>		98	5	5	4.6	0	0	108	4.6



**ASR REF NO: EDS 17**

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

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduce maintenance budget in relation to retained cemetery assets (historic chapels, walls, gates etc.).	The maintenance of Victorian chapels in four of the district cemeteries, the Lych Gate at Maltby Cemetery and cemetery boundary walls in the 8 district cemeteries; these are outside of the Dignity contract. The buildings are falling into disrepair, and all of them require significant investment in order to bring them back to a usable condition. Alternative options have been considered, however none have been taken forward (e.g. use for commercial or community purposes). As the buildings	14	7	2	0	0	0	23	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<p>haven't been in use for over 2 decades there will be no loss of amenity to the community, however the buildings being in a poor state of repair will damage the general cemetery environment. This proposal will see the maintenance budget in relation to retained assets reduce to £5,000 over a three year period. There will be no impact on partners, other directorates, staff or KPIs - however should the assets deteriorate to a dangerous condition then the assets will need to be demolished / receive significant investment in order to bring them into an acceptable condition.</p> <p><b>RAG rating: RED</b></p>								
B	Cease payment of churchyard maintenance grants to Parochial Church Councils.	<p>Payments are currently made to Parochial Church Council to assist with the maintenance of churchyards. These are not closed churchyards, therefore they are outside of the council's control. The grants range in value from £49.70 per annum to £568.00 per annum and are paid following a council decision in 1988. Ceasing with this payment will require a change to a council decision, and may lead to a detrimental impact on the aesthetic nature of some churchyards. There will be no direct impact on customers, partners of other council departments as</p>	8	0	0	0	0	0	8	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		a result of this proposal.  <b>RAG rating: Green</b>								
C	Reduce food safety sampling budget.	There will be no detrimental impact on customers as a result of reducing this budget. The remaining budget of £4,929 (after the reduction of £4,722) will be supplemented by funding which is routinely available from Central Government for specified sampling programmes. The reduction of this budget will not have any impact on partners, KPIs or other council departments.  <b>RAG rating: Green</b>	0	0	5	0	0	0	5	0
D	Fixed amount increase from Bereavement Services Contract (assume 1.5% annual increase).	The council's contract with Dignity Funeral Services Ltd requires Dignity to pay RMBC a 'fixed amount' each year - this figure is index linked to inflation and increases by the RPIx in February of each year. The average increase of the RPIx over recent years is around 1.5%, this proposal is based on this figure however the actual increase cannot be forecast with absolute accuracy.  <b>RAG rating: Green</b>	7	7	7	0	0	0	21	0
E	Self-service applications for certain licences.	Many licence application functions could be made available online only – this would be particularly appropriate in relation to	0	19	0	0	1.0	0	19	1.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<p>vehicle licensing (where no assessment of fitness is required).</p> <p>Significant development of current systems and processes would be required in order to deliver this as a viable savings option. There would also need to be an element of consultation and testing of the system. As a result, any savings are unlikely to be realised until 2017/18.</p> <p>It is estimated that in moving all vehicle licensing matters onto an online portal, approximately one FTE licensing support officer will be released.</p> <p>However, it should be noted that any reduction in expenditure in the Licensing budget will need to be matched with a corresponding reduction in income (the licensing service must not generate a profit).</p> <p><b>RAG rating: AMBER</b></p>								
F	Review administrative processes within Business Regulation.	There are 2.5 FTE admin staff within the Business Regulation service – these undertake a wide range of administrative duties including customer telephone contact and processing written	0	10	0	0	0.5	0	10	0.5

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<p>reports on behalf of Environmental Health Officers (EHOs).</p> <p>It is proposed that the telephony function is transferred to Rotherham Connect, and the process of issuing written reports is reviewed. It is estimated that this will require the transfer of 0.5 FTE to Rotherham Connect, with a further 0.5 FTE being offered as a saving.</p> <p>Reducing the number of admin staff in the team may result in higher graded staff undertaking administrative duties should any of the remaining 1.5 FTE be unavailable for work (such as annual leave / sickness).</p> <p><b>RAG rating: AMBER</b></p>								
G	Licensing administration function to migrate from Lalpac to Civica APP.	<p>The authority currently uses Lalpac for the administration of licence applications. This package has been used since 2009.</p> <p>The current subscription that is paid to Lalpac amounts to approximately £14,000.</p> <p>The authority already subscribes to Civica APP (it is used by</p>	0	0	14	0	0	0	14	0

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

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
	<b>TOTAL</b>		<b>29</b>	<b>43</b>	<b>28</b>	<b>0</b>	<b>1.5</b>	<b>0</b>	<b>100</b>	<b>1.5</b>

**COMMENTS ON ABOVE PROPOSALS:**

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

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

**Overall staffing reduction is 5%**

**ASR REF NO: EDS 18**

**CURRENT SERVICE SUMMARY (Waste PFI)**

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

**SAVINGS PROPOSALS:**

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



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<b>RAG Status - Amber</b>								
B	Remove the contingency from the Budget	The plant is now fully operational; therefore the necessity for a contingency has reduced. The contingency was there to allow for unusual events during the build process and to potentially support initiatives where savings greater than costs could be realised.  <b>RAG Status - Green</b>	32	0	0				32	0
C	Reduction of the Budget for External Technical Consultants	It is considered that the requirement for independent technical advice on “snagging items related to the Waste Plant” will reduce over the next 12-18 months. There will be no implications upon Corporate Priorities  <b>RAG Status - Green</b>	0	5	0				5	0
	<b>TOTAL</b>		<b>39</b>	<b>5</b>	<b>0</b>	<b>1.0</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>1.0</b>
<p><b>COMMENTS ON ABOVE PROPOSALS: This proposal has now been agreed with the BDR partners at a consultation meeting.</b></p> <p>Staffing reduction is 1 FTE (vacant post) – 25% of the establishment</p>										

**ASR REF NO: 19**

**CURRENT SERVICE SUMMARY (*Waste Treatment*)**

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
A	Dispose of carpets and mattresses through the Sub	It is cheaper to dispose of mattresses and carpets through disposal rather than through recycling outlets. This will affect	105						105	

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
	Regional Waste Plant	recycling performance by approximately 1.16%  <b>RAG Status - Green</b>								
	<b>TOTAL</b>		105	0	0	0	0	0	105	0

**COMMENTS ON ABOVE PROPOSALS:**

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

**ASR REF NO: 20 Waste Collection**

**CURRENT SERVICE SUMMARY (Waste Collection)**

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
A	Rationalisation of the Staff Structure	Will meet the 15% requirement for staff savings; there would need to be a rationalisation across the Management Structure for the service, the loss of 2FTEs represents a 17% reduction in terms of management/supervisory posts; this may impact upon service resilience in terms of lost expertise, and in the	20	20	20	1.0	1.0	0	60	2.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		knock-on to service performance .  <b>RAG Status: Amber</b>								
C	Fleet Renewal – Change the type of Vehicle used to support the kerbside collection of dry recyclables	The current fleet of vehicles have come to the end of their lease. It is considered that the type of vehicle used at present, be changed to a conventional split bodied refuse vehicle.  This type of vehicle will speed up the operation and allow for a reduction in the fleet of one vehicle and crew.  The Waste Management establishment would be reduced by 3 posts  It is considered there would be no impact upon the delivery of the service to residents  <b>RAG Status: Amber</b>	164			3.0			164	3.0
G	Revert to an alternate week collection on domestic refuse at Christmas / New Year; we	The Council currently provides a weekly collection of black bins over the Christmas / New Year period when the service is in	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
	currently provide a weekly collection for the 10 days when the service is in a backlog situation	<p>backlog; this is a period of approximately 10 working days.</p> <p>It is considered that initially there would be an adverse public reaction as the frequency between collections would be extended at a time of year when the waste produced increases.</p> <p>It will take longer to get the service back on a regular collection frequency; however 3 Saturdays will be worked to assist in minimising the disruption in collection frequencies.</p> <p>It has been agreed that the Household Waste Recycling Centres will remain open on all days during the period that the service is in backlog. These sites will be closed on Christmas Day, Boxing Day and New Year's Day</p> <p><b>RAG Status:</b> Amber</p>								
	<b>TOTAL</b>		214	20	20	4	1	0	254	5

**COMMENTS ON ABOVE PROPOSALS:**

Staffing reductions amount to 11% of the total establishment

**ASR REF NO: EDS 21**

**CURRENT SERVICE SUMMARY (Transportation & Highways projects)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> This is a borough wide service Discharge of the statutory functions of Road Safety and Traffic Management through the delivery of transportation projects from concept through feasibility, design and implementation. Primary functions of the service are Transportation Policy, Traffic Management, Road Safety, Highways Development Control, Traffic Signals and Urban Traffic Control, Highways Design, and Highway Bridges.
<b>Advisory Cabinet Portfolio:</b>	Cllr Lelliot	
<b>2015/16 Budget (£'000 Gross):</b>	2,624	
<b>2015/16 Budget £'000 Income:</b>	1,816	
<b>2015/16 Budget (£'000 Net):</b>	808	
<b>2015/16 Budget FTE:</b>	32.0	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Remove Engineer post from Transportation Unit	Vacant Post - funding was to be used to develop RMBC public realm work, identifying a consistent and efficient approach to street design, street furniture and materials, realising immediate benefits in improving our approach to street design and medium to long term asset management efficiencies. This work will now not be undertaken. 1 FTE is 16% of the team.  <b>RAG Status: Green</b>	34			1.0			34	1.0
B	Reduce CCTV budget in light of new maintenance contract and new communications contract	Reduction in CCTV budget will retain the CCTV service but reflect the new lower maintenance and comms costs that will be in place in 2016/17.  <b>RAG Status: Green</b>	50						50	
C	Reduce graffiti cleansing budget	Reduction in the graffiti cleansing budget reflects the level of operational cleansing activity undertaken in 2014/15. The reduced budget could potentially result in an inability to remove	10						10	

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>graffiti and undertake cleansing of subways.</p> <p>Agreed with the proviso that offensive graffiti be dealt with within 24 hours</p> <p><b>RAG Status: Green</b></p>								
D	Restructure of the Highway Structures Team resulting in the loss of 1 post	<p>Loss in a post will result in a reduced capacity to undertake the development, design and management of RMBC's highway structures assets. Increased risk that our annual inspection regime could not be undertaken with the remaining resource resulting in greater risk of asset condition not being accurately monitored and assessed. Failure to appropriately manage our highway structure assets could lead to asset failure. There is the potential that a pressure may be created in terms of fee income generated.</p> <p>1FTE is 28% of the team</p> <p><b>RAG Status: Amber</b></p>	25			1.0			25	1.0



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
E	Reduce CCTV budget - Invest to save to deliver an RMBC owned Fibre Communications Network	<p>The saving in 17/18 relates to the potential to introduce an RMBC owned fibre communications network in the Town Centre, which would require an invest to save business case to be developed.</p> <p><b>RAG Status: Green</b></p>		15					15	
G	Restructure of the Transportation Policy Team resulting in the loss of 1 post	<p>Loss of a post will result in a reduced capacity leading to: reduced ability to develop and write effective bids for external funding, with the risk that RMBC receives less funding than at present to deliver its Transportation and Highways initiatives, which will result in an inability to meet the aims of our transport strategy and those corporate plan ambitions related to road safety, active travel, and effective network performance; reduced ability to advise on transport policy issues affecting planning policy and advice; reduced capacity to deliver our Sustainable Transport schemes and initiatives.</p> <p>1 FTE is 50% of the team</p> <p><b>RAG Status: Red</b></p>		40			1.0		40	1.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
H	Restructure of the Traffic Management and Road Safety Teams resulting in the loss of 1 post	<p>Loss of an Engineer post will result in a lack of capacity to develop schemes and prepare external funding bids ultimately leading to a decline in the level of funding for our annual programme declining, which will result in an inability to meet the aims of our transport strategy and those corporate plan ambitions related to road safety, active travel, and effective network performance. Reduced capacity will have to result in either fewer general revenue enquiries and requests being investigated / responded to or the target for investigating / responding to enquiries significantly increasing. The capacity to promote revenue funded initiatives such as the appraisal of available routes to school, which supports Corporate Transport, and the promotion of waiting restrictions and disabled parking bays will be significantly compromised.</p> <p>1 FTE is 30% of the team</p> <p><b>RAG Status: Red</b></p>			40			1.0	40	1.0
	<b>TOTAL</b>		119	55	40	2.0	1.0	1.0	214	4.0

**REF NO: EDS 22**

**CURRENT SERVICE SUMMARY - *Parking Services***

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  The service is mainly focused on Rotherham Town Centre, but does cover parking enforcement right across the borough.  Responsible for managing and enforcing on and off street parking to encourage sensible and safe parking and reduce congestion. The role of the team is not restricted to parking enforcement; the team also act as ambassadors for the town, helping customers whenever possible.
<b>Advisory Cabinet Portfolio:</b>	Cllr Lelliott	
<b>2015/16 Budget (£'000 Gross):</b>	£826,314	
<b>2015/16 Budget £'000 Income:</b>	(£1,301,761)	
<b>2015/16 Budget (£'000 Net):</b>	(£475,447)	
<b>2015/16 Budget FTE:</b>	15 - £410,332 (funded through income generation)	

**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	Amend parking charges in the town centre to generate additional income in order to help ensure a more self-financing Parking Service:	An increase in parking charges could potentially reduce the number of visitors to the town centre which could then impact on economic regeneration ambitions. A reduction in medium and long stay tariffs may mitigate this.  There were 680,000 paid parking activities in the town centre								

<p>On-street:</p> <ul style="list-style-type: none"> <li>- 30mins, 50p to £1</li> <li>- 60mins, £1 to £1.50</li> <li>- 120mins, £2.50 to £3</li> </ul> <p>Off-street:</p> <ul style="list-style-type: none"> <li>- 120mins, £1.20 to £1.50</li> <li>- 240mins, £2.80 to £2</li> <li>- All day, £6.50 to £3.50</li> </ul> <p><b>Option 1</b> = £130,000 additional income</p> <p><b>Option 2</b> = £75,000 additional income and free (off street) Saturday parking.</p>	<p>during 2014/15. A reduction of 10%, for example, would equate to 68,000 fewer visits. The Council's Transportation Unit collect data on vehicle occupancy and 68,000 vehicular visits to the town centre could equate to around 200,000 potential customers. This could impact on the economic regeneration of the town centre; however, it is partially mitigated by the 'free parking' offer on Forge Island.</p> <p>Although parking charges have not increased in the last 6 years, the proposals are based upon the perceived maximum price increases when considering the tariffs being offered by local private competitors and neighbouring Local Authorities (see Comments section below).</p> <p>At a Rotherham Voice meeting on 8/10/15, chaired by Commissioner Kenny, town centre businesses indicated support for tariff increases only on the basis that this could fund free Saturday parking.</p> <p>Option 2 is based on the same amended charges as per Option 1, but providing free off-street parking on Saturdays, lowering the estimated income generated as a result. A comparison with free parking arrangements in neighbouring local authority areas is included in the Comment section below.</p> <p><i>Note: there is an underlying budget pressure in the service of £137,000 – hence the £130,000 additional income at Option 1 above results in a net £7,000 pressure on the service; Option B results in a net £62,000 pressure on the service. Neither option</i></p>	130	0	0	0	0	0	130	0
		(-7 net)						(-7 net)	
		75 (-62 net)						75 (-62 net)	

		<i>meets the budgeted income target fully.</i>								
		<b>RAG Status: Red</b>								
B	Restructure Appeal Team  This will result in loss of posts: 1 x Band G	A reduction in staffing would have to be made from the back office / Appeals Team because the Enforcement Team is already regarded as under resourced. This would reduce the appeals team size by 27%.  Management spans of control would not be a significant issue.  The impact of the reduction in staffing would result in some vulnerability to achieve deadlines set by the Traffic Management Act with regard to the answering of correspondence and / or the issuing of official documents.  <b>RAG Status: Amber</b>	0	31	0	0	1.0	0	31	1.0
			0	31	0	0	1.0	0	31	1.0

**COMMENTS ON THE ABOVE PROPOSALS:**

A comparison with neighbouring Local Authorities' on-street tariffs is in the table below:

Neighbouring Local Authorities On Street Charges	30 minutes	One hour	Two hours
Sheffield	£1.00	£2.00	£4.00

Doncaster	£1.00	£2.00	£4.00
Barnsley	£0.70	£1.40	N/A
Rotherham current	£0.50	£1.00	£2.50
<b>Rotherham proposed</b>	<b>£1.00</b>	<b>£1.50</b>	<b>£3.00</b>

In terms of free weekend parking provision on Saturdays, neighbouring Local Authorities in South Yorkshire currently offer:

Neighbouring Local Authority	Free parking provision arrangements on Saturdays
Sheffield	Free Saturday Parking for 3 weeks up to Christmas after 2:00pm for on and Off-Street
Doncaster	Extra Hour Free (all year) in one 900 space car park. Free on and Off-Street parking between 24/12 - 29/12 and 31/12 - 03/01 and Easter weekend
Barnsley	Free Saturday Parking Off-Street only (all year)
Rotherham current	Free Saturday Parking for 6 weeks up to Christmas for on and Off-Street

**ASR REF NO: EDS 24**

**CURRENT SERVICE SUMMARY (Highway Maintenance)**

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
B	Generate additional income:  Option 1: additional income from external customers	Further income could be achieved from Sponsored Roundabouts and increased charges for Cesspool emptying, Drainage works for Housing and Schools. Highway Licences, skips, scaffolds Section 38 income.  <b>RAG Status: Amber</b>	32	28	28				88	

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
C	<p>Restructures in Service Teams:</p> <p>Street Lighting will result in loss of posts: 1 x Band J (Senior Engineer) and 2x Band G (Electricians).</p> <p>Drainage Team will result in loss of posts: 1 x Band E (Technician) and 1x Band D (Operative).</p>	<p>Advances in technology and design have reduced the need for a senior Street Lighting Engineer and two Electricians posts. <b>This would reduce the team size by 13%</b>. Management spans of control would not be a significant issue.</p> <p>The drainage operative and technician posts could be absorbed within the wider delivery team. The impact will reduce the team's ability to deliver scheduled routine maintenance on time and respond and react to flooding emergencies such as; internal flooding to properties and highways. <b>This would reduce the team size by 10%</b>.</p>	45	47	19	2	2	1	111	5
D	Prudential Borrowing Repayment Savings	The £3m highway capital investment between 2011-2014 was funded by prudential borrowing. Due to improved borrowing rates achieved by the Council and a change in the payback period that the borrowing was based upon, it has been possible to reduce the repayment from £300k to £200k per annum.	100	0	0	0	0	0	100	0



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<p>The £100k saving can be taken without any impact on highway maintenance meeting its prudential borrowing repayments. However, the £100k surplus is currently used to support the highway maintenance revenue repairs budget, if it is removed there will be less budget available to maintain the highways, potentially leading to the risk of them deteriorating faster (e.g. potholes).</p> <p><b>RAG Status: Green</b></p>								
E	Street Lighting LED replacement	<p>The service is at an early stage of testing advances in LED technology that could enable the remaining 15,000 street lights to be upgraded which would enable significant energy savings. The proposal would be to only replace the internal electronics and to recycle the existing lantern body. If the tests are successful then a capital investment of around £800,000 to £1m would be required. After capital repayments are accounted for energy saving of £100,000 could be achievable.</p> <p><b>RAG Status: Red</b> (trials may prove unsuccessful)</p>		25	75				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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
	<b>TOTAL</b>		177	100	122	2	2	1	399	6

**COMMENTS ON ABOVE PROPOSALS:**

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

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

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

**ASR REF NO: EDS 25**

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

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	<u>Option 1</u>  Purchase 2 Reform Metrac (specialised grass cutting equipment) at £54,000 each. Annual purchase cost estimated at £24,000 over 5 years.  Current annual hire cost for 2	<b>NO IMPACT:</b>  1) Saving is achieved by reducing annual cost of hire 2) Could be risk of contractual penalties  <b>RAG status: Green</b>	41	0	0	0	0	0	41	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
	Reforms is £72,800.									
J	Internal operational savings  i. Use contact weed killer around street furniture rather than barrier residual weed killer. ii. Remove Supervisors Van – currently hired and used by several officers	<b>LOW IMPACT (Whole Borough)</b>  1) Using contact weed killer may mean increased work load as more sprays will be needed but saving proposal takes account of this. 2) Removal of vans will require officers to provide own vehicle for work related journeys and claim car mileage (change of contract). 3) Removal of vans is not consistent with other Streetpride services  <b>RAG status: Green</b>	9	0	0	0	0	0	9	0
K	Increase charges to PARISH COUNCILS by 1% above inflation – current annual income is £121,000	<b>LOW / MEDIUM IMPACT (Parishes)</b>  1) Currently provide service for 21 Parish Councils 2) Possible risk that clients will engage alternative contractor and savings proposal will not be achieved  <b>RAG status: Amber</b>	4	0	0	0	0	0	4	0
L	Remove the Off Road Motor Vehicle Prevention Budget	<b>MEDIUM IMPACT (Whole Borough)</b>  1) Significantly reduced capacity to carry out / support schemes to reduce / prevent off road vehicle nuisance.	37	0	0	0	0	0	37	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		2) Likely to result in increase in complaints and requests for service  THIS SPEND CAN BE CAPITALISED AND WILL BE CONSIDERED AS PART OF THE CAPITAL PROGRAMME								
	<b>TOTAL</b>		91	0	0	0	0	0	91	0

**ASR REF NO: EDS 26**

**CURRENT SERVICE SUMMARY - Streetpride: Leisure & Green Spaces**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> This is a borough wide service covering 3 country parks, 11 urban parks, 14 recreation grounds, public open spaces, allotments, children's play areas, sports and games facilities, countryside sites, woodlands, closed churchyards, project development, Ecology and Biological Records, public rights of way maintenance, support to Planning Policy and Development Management functions, Sports Development Service, Herringthorpe Athletics Stadium, Landscape Design, Trees Service and Admin Team (also support Community Services Team).
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	4,453	
<b>2015/16 Budget £'000 Income:</b>	-1,855	
<b>2015/16 Budget (£'000 Net):</b>	2,598	
<b>2015/16 Budget FTE:</b>	57.7 (plus 15.2 seasonal / temporary staff)	

**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	Continue to raise allotment rents above inflation to remove subsidy by 18/19	<p><b>LOW / MEDIUM IMPACT (Whole Borough - users from many areas)</b></p> <p>1) Implementation would be subject to completion of Allotment Service Review</p> <p>2) Risk of complaints, opposition and legal challenge</p> <p>3) Could lead to reduced demand</p> <p>4) Possible health impact</p> <p>Service consultation required</p> <p><i>Note: officers are also exploring options for a potential Trust model for allotments</i></p> <p><b>RAG status: Amber</b></p>	5	5	4	0	0	0	14	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
B	Rother Valley Country Park - i. Remove 2 x Senior Ranger (Band G) and increase Rangers (Band F) from 2 to 3. ii. Remove Administrator (Band G) and create Admin Asst post (Band E)	<p><b>MEDIUM IMPACT (Whole Borough - users from many areas)</b></p> <p>1) Reduced capacity to cover for sickness etc especially during summer season 2) Slower response to incidents 3) Lower site maintenance standards 4) May impact on major events 5) Increased workload for Operations Managers 6) Will be easier to achieve with continued automation (e.g. EPOS, Broadband link to speed up RMBC admin.)</p> <p>Staff consultation required</p> <p>Reduction in post – 1 FTE Band G Senior Ranger</p> <p><b>RAG status: Amber</b></p>	43	0	0	1.0	0	0	43	1.0
C	Rother Valley Country Park - i. Increase car park charge from £3.50 to £5.00- first increase in five years ii. Withdraw free parking for blue badge holders on weekdays (following previous withdrawal at weekends)	<p><b>MEDIUM IMPACT (Whole Borough - users from many areas)</b></p> <p>1) Possible adverse customer and tenant reaction and some loss of custom</p> <p>Service consultation required</p> <p><b>RAG status: Amber</b></p> <p><b>At 26<sup>th</sup> November meeting OSMB recommended a 50p per year increase.</b></p>	90	2	0	0	0	0	92	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
D	Rother Valley Country Park - Shorten Water sports operating season, focussing on most profitable times. Remove permanent Water sports Supervisor (Band G) and operate with a seasonal/casual post at slightly lower band.	<p><b>MEDIUM IMPACT (Whole Borough as users from many areas)</b></p> <ol style="list-style-type: none"> <li>1) 50% staffing reduction</li> <li>2) Shortening of season will mean a part loss of service</li> <li>3) Possible adverse customer reaction.</li> <li>4) Reduced capacity to undertake seasonal maintenance of centre</li> <li>5) Reduced continuity in knowledge of systems and procedures</li> </ol> <p>Service consultation required Staff consultation required Reduction in post – 1 FTE Band G Water Sports Supervisor</p> <p><b>RAG status: Amber</b></p>	36	0	0	1.0	0	0	36	1.0
F	Thrybergh Country Park - Reduce Rangers (Band F) from 3.2 to 2.6	<p><b>HIGH IMPACT (Whole Borough - users from many areas)</b></p> <ol style="list-style-type: none"> <li>1) 19% staffing reduction</li> <li>2) Leaves a very small team with reduced capacity to cover for sickness etc especially during summer season</li> <li>3) Slower response to incidents</li> <li>4) Lower site maintenance standards at TCP, UCP and countryside sites</li> <li>5) May impact on site security</li> </ol> <p>Staff consultation required Reduction in post – 0.6 FTE Band F Ranger</p> <p><b>RAG status: Red</b></p>	0	17	0	0	0.6	0	17	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
G	Thrybergh Country Park - Increased income from café, soft play etc.	<p><b>LOW IMPACT (Whole Borough - users from many areas)</b></p> <p>1) Assumes continued investment in the park e.g. café, marketing etc.</p> <p><b>RAG status: Green</b></p>	0	10	4	0	0	0	14	0
H	Countryside Operations - Reduce Countryside Operatives (Band D) from 1.6 to 1	<p><b>HIGH IMPACT (Countryside sites, significant parts of the Borough)</b></p> <p>1) 38% staffing reduction 2) May restrict range of work that other operative can do, and on capacity to do PROW work 3) Lower site maintenance standards at TCP, UCP and countryside sites</p> <p>Staff consultation required Reduction in post – 0.6 FTE Band D Operative</p> <p><b>RAG status: Red</b></p>	0	12	0	0	0.6	0	12	0.6
I	Discontinue hosting of or seek alternative financing arrangements for Rotherham Biological Records Centre - remove 0.6 Records Officer (Band G)	<p><b>MEDIUM / HIGH IMPACT (Whole Borough)</b></p> <p><b>1) NO SERVICE</b> 2) 100% staffing reduction 3) Biological Record database will become of limited use over time, with possible impact on planning 4) May draw criticism from Natural England and other external bodies 5) Loss of valuable volunteer input</p> <p>Service consultation required Staff consultation required Reduction in post – 0.6 FTE Band G Officer</p> <p><b>RAG status: Amber</b></p>	0	19	0	0	0.6	0	19	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
J	Clifton Park - Restructure and reduce management. Remove Manager (Band I) and Horticultural Officer (Band G) and introduce Site Supervisor (Band G) on rota with Band F Rangers.	<p>HIGH IMPACT (Whole Borough - users from many areas)</p> <p>This means that the duties currently undertaken by the park manager will be shared between the Urban Green Spaces Manager who is already responsible for all urban parks, sports pitches, allotments and children's play and will not always be on site, and a proposed new site supervisor who will be responsible for day to day operations on the ground. The site supervisor will also have responsibility for functions currently carried out by a more specialist Horticultural Officer. This proposal brings management structure more into line with existing arrangement at Thrybergh Country Park.</p> <p>1) 13% staffing reduction  2) Reduced capacity to manage people, facilities and budgets, leading to increased workload for other staff  3) May impact on speed of development of new businesses  4) Brings management structure more into line with existing arrangement at Thrybergh Country Park  5) Requires continued admin support at least at current levels to ensure effective business operation</p> <p>Staff consultation required</p> <p>Reduction in post – 1 FTE Band I Officer</p>	40	0	0	1.0	0	0	40	1.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
		<b>RAG status: Red</b>								
K	Clifton Park - Replace one Gardener (Band D) with Team Leader (Band E) reporting to Site Supervisor.	<p><b>LOW IMPACT (Whole Borough - users from many areas)</b></p> <p>1) Mitigates impact of loss of Horticultural Officer Staff consultation required</p> <p><b>RAG status: Green</b></p>	-3	0	0	0	0	0	-3	0
L	Clifton Park - Reduce Ranger team from 3 to 2 (remove Band D post)	<p><b>HIGH IMPACT (Whole Borough - users from many areas)</b></p> <p>Current staffing levels allow regular ranger presence in all of the key areas of the park. The savings proposal could mean that at particular times and circumstances (e.g. an accident in another area of the park) we may not be able to have a ranger presence in all necessary areas (e.g. the children's play area and water play). Partially mitigated by creation of new Band G Supervisor post on rota.</p> <p>Taken together the proposals will result in a reduced capacity to cover for sickness etc. especially during summer season, a slower response to incidents, and reduced site security.</p> <p>1) 33% staffing reduction 2) Reduced capacity to cover for sickness etc. especially during summer season 3) Slower response to incidents 4) Reduce site security 5) Partially mitigated by creation of new Band G Supervisor post on rota</p>	23	0	0	1.0	0	0	23	1.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
		<p>Staff consultation required</p> <p>Reduction in post – 1 FTE Band D Ranger</p> <p><b>RAG status: Red</b></p>								
M	Clifton Park - Reduce repair and material budgets	<p><b>MEDIUM / HIGH IMPACT (Whole Borough - users from many areas)</b></p> <p>1) Possible impact on visitor numbers and income  2) Park begins to look less well maintained.  3) Facilities remain unusable for longer after faults develop  4) More difficult to replace maintenance equipment</p> <p><b>RAG status: Amber</b></p>	12	6	6	0	0	0	24	0
N	Clifton Park - Increase car park, kiosk and room hire income targets based on further growth in visitor numbers and increased margins	<p><b>LOW IMPACT (Whole Borough - users from many areas)</b></p> <p>1) Assumes any other savings which may ultimately be approved do not impact significantly on the image and popularity of the park</p> <p>Service consultation required</p> <p><b>RAG status: Green</b></p>	12	6	6	0	0	0	24	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
O	<p>Urban Parks</p> <p>i. Reduce urban park ranger team from 3 to 2 (remove vacant Band F post)</p> <p>ii. Stop paying utility and other bills for occupiers of pavilions at Wath Sports Centre (Cricket and Bowls clubs)</p> <p>iii. Stop paying utility and other bills for bowls clubs operating greens in parks</p>	<p><b>MEDIUM IMPACT (Whole Borough - users from many areas)</b></p> <p>1) 33% staffing reduction  2) Prevents proposed reallocation of budget to address current deficiencies in play area inspection and repair  3) Not paying utility bills will be opposed by clubs  4) May lead to some clubs abandoning greens and their lease agreements to maintain the greens – possible health impact</p> <p>Staff consultation required  Reduction in post – 1 FTE Band F Ranger</p> <p><b>RAG status: Amber</b></p>	27	3	0	1.0	0	0	30	1.0
R	<p>Sports Development</p> <p>i. Removal of budgets currently used to match external funding for two projects when they come to an end by March 2017:-</p> <p>a. <i>Disability Project</i>, originally funded until July 2016, now expected to be extended to March 2017 (underspend within the project) with Sport England approval. No further match funding needed for extended period.</p> <p>b. <i>Active Communities</i>,</p>	<p>MEDIUM IMPACT (Whole Borough)</p> <p>1) Reduces ability to bid for external funding. For example, if the proposed saving is taken then we would not be able to make a further bid to continue or replicate the current Active Communities project.</p> <p>Both current projects were designed with sustainability in mind, upskilling clubs and communities to continue the work when projects complete (March 2017).</p> <p>Discussions have already been held with Public Health, and it has been confirmed that further match funding from them would not be available currently as</p>	2	11	7	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
	currently funded until March 2017. Further bids may be submitted to Sport England to continue or deliver a similar project in a different community, but only subject to alternative match funding being found. ii. Reduce Sports Development non-salary costs by 75% over 3 years	they contribute heavily to Sports Development in other areas.  2) Overall health impact - reduced capacity of team to promote physical activity focused on target communities and groups.  Service consultation required.  <b>RAG status: Amber</b>								
S	Reduce LCS Admin Team Leader post (Band E) to 0.5	<b>LOW IMPACT</b> 1) 13% staffing reduction 2) Service has managed with 0.5 post for the last 12 months Staff consultation required  <b>RAG status: Green</b>	0	0	10	0	0	0.5	10	0.5
T	Reduce Project Development Post (Band K) to 0.5	<b>LOW IMPACT</b> 1) 50% staffing reduction 2) Service has managed with 0.5 post for the last 12 months  <b>RAG status: Green</b>	0	0	24	0	0	0.5	24	0.5
U	Remove Project Development budget	<b>MEDIUM IMPACT</b> 1) By 2018/19 removes all capacity to support / match fund	0	0	26	0	0	0	26	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
		internal and external development projects  RAG status: <b>Green</b>								
	<b>TOTAL</b>		287	91	87	5	1.8	1.0	465	7.8

**COMMENTS ON ABOVE PROPOSALS:**

Total proposed FTE reduction is 7.8, which is 13.5% of the total number of staff in the service (57.7FTE)

There are Green Spaces throughout the borough, all of which would be affected to some degree by the reduction in service. Green Spaces also have a significant contribution to the Public Health agenda as they provide parks and facilities for active sport, as well as the Sports Development function.

Although a saving in the expenditure budget of £252k is shown at reference Q, this service is procured from the Grounds Maintenance service. As such it will result in a reduction to Grounds Maintenance income and create a pressure for that budget (shown in EDS - ASR - 25).

**ASR REF NO: EDS 27**

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

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Pest control - currently no charge for Rats service, propose £20 call out fee (increase income by £30,000. based on 1500 jobs pa. (2014/15 - 1900 rat jobs.)	<b>MEDIUM IMPACT (Whole Borough)</b>  1) Possible health and safety implications if residents don't take up service because of charge 2) Income may not be achieved if residents don't take up service because of charge 3) Could result in increased complaints	30	0	0	0	0	0	30	0



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<p>Service consultation required</p> <p><b>RAG status: Amber</b></p> <p>OSMB on 26<sup>th</sup> November asked officer to explore a £50 call out fee.</p>								
C	Graffiti removal – reduce the team from 2 to 1 operative	<p><b>MEDIUM IMPACT (Whole Borough)</b></p> <ol style="list-style-type: none"> <li>1) 50% staffing reduction</li> <li>2) Reduces capacity to meet targets: remove offensive graffiti within 1 working day (to be retained); remove other graffiti within 4 days (may be 5 or more days or longer given need to retain offensive graffiti removal priority).</li> <li>3) Will need to cease service to private property where visible from the highway because of reduced capacity.</li> <li>4) Overall impact on the appearance of the borough</li> <li>5) Likely to attract further graffiti</li> <li>6) Likely to result in increased complaints</li> <li>7) Reduce service resilience – will need to train other staff to act as temporary cover for leave / sickness (cost implications)</li> </ol> <p>Staff consultation required</p> <p>Reduction in post - 1 FTE Band B Operative</p> <p><b>RAG status: Amber</b></p>	21	0	0	1.0	0	0	21	1.0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<b>IN DELIVERING THIS PROPOSAL THERE WILL BE A NEED TO CONTINUE TO PRIORITISE THE REMOVAL OF OFFENSIVE GRAFFITI WITHIN ONE DAY</b>								
F	Supervisor's Van - remove	<p><b>LOW IMPACT</b></p> <p>1) Will require officer to provide own vehicle for work related journeys and claim car mileage – will require change of contract.</p> <p>2) Not consistent with other Streetpride services</p> <p>Staff consultation required</p> <p><b>RAG status: Green</b></p>	0	5	0	0	0	0	5	0
	<b>TOTAL</b>		51	5	0	1.0	0	0	56	1.0

**ASR REF NO: 28**

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

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduced Contracted Services –	Occupational health surveillance for hand arm vibration (HAV's) and noise for employees in potentially high risk	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
	Occupational Health Surveillance	occupations could result in an increase in insurance claims against the council and vulnerable to prosecution by the enforcing authority (HSE)  <b>RAG Status: Amber</b>								
B	Reduced Training Budget	Reduction in professional development of officers will have a detrimental effect on the service delivered to directorates; a reduced ability to keep up to date with new legislation / guidance and the subsequent briefing of SLT and other concerned parties.  <b>RAG Status: Amber</b>	8						8	
C	Team Restructure	De-establish M3 Emergency and Safety Manager Post and instigate a team re-structure. Significantly reduced capabilities and capacity of the team and increased workload on officers to meet statutory obligations. A team that is already smaller than comparable authorities will be further reduced.  <b>RAG Status: Red</b>	17			0.5			17	0.5
D	Reduction of core budget	Negotiations are currently underway on obtaining income	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		generation funds in respect of H&S work on RMBC housing stock. Whilst it is anticipated that the funding will be secured, it is uncertain at this time as to the level of funding that will be available. A failure to secure such funding will necessarily lead to reductions in the staff establishment, given that much of the non-staff budget is for fixed costs.  <b>RAG Status: Amber</b>								
E	Reduction of non pay budget	Reflection of underspends across a number of detail codes in 14/15.  <b>RAG Status: Green</b>	12						12	
	<b>TOTAL</b>		<b>72</b>	<b>0</b>	<b>0</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>0.5</b>

**COMMENTS ON ABOVE PROPOSALS:** The Management of Health and Safety at Work Regulations require employers to put in place arrangements to control health and safety risks, as well as seeking competent H&S advice and support. In addition, the Health and Safety at Work Act places a duty on employers to ensure, as far as is reasonably practicable, the health, safety and welfare of their employees or anyone that could be affected by their acts or omissions. Any further reduction in staff (from existing levels) would potentially see the Council vulnerable to prosecution, fines and associated reputational damage should any H&S legislation be breached and / or major injury / fatality was to occur. Staff reduction proposed is 10%

**ASR REF NO: EDS 30**

**CURRENT SERVICE SUMMARY– Depot, Stores & Business Support**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  The service covers the management of the main depot at Hellaby including the central stores and business support to Streetpride’s front-line services
<b>Advisory Cabinet Portfolio:</b>	Cllr Read	
<b>2015/16 Budget (£’000 Gross):</b>	1,015	
<b>2015/16 Budget £’000 Income:</b>	-592	
<b>2015/16 Budget (£’000 Net):</b>	423	
<b>2015/16 Budget FTE:</b>	21.1	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £’000	17/18 £’000	18/19 £’000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £’000	TOTAL FTE
B	Procurement savings (pass through to services)	Low impact - savings derive from lower than expected unit costs delivered by consortium supply contracts.  <b>RAG Status: Green</b>	100	0	0	0	0	0	100	0
	<b>TOTAL</b>		100	0	0	0	0	0	100	0

**ASR REF NO: EDS 31**

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

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
C	Retendering of expensive routes	14 H2S mini-bus routes are considered to be expensive, A retendering exercise is now complete and this saving is confirmed.  <b>RAG Status: Green</b>	80						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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
D	Develop 'in-house' option to provide transport, taking pupils out of taxis into mini-buses	May be dependent on changes to Adult services transport arrangements, i.e. different attendance time at day centres.  <b>RAG Status: Red</b>		80	80				160	
	<b>TOTAL</b>		80	80	80	0	0	0	240	0

**COMMENTS ON ABOVE PROPOSALS:**

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



**ASR REF NO: EDS 32**

**CURRENT SERVICE SUMMARY Corporate Transport & Plant**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> The CTU Fleet Management Team is responsible for the management of the core and hired vehicle fleet and associated transport functions including training and compliance to enable safe operation of the Councils Vehicle Operators Licence
<b>Advisory Cabinet Portfolio:</b>	Cllr Read	
<b>2015/16 Budget (£'000 Gross):</b>	751	
<b>2015/16 Budget £'000 Income:</b>	-465	
<b>2015/16 Budget (£'000 Net):</b>	286	
<b>2015/16 Budget FTE:</b>	6.1	

**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	Undertake Taxi Driver Licensing and Driving Licence Checks on behalf of Taxi Licensing	Taxi Test income is dependent on the number of applicants for taxi driver licences. New taxi drivers have the option of undertaking a practical driving competence test with the Driver & Vehicle Standards Agency @ £79.66 [up to 6 weeks waiting list] or an identical test with a DVSA approved instructor within CTU at a cost of £60.00 [1 week waiting list] Existing taxi drivers who are renewing their taxi licence and have endorsements on their driving licence have to retake and pass a practical driving test either with DVSA or CTU within 21 days of issue of taxi licence. <b>Rag Rating: Amber</b>	8	2					10	
C	Driver Training	Training income is dependent on external training requests. The main income streams are minibus driver training and disability [MIDAS]. Drivers have to undertake refresher training every 4 years. This is an approved qualification for school and voluntary groups whose drivers do not need to hold a vocational minibus driving licence. All organisations have to pay for the MIDAS training. Driver CPC training [35 hours of training has to be completed every 5 years] is perceived to increase from 16/17 as refresher training for the 1st batch of existing training which ended in September 2003 needs to be completed by 2018/19. Traditionally external driver CPC training is slow in the early years and increases as drivers realise the deadline for	8	2	2				12	

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
		completion of training is becoming closer. <b>Rag Status: Red</b>								
D	Bus Service Operators Grant (BSOG)	The BSOG grant is not confirmed beyond next financial year. The rate and eligibility is determined by the Department for Transport. RMBC are only eligible whilst operating passenger vehicles for community duties [NAS Passenger Transport Fleet] or similar future provision. <b>Rag Status: Red</b>	20	-20					0	
E	Hire of Parking bays	Partnership working with hire company to reduce hire delivery charges. CTU currently charges £1k per month to an external vehicle hire company for the provision of 6 parking spaces within Hellaby Depot. This initiative reduces hire vehicle delivery charges as the vehicles are on site. <b>Rag Status: Red</b>	12						12	
F	Deletion of post of Technical Officer	Deletion of band H post, would require some back-filling to cover duties but this would be done by replacing with increased business support capacity and utilising Purchase to Pay for hire company invoicing and recharging to individual departments. <b>Rag Status: Green</b>	14			1.0			14	1.0
	<b>TOTAL</b>		<b>62</b>	<b>-16</b>	<b>2</b>	<b>1.0</b>	<b>0</b>	<b>0</b>	<b>48</b>	<b>1.0</b>

**COMMENTS ON ABOVE PROPOSALS:**

Staff savings have been identified by deleting 1 FTE (band H) and backfilling with a band D (Business Support) post.

**ASR REF NO: 33**

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

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

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Reduction of M3 manager posts by consolidating service groups (see below for details)	No direct impact onto service delivery, but this does reduce the management capacity and resilience within the Structure, and will require some backfilling at a lower level.  Loss of 2 FTE posts at M3 level, and recruitment of one new								

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
		post at band J								
B	Deletion of post of LCS Manager and combining Grounds Maintenance, Street Cleansing and Green Spaces with Highways Network Management to create a new post of <i>Community Environmental services Manager</i>	Significantly extends the span of control for the remaining M3 Manager across quite distinct service areas.  <b>RAG status: Amber</b>	70			1			70	1
C	Deletion of post of Corporate Transport Manager and combine with Waste Service to create new post of <i>Waste and Transport Manager</i> . Home to School Transport to transfer to Business Regulation Unit	Increase span of control of M3 Manager, and will require back-filling with a Fleet/contract manager at scale J.  Extends span of control of Business Regulation Manager. Note: this post also has responsibility for (Taxi) Licensing  <b>RAG status: Amber</b>	17						17	
	<b>TOTAL</b>		87	0	0	1	0	0	87	1

## Finance & Corporate Services

**ASR REF NO: RES-1 & 2**

### CURRENT SERVICE SUMMARY – Finance (Including Schools Traded Service)

<b>Directorate:</b>	Resources	<b>Brief description of service:</b> 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.
<b>Advisory Cabinet Portfolio:</b>	Leader – Cllr Read/Corporate Services and Budgeting (S. Alam) □	
<b>2015/16 Budget (£'000 Gross):</b>	£3,580	
<b>2015/16 Budget £'000 Income:</b>	-£1,396	
<b>2015/16 Budget (£'000 Net):</b>	£2,184	
<b>2015/16 Budget FTE:</b>	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
A	<b>Option 1:</b> 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

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>Continue to reduce the 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><b>Option 2:</b> As above, plus further reduction of FTEs reflecting expected Public Service Reform (PSR) implications across Sheffield City Region (SCR)</p>	<p>Potential positive resource impact on service areas by 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><b>RAG STATUS: AMBER</b></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><b>RAG STATUS: RED</b></p>	0	0	171	0	0	5	171	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
B	Business Development - Additional income from 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	No adverse impact; potential opportunity to generate additional income and take advantage of the service being well placed in the market to provide such services on a more expansive basis.  <b>RAG STATUS: AMBER</b>	62	6	6	0	0	0	74	0
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  <b>RAG STATUS: AMBER</b>	25	25	25	0	0	0	75	0
D	<b>Packaged Savings:</b>  Flexible use of New Burdens Grant funding to meet additional finance work primarily related to business	No adverse impact – reprioritisation of existing resources to meet additional financial reporting requirements	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
	rates localisation  Reduction to service Training and software budgets	No adverse impact - £5k reduction in training budget to reflect reduced staff numbers and significant investment in staff 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  <b>RAG STATUS: GREEN</b>	25	0	0	0	0	0	25	0
	<b>TOTAL</b>		<b>449</b>	<b>53</b>	<b>202</b>	<b>14</b>	<b>0</b>	<b>5</b>	<b>704</b>	<b>19</b>

**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)**

<b>Directorate:</b>	Resources	<b>Brief description of service:</b>									
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam) □	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.									
<b>2015/16 Budget (£'000 Gross):</b>	1,124	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.									
<b>2015/16 Budget £'000 Income):</b>	0										
<b>2015/16 Budget (£'000 Net):</b>	1,124										
<b>2015/16 Budget FTE:</b>	33.5										
		<table border="0"> <tr> <td></td> <td style="text-align: center;">Rotherham MBC</td> <td style="text-align: center;">Average</td> </tr> <tr> <td>Total Cost per Invoice</td> <td style="text-align: center;">£1.52</td> <td style="text-align: center;">£2.38</td> </tr> <tr> <td>Staff Cost per Invoice</td> <td style="text-align: center;">£0.73</td> <td style="text-align: center;">£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.  <b>RAG status – Green.</b>  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	Yorkshire Purchasing Organisation – YPO has consistently delivered a higher dividend to the Council than budgeted.  It is proposed to increase the budgeted income figure to provide a more reasonable value.	Limited risk and limited impact. A realistic and prudent assessment has been made of the level of additional dividend that could be budgeted for.  <b>RAG status – Green</b>	40	0	0				40	
D	Housing Renewal Account (HRA) Increased funding contribution  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).	Very limited impact. It is planned to absorb the work within existing resources at no additional cost.  <b>RAG status – Green</b>	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.	<b>RAG status - Green</b>								
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 <b>RAG status = Amber</b> .	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.  <b>RAG status – Amber</b>	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	0.8		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><b>RAG status – Red</b></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
		<b>RAG status – Red</b>								
	<b>TOTAL</b>		180	75	82	0	2.3	3	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)**

<b>Directorate:</b>	Resources	<b>Brief description of service:</b> 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)
<b>Advisory Cabinet Portfolio:</b>	Leader	
<b>2015/16 Budget (£'000 Gross):</b>	4,395	
<b>2015/16 Budget £'000 Income:</b>	2,661	
<b>2015/16 Budget (£'000 Net):</b>	1,734	
<b>2015/16 Budget FTE:</b>	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	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><b>RAG Status: AMBER</b></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><b>RAG Status: AMBER</b></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><b>RAG Status: GREEN</b></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  <b>RAG Status: GREEN</b>	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><b>RAG Status: GREEN</b></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><b>RAG Status: AMBER</b></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  <b>RAG Status: GREEN</b>	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  <b>RAG Status: RED</b>  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  <b>RAG Status: AMBER</b>	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	<p>an impact on performance across the service in both time related and income collection targets.</p> <p>It is expected that there would be no adverse impact on customers</p>								
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><b>RAG Status: RED</b></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 7<sup>th</sup> best Met for new claims and 7<sup>th</sup> 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	Disestablishment of 2fte posts in Revenues and Payments  1fte Band F Visiting Officer 1fte Band D Admin Assistant  <b>RAG Status: AMBER</b>  Staff saving equates to 22% of the current Visiting Officers and 14% of the current Admin Assistant	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  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  Additionally changes brought about by the care act may increase workload in some areas  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	0	0	58	0	0	2	58	2
	<b>TOTAL</b>		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)**

<b>Directorate:</b>	Resources	<b>Brief description of service:</b> 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.
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam) □	
<b>2015/16 Budget (£'000 Gross):</b>	£2,914k	
<b>2015/16 Budget £'000 Income:</b>	£2,243k	
<b>2015/16 Budget (£'000 Net):</b>	£671k	
<b>2015/16 Budget FTE:</b>	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.  <b>RAG Status: Green</b>	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.  <b>RAG Status: Green</b>	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	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
		post. Likely to be a necessary VER or Severance to achieve the post reduction. No impact should result outside of the Service Centre. <b>RAG Status: Amber</b>								
D	Reclaim VAT on mileage	Requires system changes to HR Portal to collect necessary additional information. <b>RAG Status: Green</b>	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. <b>RAG Status: Red</b>	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. <b>RAG Status: Red</b>	0	0	50	0	0	2	50	2
	<b>TOTAL</b>		<b>137</b>	<b>50</b>	<b>50</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>237</b>	<b>7</b>

**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**

<b>Directorate:</b>	<b>Assistant Chief Executive's</b>	<b>Brief description of service:</b> 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.
<b>Advisory Cabinet Portfolio:</b>	<b>Corporate Services and Budgeting (S. Alam)□</b>	
<b>2015/16 Budget (£'000 Gross):</b>	1306	
<b>2015/16 Budget £'000 Income:</b>	361	
<b>2015/16 Budget (£'000 Net):</b>	945	
<b>2015/16 Budget FTE:</b>	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  <b>RAG Status: Green</b>	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.  <b>RAG Status: Amber</b>	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.  <b>RAG Status: Amber</b>	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	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
		uncompetitive and Schools may choose to buy the service from alternative suppliers.  <b>RAG Status: Red</b>								
E	Reduction in management development budget	Assumes a reduction in intense level of activity beyond year 1 of the Improvement Plan.  <b>Rag Status: Amber</b>	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.  <b>Rag Status: Amber</b>	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.  <b>Rag Status: Red</b>	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	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>Trade Union secondment time.</p> <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><b>Rag Status: Red</b></p>								
	<b>TOTAL</b>		140	20	172	0	0	3.5	332	3.5
<p><b>COMMENTS ON ABOVE PROPOSALS:</b> 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**

<b>Directorate:</b>	Finance and Corporate Services	<p><b>Brief description of service:</b> 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:</p> <ul style="list-style-type: none"> <li>• The development of new systems and databases, including web based systems. Current major systems developments include new social care, and integrated housing management systems.</li> <li>• Training for systems users.</li> <li>• Provision of an ICT service desk that takes in excess of 70,000 calls per year and includes technicians resolve technical problems.</li> <li>• Server, data storage and network infrastructure support services, email and telephony systems.</li> </ul> <p>ICT supports services to introduce new technologies to improve the services they provide to the Public and to improve efficiency.</p> <p>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.</p> <p>There is a Schools Connect team which provides bespoke IT services to schools on a traded basis.</p>
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam)☐	
<b>2015/16 Budget (£'000 Gross):</b>	(5,928)	
<b>2015/16 Budget £'000 Income:</b>	2,713	
<b>2015/16 Budget (£'000 Net):</b>	(3,215)	
<b>2015/16 Budget FTE:</b>	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>	<p><b>RAG status – Green.</b> Achievable in a managed way over time, with little impact on services</p>								
B	<p>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>	<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><b>RAG status – Amber</b> (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>	<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.</p>								
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><b>RAG status – Green.</b> There is some risk of a negative reaction from schools, but the increase is fairly modest (&lt;£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><b>RAG status – Amber</b> – 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><b>RAG status – Amber</b> – 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><b>RAG status – Green.</b></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><b>RAG status – Green.</b></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><b>RAG status – Green.</b></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><b>RAG status – Amber</b> 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><b>RAG status – Green.</b></p>	50	70	80				200	
<b>TOTAL</b>			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)**

<b>Directorate:</b>	Resources	<p>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.</p> <p>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 &amp; 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).</p> <p>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).</p>
<b>Advisory Cabinet Portfolio:</b>	Leader/Corporate Services and Budgeting (S. Alam) □	
<b>2015/16 Budget (£'000 Gross):</b>	£355k	
<b>2015/16 Budget £'000 Income:</b>	£212k	
<b>2015/16 Budget (£'000 Net):</b>	£144k	
<b>2015/16 Budget FTE:</b>	6.0  (1.6 "Partnership and 4.4 "Policy")	

**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. <b>"Green" rated.</b>  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. <b>"Green"</b> 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><b>"Red"</b> 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.  <b>RAG rating - Amber</b>								
E	Income target – additional Rotherham Partnership contributions from an expanded membership	<b>Red RAG rated</b> , 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>								
	<b>TOTAL</b>		<b>28</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33</b>	<b>0</b>

**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)**

<b>Directorate:</b>	Finance and Corporate Services	<b>Brief description of service:</b>  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.
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam)□	
<b>2015/16 Budget (£'000 Gross):</b>	(81)	
<b>2015/16 Budget £'000 Income:</b>	351	
<b>2015/16 Budget (£'000 Net):</b>	270	
<b>2015/16 Budget FTE:</b>	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 L £'000	TOTAL L FTE
A	The Service has agreed proposals with the South Yorkshire Passenger Transport Executive to administer the Executive's	There will be no impact on services.	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 L £'000	TOTAL L FTE
	<p>insurance claims.</p> <p>This will reduce the Executive's external costs and provide income to the Council.</p>	<p>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).</p> <p><b>RAG status – Green.</b></p> <p>The arrangement with the SYPTE has already been agreed.</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 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL L £'000	TOTAL L FTE
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><b>RAG status – Green.</b></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><b>RAG status – Green.</b></p>	20	0	0				20	
	<b>TOTAL</b>		60	25	0	0	0	0	85	0

**ASR REF NO: RES-11**

**CURRENT SERVICE SUMMARY (INTERNAL AUDIT)**

<b>Directorate:</b>	Finance and Corporate Services	<b>Brief description of service:</b> 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.
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam) □	
<b>2015/16 Budget (£'000 Gross):</b>	(463)	
<b>2015/16 Budget £'000 Income:</b>	64	
<b>2015/16 Budget (£'000 Net):</b>	(399)	
<b>2015/16 Budget FTE:</b>	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><b>RAG status – Amber.</b> Requires agreement to move to a mixed model, involving a restructure and the loss of 2 posts</p>	25			2.0			25	2.0
<b>TOTAL</b>			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)**

<b>Directorate:</b>	Resources	<b>Brief description of service:</b>  Centralised Business Support includes: - <ul style="list-style-type: none"> <li>• Management Support: The provision of Personal Assistant and Management Secretarial support to Senior Management.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam)□	
<b>2015/16 Budget (£'000 Gross):</b>	£339	
<b>2015/16 Budget £'000 Income:</b>	£81	
<b>2015/16 Budget (£'000 Net):</b>	£258	
<b>2015/16 Budget FTE:</b>	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	Additional Personal Assistant and Management Secretary posts are required in the short term in order to be able to meet	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
	<p>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 (Band E).</p> <p>A reduction of 3 ftes is equivalent to a 25% reduction in staffing.</p>	<p>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 Government Commissioners.</p> <p>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.</p> <p><b>RAG Status : Green</b></p>								
	<b>TOTAL</b>		0	27	55	0	1	2	82	3

**ASR REF NO: RES-16**

**CURRENT SERVICE SUMMARY *ELECTORAL SERVICES***

<b>Directorate:</b>	Resources	<b>Brief description of service:</b>  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.
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam)□	
<b>2015/16 Budget (£'000 Gross):</b>	618	
<b>2015/16 Budget £'000 Income:</b>	13	
<b>2015/16 Budget (£'000 Net):</b>	605	
<b>2015/16 Budget FTE:</b>	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE

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
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.  <b>RAG Status : Green</b>	0	215	0	0	0	0	215	0
	<b>TOTAL</b>		0	215	0	0	0	0	215	0

**ASR REF NO: RES-17**

**CURRENT SERVICE SUMMARY COMMITTEE SERVICES**

<b>Directorate:</b>	Resources	<b>Brief description of service:</b> 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.
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam) □	
<b>2015/16 Budget (£'000 Gross):</b>	170	
<b>2015/16 Budget £'000 Income:</b>	0	
<b>2015/16 Budget (£'000 Net):</b>	170	
<b>2015/16 Budget FTE:</b>	4	

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	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.  <b>RAG Status : Green</b>	15	0	0	0	0	0	15	0
	<b>TOTAL</b>		<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>



**REF NO: RES-18**

**CURRENT SERVICE SUMMARY - TOWN HALL CATERING**

<b>Directorate:</b>	Resources	<b>Brief description of service:</b>  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.
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam)□	
<b>2015/16 Budget (£'000 Gross):</b>	105	
<b>2015/16 Budget £'000 Income:</b>	78	
<b>2015/16 Budget (£'000 Net):</b>	27	
<b>2015/16 Budget FTE:</b>	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	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.	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
		<p>A number of short-term changes could therefore be made to reduce expenditure by over £55k. These are: -</p> <ul style="list-style-type: none"> <li>• End the practice of serving hot lunches at the Town Hall and instead use Riverside House café.</li> <li>• Reduce staffing from 6 (3.4 fte) to 3 (1.86 fte).</li> <li>• Provision of the lunchtime special to Riverside House café to be provided from an alternative Council catering facility (Facilities Management to determine).</li> </ul> <p>The £55k 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>								

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>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 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.</p> <p><b>RAG Status : Green</b></p>								
	<b>TOTAL</b>		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

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

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.

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: -

- 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**

<b>Directorate:</b>	Resources	<b>Brief description of service:</b> 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"> <li>▪ Contract and commercial issues (Procurement, contract terms, negotiation support)</li> <li>▪ Property related transactions and issues including compulsory purchase orders, landlord and tenant</li> <li>▪ Corporate governance – democratic processes, probity matters including changes to Standing Orders, Standards Committee investigations and the Confidential Reporting Code.</li> <li>▪ Criminal and civil litigation matters, including arbitration, dispute resolution</li> <li>▪ Social Care – Adults and Childcare</li> <li>▪ Data protection, freedom of information and records management matters, including advice on exempt reports, reviewing Freedom of Information Act decisions and retention of information</li> <li>▪ Employment matters including employment tribunals</li> <li>▪ Highways advice, Traffic Regulation Orders, Traffic Management</li> <li>▪ Forward Planning, Development Control, Enforcement and Planning Appeals</li> <li>▪ Housing possession claims and subsequent enforcement</li> <li>▪ Injunction applications, Anti-Social Behaviour Order applications, Defending housing disrepair claims</li> <li>▪ Prosecutions, Applications for search warrants</li> <li>▪ Licensing Board &amp; sub-committees, Licensing appeals, Other appeals (e.g. Abatement Notices)</li> <li>▪ Defending Judicial Review claims</li> <li>▪ Complaints Panels &amp; Ombudsman investigations</li> <li>• The Legal Business Support Team provides dedicated administrative support to the Legal Management Team and Legal Teams.</li> <li>• 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.</li> </ul>
<b>Advisory Cabinet Portfolio:</b>	Corporate Services and Budgeting (S. Alam) □	
<b>2015/16 Budget (£'000 Gross):</b>	1,469	
<b>2015/16 Budget £'000 Income:</b>	294	
<b>2015/16 Budget (£'000 Net):</b>	1,175	
<b>2015/16 Budget FTE:</b>	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)  <b>RAG Status : Amber</b>								
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).  <b>RAG Status : Amber</b>	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><b>RAG Status : Red</b></p>								
	<b>TOTAL</b>		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)**

<b>Directorate:</b>	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>
<b>Advisory Cabinet Portfolio:</b>	Leader	
<b>2015/16 Budget (£'000 Gross):</b>	£194k	
<b>2015/16 Budget £'000 Income:</b>	£64k	
<b>2015/16 Budget (£'000 Net):</b>	£130k	
<b>2015/16 Budget FTE:</b>	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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
A	Minor reassessment and uprating of HRA contribution to the team – e.g. to 50% of Team Manager role	<p><b>“Amber” RAG Rated</b> – 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 <b>“Red” RAG rated</b>.</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><b>“Red” RAG rated</b> – 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>								
	<b>TOTAL</b>		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.

## Public Health

**ASR REF NO: PH-1**

### CURRENT SERVICE SUMMARY *Public Health: Sexual Health*

<b>Directorate:</b>	Public Health	<b>Brief description of service:</b> Local Authorities are mandated to ensure the provision of open access sexual health services including Sexually Transmitted Infection (STI) testing and treatment and contraception. The services provide STI testing and treatment, contact tracing, outbreak control and offer a full range of contraception including Long Acting Reversible Contraception (LARC) and Emergency Hormonal Contraception (EHC). The services manage locally based Chlamydia screening as part of the National Chlamydia Screening Program. The services also provide a range of advice and health promotion/education and support to prevent the spread of STIs, unintended pregnancy and Child Sexual Exploitation. As part of the open access mandate, Local Authorities also ensure that residents visiting out of area Genito Urinary Medicine (GUM) clinics are funded as part of the prevention agenda.
<b>Advisory Cabinet Portfolio:</b>	Public Health	
<b>2015/16 Budget (£'000 Gross):</b>	2,964	
<b>2015/16 Budget £'000 Income:</b>		
<b>2015/16 Budget (£'000 Net):</b>	2,964	
<b>2015/16 Budget FTE:</b>	1 FTE RMBC plus contracted Service	

### 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	Year on year 1.8% efficiency saving applied to the provider of the Integrated Sexual Health Service (TRFT)	<p>NHS Foundation Trusts. Public Health Services 3 Year Planned re - procurement programme 2016 – 2019. Over this period all of our services will be reviewed, re -specified and tendered. In addition the services commissioned from our 2 major NHS partners The Rotherham NHS Foundation Trust (TRFT) and Rotherham, Doncaster and South Humber NHS Foundation Trust (RDASH) will need to deliver cost efficiency savings during the intervening period (i.e. If they are not due for tender until 2018 then they will deliver up to that point, but after that the newly redesigned service model will deliver the efficiencies.</p> <p>NHS National cost efficiencies currently stand at 3.5% which is offset by an inflation of 1.9% for some services, and some local schemes to incentivise provider delivery. Therefore TRFT and RDASH will be making between 1.6 and 1.9% savings on the contracts they hold with NHS Commissioners. This model enables larger service</p>	39	38	38				115	

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>providers to plan and manage the savings over a longer period and work with Public health to agree the impact of a programme of efficiency.</p> <p>Public Health propose 1.8% on the Alcohol and Drugs services from RDASH and 1.8% on the contracts with TRFT. For TRFT this is focused on the sexual health and children's programme areas, but with negotiation with the provider may be applied across a wider range of services when the full impact is considered.</p> <p>The savings have not been applied to Pharmacy and GP providers at this stage, as new savings models will describe any changes to this area of provision, and that these areas have had no inflationary uplift for over 6 years.</p> <p><b>RAG rating: Amber</b></p>								
B	Review of out of area GUM payments and local prescribing payments	<p>The review of out of area GUM payments is being carried out across Yorkshire and Humber and will lead to providers being paid no more than the suggested National tariff (rate of payment per episode of care). At present providers are paid on invoice and some charge more than national tariff (which is not mandated) to reflect locally agreed rates. Providers are aware that this is being reviewed across the country. Local Authorities are mandated to ensure the provision of an open access sexual health service free to the end user of the service. This includes ensuring that any of our residents can receive Sexually Transmitted Infection testing and treatment outside of Rotherham. We are reviewing our payments in line with other Local Authorities across the country. This will not impact on the service delivered or the patient experience.</p> <p><b>RAG rating: Green</b></p> <p>We are looking in detail at the prescribing costs associated with the Public Health contracts with GPs for LARC and the Intrauterine contraceptive device (IUCD). The IUCD can be fitted for contraceptive purposes (cost attributed to Public Health under the PH contract) or for the treatment of</p>	20						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
		<p>heavy menstrual bleeding (cost attributable to the CCG). It is often difficult to decide which is the primary reason for fitting, as women can have the device fitted for both reasons. We are working with the GPs and the CCG to agree a process for when the CCG is charged and when RMBC is charged.</p> <p>We are also specifying that the LARC contract with GPs will cover the Sub-dermal implant only (rather than the full range of LARC). This is due to the evidence which supports this form of LARC being the most effective in reducing unplanned pregnancy. Our contracts with GPs are to enhance their service, over and above what they already offer.</p> <p>They will still offer the full range of contraception so that the patient experience will not change – the prescribing charges</p> <p>are still to be covered by the CCG and RMBC - but we anticipate this leading to a cost saving for us as the CCG will be covering the costs for other forms of LARC.</p>								
C	Consolidation of contracts for HIV prevention/support	<p>Bringing the contracts for HIV prevention/support from Supporting People and Public Health together means that we can identify an efficiency saving with a new provider. Service delivery is not affected in terms of activity but it has moved from a model of 'support' to one that empowers people so the overall client experience will be more beneficial.</p> <p><b>RAG rating: Green</b></p>	24						24	
D	Theatre & Health Education Support – Contract	Reduction in the budget is possible as the drama intervention for schools will be paid for in full from the 15/16 Public Health budget. Schools are being offered the Theatre in Education performances and workshops over a	26	0					26	

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
	Renegotiation	three year period. There will also be some performances directly aimed at looked after children and their carers. Public Health have agreed to finance this initiative which is being commissioned by the School Effectiveness Team in C&YPS. We are making the full amount available to the team in 15/16 and as this is a time limited intervention we are able to make a cost saving in the following year.  <b>RAG rating: Green</b>								
	<b>TOTAL</b>		109	38	38	0	0	0	185	0

**COMMENTS ON ABOVE PROPOSALS:** The 1.8% efficiency savings are RAG rates Amber as the full impact, including loss of front line staffing cannot be established until Public Health have dialogue with TRFT

**ASR REF NO: PH-2**

**CURRENT SERVICE SUMMARY *Public Health: Drugs and Alcohol***

<b>Directorate:</b>	Public Health (Substance Misuse)	<b>Brief description of service:</b> Integrated health and social care system to provide services for drug and/or alcohol users (including use of all illegal drugs, prescribed drugs, New Psychoactive Substances 'legal Highs') to any adult or young person who normally resides in Rotherham.
<b>Advisory Cabinet Portfolio:</b>	Public Health	
<b>2015/16 Budget (£'000 Gross):</b>	4,829	
<b>2015/16 Budget £'000 Income:</b>	154 PCC for Drugs Intervention Programme	
<b>2015/16 Budget (£'000 Net):</b>	4,675	
<b>2015/16 Budget FTE:</b>		

**SAVINGS PROPOSALS:**

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Retender Floating Housing Support Service which provides support to substance users in tenancy agreements.	<p>To be retendered to allow for efficiency savings in the new contract which will be aligned with the Public Health Outcomes Framework.</p> <p>The opening of the new Substance Misuse Recovery Hub 'Carson House' will enable any future provision to be closely linked to other key partner support agencies, thus reducing the contract numbers and cost of any future provision. There will be a requirement to work closely with partner support agencies to deal with low risk clients, allowing for the service to address the needs of the medium/high risk clients</p> <p>There will be additional housing issues for the floating support service due to the introduction of the Universal Credit being rolled out in Rotherham later this year which will need to be taken account of.</p> <p><b>RAG status - Amber</b></p>	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
B	1.8% Efficiency Savings on RDaSH Alcohol & Drugs Contract	<p>NHS Foundation Trusts. Public Health Services 3 year planned re -procurement programme 2016 – 2019. Over this period all of our services will be reviewed, re - specified and tendered. In addition the services commissioned from our 2 major NHS partners TRFT and RDaSH will need to deliver cost efficiency savings during the intervening period i.e. if they are not due for tender until 2018 then they will deliver up to that point, but after that the newly redesigned service model will deliver the efficiencies. NHS National cost efficiencies currently stand at 3.5% which is offset by an inflation of 1.9% for some services, and some local schemes to incentivise provider delivery. Therefore TRFT and RDaSH will be making between 1.6 and 1.9% savings on the contracts they hold with NHS Commissioners. This model enables larger service providers to plan and manage the savings over a longer period and work with Public health to agree the impact of a programme of efficiency.</p> <p>Public Health propose 1.8% on the Alcohol and Drugs services from RDaSH. The savings have not been applied to Pharmacy and GP providers at this stage, as new savings models will describe any changes to this area of provision, and that these areas have had no inflationary uplift for over 6 years.</p> <p><b>RAG status - Amber</b></p>	48	47	46				141	
<b>TOTAL</b>			<b>88</b>	<b>47</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>181</b>	<b>0</b>

**COMMENTS ON ABOVE PROPOSALS:** The 1.8% efficiency savings are RAG rates Amber as the full impact, including loss of front line staffing cannot be established until Public Health have dialogue with RDaSH

**ASR REF NO: PH-4**

## CURRENT SERVICE SUMMARY Public Health *Obesity/Weight Management*

<b>Directorate:</b>	Public Health	<b>Brief description of service:</b> Obesity programme. Comprises commissioned services: <ul style="list-style-type: none"> <li>The Rotherham Healthy Weight Framework (HWF) is a tiered approach to weight management which supports adults and children to reduce and maintain their weight. People attend the tier of the service which is most suitable for their weight and height. The 6 services include: Tiers 2-4 children weight management, Tiers 2-3 adult weight management and a single point of access (telephone line to refer people to the correct service based on need). This is not included in the proposed savings detailed below.</li> <li>The Rotherham Ministry of Food is a partnership project which teaches cookery skills with a focus on healthy family meals. This is not included in the proposed savings detailed below.</li> <li>The community dietetics service is delivered by the dietetics department at Rotherham Foundation Trust. The service provides community based dietetic support to children in special schools, service users of children and adolescent mental health services (CAMHS) and to housebound clients who have special dietary needs. The service also provides a programme of 6 accredited training courses to develop food and diet skills for staff employed in Rotherham and the general public.</li> </ul>
<b>Advisory Cabinet Portfolio:</b>	Public Health Adults & Children	
<b>2015/16 Budget (£'000 Gross):</b>	£1,089	
<b>2015/16 Budget £'000 Income:</b>	£0	
<b>2015/16 Budget (£'000 Net):</b>	£1,089	
<b>2015/16 Budget FTE:</b>		

### SAVINGS PROPOSALS:

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17 £'000	17/18 £'000	18/19 £'000	16/17 FTE	17/18 FTE	18/19 FTE	TOTAL £'000	TOTAL FTE
A	Service review of community dietetics with a view to decommissioning service or to reduce and re-specify the existing contract	The service was inherited by RMBC as part of the transfer of Public Health from the Rotherham Primary Care Trust. A service review is required to understand the potential impact of a reduced or decommissioned service. The most likely impact will be on the community support offered to: children in special schools, service users of child and adolescent mental health services and housebound clients with special dietary needs. The service review would establish the impact of the reduced support on these populations. A reduction or decommissioned package of training, would impact on the numbers of front line professionals working in Rotherham, who can attend an accredited training course		70					70	

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 develop their skills and knowledge on food and diet. It may be possible for primary care activity (e.g. support to special schools and housebound clients) to be covered through other contracted activity– this would be a focus of the proposed review.</p> <p>The review would also seek to establish how a reduced offer of training for front line professionals will affect the delivery of the healthy weight framework care pathway.</p> <p><b>RAG status: Amber</b></p>								
	<b>TOTAL</b>		0	70	0	0	0	0	70	0

**ASR REF NO: PH-5**

**CURRENT SERVICE SUMMARY Public Health Child Health Programme**

<b>Directorate:</b>	Public Health	<b>Brief description of service:</b> The 0-19 Child Health programme area includes the 0-5 Child Health Programme (Health Visiting and Family Nurse Partnership) and School Nursing Service. The 0-5 Child Health programme is currently commissioned by NHS England and will transfer to RMBC with effect from 1 October 2015. Some elements of this programme area are mandatory for local authorities to provide (the health visiting services for all 0-5 year olds and the National Child Measurement Programme (NCMP), which weighs and measures all children in Reception and Year 6 annually to assess levels of childhood obesity). The Family Nurse Partnership (FNP) programme is an intensive home visiting service for vulnerable pregnant teenagers; the programme follows the mother and baby for 2 years. The School Nursing Service provides a range of services to children and young people aged 5-19 years attending a Rotherham school including health reviews on school entry, health improvement advice and support, delivering the NCMP, annual health reviews for looked after children and child safeguarding.
<b>Advisory Cabinet Portfolio:</b>	Public Health Children's	
<b>2015/16 Budget (£'000 Gross):</b>	£4,227	
<b>2015/16 Budget £'000 Income:</b>	nil	
<b>2015/16 Budget (£'000 Net):</b>	£4,227	
<b>2015/16 Budget FTE:</b>	Contracted Service	

**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	Budget reduction for School Nursing Service reflecting equivalent funding for provision of immunisations now provided by NHS England	The funding for the delivery of immunisations and vaccinations by the school nursing service, previously provided by RMBC, is now being provided by NHS England. Therefore there should be no impact of reducing the RMBC budget by the equivalent amount as the service still receives this funding, just from a different source  <b>RAG status: Green</b>	176						176	

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	1.8% reduction to 0-19 budget applied over each of the next three years	<p>NHS Foundation Trusts. Public Health Services 3 year planned re -procurement programme 2016 – 2019. Over this period all of our services will be reviewed, re -specified and tendered. In addition the services commissioned from our 2 major NHS partners TRFT and RDASH will need to deliver cost efficiency savings during the intervening period (i.e. If they are not due for tender until 2018 then they will deliver up to that point, but after that the newly redesigned service model will deliver the efficiencies).</p> <p>NHS National cost efficiencies currently stand at 3.5% which is offset by an inflation of 1.9% for some services, and some local schemes to incentivise provider delivery. Therefore TRFT and RDASH will be making between 1.6 and 1.9% savings on the contracts they hold with NHS Commissioners. This model enables larger service providers to plan and manage the savings over a longer period and work with Public health to agree the impact of a programme of efficiency.</p> <p>Public Health proposes 1.8% on the Alcohol and Drugs services from RDASH and 1.8% on the contracts with TRFT. For TRFT this is focused on the sexual health and children’s programme areas, but with negotiation with the provider may be applied across a wider range of services when the full impact is considered.</p> <p><b>RAG status: Amber</b></p>	104	102	100				306	
<b>TOTAL</b>			<b>280</b>	<b>102</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>482</b>	<b>0</b>

**COMMENTS ON ABOVE PROPOSALS:** The 1.8% efficiency savings are RAG rates Amber as the full impact, including loss of front line staffing cannot be established until Public Health have dialogue with TRFT

**ASR REF NO: PH-9**

**CURRENT SERVICE SUMMARY *Public Health Tobacco Control***

<b>Directorate:</b>	Public Health	<b>Brief description of service:</b> Tobacco control programme. Comprises commissioned services: <ul style="list-style-type: none"> <li>• Yorkshire Smokefree (stop smoking service for Doncaster and Rotherham boroughs. Provider: South West Yorkshire Partnership NHS Foundation Trust). Provides face-to-face, telephone and online behavioural support and medications for people who want to stop smoking.</li> <li>• Stop Smoking in Pregnancy Service. (Provider: Rotherham NHS Foundation Trust). Provides behavioural support and medications for pregnant women, their partners and family members, who want to stop smoking.</li> <li>• Communications and Social Marketing Service for tobacco control (covers Rotherham, Doncaster and Sheffield authorities. Provider: Kenyon Fraser). Carries out customer insight and delivers social marketing campaigns in response to this intelligence, focused upon reducing tobacco use.</li> <li>• Activity to prevent young people starting smoking (Provider: RMBC Integrated Youth Support Service). Curriculum activity around tobacco issues, survey of young people's smoking behaviour, supporting young people to access stop smoking support.</li> <li>• Enhanced enforcement of cheap and illicit tobacco and underage sales (Provider: RMBC Trading Standards). Test purchasing, enforcement action and education around tobacco issues including changes in legislation.</li> </ul> All services operate across the whole borough, therefore savings would have an impact Rotherham-wide.
<b>Advisory Cabinet Portfolio:</b>	Public Health	
<b>2015/16 Budget (£'000 Gross):</b>	£1,142	
<b>2015/16 Budget £'000 Income:</b>	£268	
<b>2015/16 Budget (£'000 Net):</b>	£874	
<b>2015/16 Budget FTE:</b>	1 FTE RMBC plus contracted service	

**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	1.8% reduction to all tobacco control service contract values applied over each of the next three years	NHS National cost efficiencies currently stand at 3.5% which is offset by an inflation of 1.9% for some services, and some local schemes to incentivise provider delivery. Therefore TRFT and RDASH will be making between 1.6 and 1.9% savings on the contracts they hold with NHS Commissioners. This model enables larger service providers to plan and manage the savings over a longer period and work with Public health to agree the impact of	16	16	15				47	

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>a programme of efficiency.</p> <p>Public Health proposes 1.8% reduction on all tobacco control services over each of the next three years.</p> <p>Potential reduced capacity within stop smoking services to support people wanting to quit. This is most likely to impact on the smoking in pregnancy service as it is a smaller service with less flexibility around service provision than in the Yorkshire Smokefree service. It would be easier for Yorkshire Smokefree to make efficiencies due to the different support options they provide (e.g. altering the balance between face-to-face support and telephone support).</p> <p>Other services do not provide direct client support, so the efficiencies required to meet the proposed cost saving should be relatively easy to realise.</p> <p><b>RAG status: Amber</b></p>								
	<b>TOTAL</b>		16	16	15				47	

**ASR REF NO: PH- 13**

**CURRENT SERVICE SUMMARY *Public Health Directorate***

<b>Directorate:</b>	Public Health	<b>Brief description of service:</b>  The Public Health team provides specialist advice and support and has a role in influencing spend of NHS and RMBC to improve health and reduce health inequalities. The team provides support to NHS Commissioners (Rotherham CCG and NHS England) through a Memorandum of Understanding. We are responsible for the commissioning and delivery of the mandated functions (including specified services), and for demonstration of the outcomes from the Public Health Outcomes Framework (PHOF). There are four teams who work under the 3 "pillars" of public health (the core functions defined by the Faculty of Public Health, which is the regulatory body for the PH workforce), Healthcare Public Health, Health Protection, Health Improvement. In addition, we have a team leading Drug and Alcohol Strategy and NHS Contracting (Primary Care and Acute Services). Our full team functions include professional advice, strategic leadership and development of strategies to address health inequalities, contracting, commissioning, policy/performance analysis, public health data analysis, research governance, partnership working, and payment of NHS contractors.
<b>Advisory Cabinet Portfolio:</b>	Cllr Roche	
<b>2015/16 Budget (£'000 Gross):</b>	881	
<b>2015/16 Budget £'000 Income:</b>	0	
<b>2015/16 Budget (£'000 Net):</b>	881	
<b>2015/16 Budget FTE:</b>	16.1 The remaining 13 FTE are within the ASRs that link with the programme leads.	

**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	Savings from revised salary for the Director of Public Health	Reduction in staff costs due to the recruitment of a Director of Public Health on a lower salary and RMBC Terms and Conditions, no expected impact on public health priorities.	62	21	0	0	0	0	83	0



Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<b>RAG Status: Green</b>								
B	As above plus a further savings from the delayed recruitment and changes to the Consultant in Public Health post in Healthcare Public Health.	Reduction in staff costs due to the planned recruitment of a Consultant in Public Health on a lower salary and RMBC Terms and Conditions, no expected impact on public health priorities.  <b>RAG Status: Green</b>								
	<b>TOTAL</b>		62	21	0	0	0	0	83	0

## Neighbourhoods

**ASR REF NO: NAS 11**

### **CURRENT SERVICE SUMMARY - Neighbourhood Partnership & Engagement Service**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	Because of the complexity of the charging arrangements for this service the figures presented on the left hand side of this page do not include direct charges to the Housing Revenue Account (HRA). When such direct charges are included the financial position is as follows:
<b>2015/16 Budget (£'000 Gross):</b>	£581	Gross Expenditure      £1,169,526
<b>2015/16 Budget £'000 Income:</b>	£244	Income (HRA)            (£787,234)
<b>2015/16 Budget (£'000 Net):</b>	£337	Net                            £382,292
<b>2015/16 Budget FTE:</b>	21 FTE:	<p>Consequently the funding apportionment for this service is 67% HRA, 33% RMBC General Fund (GF).</p> <p>Included in these figures is:</p> <ul style="list-style-type: none"> <li>• 66K Members Community Leadership fund (46k GF/20k HRA)</li> <li>• 30k tendered Voluntary Sector Advice Services.</li> </ul> <p>The service was established in January 2015 following a review and the newly formed Neighbourhood Partnerships and Engagement Service, it delivers a number of interlinked objectives:</p> <p>(1) To Improve tenant &amp; resident engagement as a key part of our "Local Offer" to tenants and residents living on council estates;</p> <p>(2) To lead on community development to enable communities to become more resilient and help themselves;</p> <p>(3) To coordinate and lead on neighbourhood working arrangements (including Area Assemblies) resulting in active ward councillors working within neighbourhoods (Commissioners Vision Statement and Article 12 RMBC Constitution);</p>

	<p>(4) To work with directorates and partners to tackle the “crime and grime” agenda especially in Rotherham’s most Deprived Neighbourhoods;</p> <p>(5) Parish Council liaison and development;</p> <p>(6) Management and Administration of Members Community Leadership Fund; and</p> <p>(7) Community liaison and engagement response to ongoing issues arising from Jay and Casey reports and recommendations, continuing protests, and support for communities of interest (women, BME, faith and inter-faith, disability, older people, LGBT, CSE community reference group, safeguarding strategy meetings).</p> <p>It should be noted that work area (7) is not specifically the responsibility of neighbourhoods and housing services but has required action at the request of SLT, Advisory Cabinet, and Commissioners due to its importance, and the absence of any other resource within the authority to action.</p>
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**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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
F	Housing & Neighbourhood Service wide saving  (i) Apportioned saving Assistant Director between GF/HRA split  (ii) Supplies and Services cut in HNS Man & Admin	<p>IMPACT</p> <p>1. Realigns true apportionment cost of Assistant Director (housing) to HRA and reduction in HNS Man &amp; Admin supplies and services</p> <p>2. No adverse impact.</p> <p><b>RAG Status: Green</b></p>	8						8	
<b>TOTAL</b>			8	0	0	0	0	0	8	0

**ASR REF NO: NAS-12**

**CURRENT SERVICE SUMMARY - Rotherham Furniture Solutions**

<b>Directorate:</b>	EDS	<b>Brief description of service:</b> Rotherham Furniture Solutions (RFS) operates the Furnished Homes Scheme; it is part of the Housing Options Service within Housing and Neighbourhoods Service. The scheme was set up in May 2004. The objective of the scheme is to offer council tenants assistance to set up and sustain their home by offering a personalised furniture service. This service oversees the provision and management of furnished homes to 3,318 council tenancies. On average there are 6 new furnished tenancies per week after terminations.
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	735,820	
<b>2015/16 Budget £'000 Income:</b>	3,435,820	
<b>2015/16 Budget (£'000 Net):</b>	-2,700,000	
<b>2015/16 Budget FTE:</b>	15.85	

**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 L £'000	TOTAL L FTE
A	Additional income generation by the Furnished Homes Scheme of £100k per annum for the period 2016-17 to 2018-19.  This would be generated through continued expansion of the scheme. It also assumes reduction in service charge of 3% over the period following change in Social Rent Policy.	<b>Impact</b> – The scheme will continue to assist vulnerable tenants set up and sustain tenancies so reducing the cost of tenancy turnover to the HRA.  <b>RAG STATUS =AMBER</b>	100	100	100	0	0	0	300	0
E	HNS wide saving (i) apportioned saving Assistant Director between GF/HRA split	(i) The Central General fund management apportionment savings will be achieved by changing the funding apportionment for Director of Housing, Asset Management and Neighbourhoods from 70% HRA/ 30% GF to 90% HRA/ 10% GF. This change in apportionment is justifiable given the re-focusing of this post to primarily housing in the senior management restructure.  (ii) Reduction in HNS Management and Admin supplied and services	19	0	0	0	0	0	19	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 L £'000	TOTAL L FTE
	(ii) Supplies and services cut in HNS management and Admin	(19k)  RAG status: <b>Green</b>								
	<b>TOTAL</b>		119	100	100	0	0	0	319	0

**COMMENTS ON THE ABOVE PROPOSALS:**

The original Furnished Homes business plan proposed a reduction in turnover of 50% over the three year period due to introduction of Universal Credit. We now do not expect the majority of current claimants to have migrated to UC until around 2018, hence the increase in forecast income and subsequent additional surpluses the service will generate.

There are a number of risks facing the service going forward which are outlined below and justify the amber rating for the suggested increased income forecasts over the three year period.

- Welfare Reform and Universal Credit - risk of increasing arrears, which will result in higher bad debt provisions and reduction in annual surplus. There is also a risk that that regulations change and the furnished element of a tenancy is no longer beneficial.
- Possible changes to housing benefit entitlement for under 25s – may constrain growth of the scheme (fewer tenants taking up furnished home packages).
- Reduction in furnished homes charges by 1% per year for 4 years. This reduction is manageable and the scheme will still be in surplus even when these reduction to income are forecast.
- Re-tender of furniture supplier to the scheme is due to take place in October 2015. This may result in higher furniture costs and reduction in surpluses generated, a cost increase of 10% has been factored into this forecast.

**ASR REF NO: NAS-13**

**CURRENT SERVICE SUMMARY – STRATEGIC HOUSING AND INVESTMENT SERVICE**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b> The Strategic Housing and Investment Service is led by Tom Bell, Strategic Housing and Investment Manager and comprises three key service areas: <ul style="list-style-type: none"> <li>• Strategic Housing (a significant proportion is funded by HRA) - this part of the service is responsible for both public and private sector housing strategy and policy development, leasehold services and co-ordinating the Council's responsibilities around the Right to Buy.</li> <li>• Housing Development (a significant proportion is funded by HRA) - a new team established to deliver housing growth (current delivery of new homes is circa 550 per year, our ambition is to deliver 1,000) affordable and specialist housing provision including new Council housing.</li> <li>• Council Housing Asset Management and Stock Investment (entirely funded by HRA so not part of this review) - responsible for stock investment decisions on our 21,000 Council homes, maintaining landlord compliance for asbestos, fire and legionella, stock surveying, maintaining the stock data base and developing planned work programmes e.g. re-roofing projects..</li> </ul> Overall, the service is reliant on the HRA for the majority of its funding ( £1.36m), so for every £1 expenditure of General Fund the Service spends £7 of Housing Revenue Account funding.
<b>Advisory Cabinet Portfolio:</b>	Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	£195,523	
<b>2015/16 Budget £'000 Income:</b>	£57,200	
<b>2015/16 Budget (£'000 Net):</b>	£138,323	
<b>2015/16 Budget FTE:</b>	There are 36 FTE staff in the team, of which, 20 are entirely funded by Housing Revenue Account (HRA) funding, 15 posts are mixed funding General and HRA and 1 post is entirely funded by the general fund. The officer resources are split as follows: Manager x 1 FTE Strategic Housing Team 8.5 FTE Housing Development 6.5 FTE Council Housing Asset Management and Stock Investment Team 20FTE	

**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	Team Manager current salary split GF to HRA is 50/50. A new ratio can be justified at 20GF/80HRA which will result in a saving to the General Fund	The proposed change in ratio will proportionally increase Housing Revenue Account expenditure by £18,814 and have no other impact  <b>RAG Status: Green</b>	18	0	0	N/A	N/A	N/A	18	
B	Housing Development Manager Current split is 50/50. A new ratio can be justified at 20GF/80 HRA which will result in a saving	This post will play a significant role in the development of the 150 identified HRA development sites. The proposed change in ratio will proportionally increase Housing Revenue Account expenditure by £15,266 and have no other impact	15	0	0	N/A	N/A	N/A	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 L £'000	TOTAL L FTE
	to the General Fund  <b>RAG Status: Green</b>									
C	Housing Enabling Officer current split is 50/50 and new ratio can be justified at 20GF/80HRA which will result in a saving to the General Fund  <b>RAG Status: Green</b>	This post is taking on an increasing role in the developmental proposals for HRA sites. The proposed change in ratio will proportionally increase Housing Revenue Account expenditure by £9,229 and have no other impact	9	0	0	N/A	N/A	N/A	9	
D	Private Sector Housing Officer currently the post is 100% funded by the General Fund. A new ratio of 80/20 can be justified  <b>RAG Status: Green</b>	This post primarily involves private sector activity, however the role also encompasses, elements of work on HRA disposals and affordable warmth programmes which benefit Social Housing tenants and the coordination of the empty homes policy implementation, hence the proposed apportionment is justified. The proposed change in ratio will proportionally increase Housing Revenue Account expenditure by £9,005 and have no other impact	9	0	0	N/A	N/A	N/A	9	
F	Housing and Neighbourhood Service wide saving (i) apportioned saving Assistant Director between GF/HRA split (ii) Supplies and services cut in HNS management and Admin  <b>RAG status: Green</b>	The Central General fund management apportionment savings will be achieved by changing the funding apportionment for Director of Housing, Asset Management and Neighbourhoods from 70% HRA/ 30% GF to 90% HRA/ 10% GF. This change in apportionment is justifiable given the re-focusing of this post to primarily housing in the senior management restructure.  The balance of savings will be generated by general reductions in management and administration expenditure.	3	0	0	N/A	N/A	N/A	3	
<b>TOTAL</b>			<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>0</b>

**ASR REF NO: NAS-14**

**CURRENT SERVICE SUMMARY *Safer Neighbourhoods (Community Protection)***

<b>Directorate:</b>	EDS & Neighbourhoods	<p><b>Brief description of the service:</b></p> <p>The Safer Neighbourhoods Service is involved in the inspection, enforcement, regulation and prosecution of a range of mandatory community protection functions including:</p> <ul style="list-style-type: none"> <li>• private sector housing standards,</li> <li>• environmental protection regulation and enforcement,</li> <li>• noise and pollution control, statutory nuisance, anti-social behaviour (ASB), and enviro-crime enforcement.</li> <li>• air quality, closed landfill and contaminated land</li> </ul> <p>The service operates Borough wide, receiving circa 9,000 service requests per year and the team works closely with South Yorkshire Police (SYP)'s local Safer Neighbourhood Teams. There is prioritisation of resources to the most deprived neighbourhoods to protect home and local environmental quality standards impacting on the health and safety of individuals and the community.</p> <p><i>* Budget figures include an apportionment of the Housing and Neighbourhood Service's Management &amp; Administration cost centre (£91,828)</i></p>
<b>Advisory Cabinet Portfolio:</b>	<ul style="list-style-type: none"> <li>• Cllr Sims; Waste, Roads and Enforcement</li> <li>• Neighbourhood working and Cultural Services (T. Yasseen)</li> </ul>	
<b>2015/16 Budget (£'000 Gross):</b>	£1,938,859 * (including the apportionment of departmental overheads)	
<b>2015/16 Budget £'000 Income:</b>	<p>£ 682,899</p> <p>(Housing Revenue Account (HRA) (see Comment section), Fees, and Public Health Grant)</p>	
<b>2015/16 Budget (£'000 Net):</b>	£1,255,960	
<b>2015/16 Budget FTE:</b>	48.8 FTE (almost all of which are part funded General Fund (GF)/HRA)	

**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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
H	Housing & Neighbourhood Services (HNS) overarching departmental level management and supplies & services saving	<p>The proposal:</p> <ul style="list-style-type: none"> <li>• Realigns the true apportionment cost of Assistant Director (Housing) to the HRA (£9k). This will result in the Assistant Director's funding apportionment changing from 70% to 90% HRA with the residual 10% being borne by the GF. This change in apportionment is justifiable given the re-focusing of this post to primarily housing in the "Laying the Foundation Plan.</li> <li>• Reduces the HNS Management and Administration supplies and services budget (£17k)</li> </ul> <p><b>RAG Status: Green</b></p>	26	0	0	0	0	0	26	0
	<b>TOTAL</b>		26	0	0	0	0	0	26	0

**ASR REF NO: NAS-15**

**CURRENT SERVICE SUMMARY (ASB and Community Safety Unit)**

<b>Directorate:</b>	EDS & Neighbourhoods	<b>Brief description of service:</b>  <b>1.</b> Coordination of Safer Rotherham Partnership activity and related community safety initiatives, including administration of funding streams such as the PCC Community Safety Fund allocation; <b>2.</b> Anti-Social Behaviour case investigation and management, including operational links to Council tenancy enforcement and legal action, including Court attendance and eviction <b>3.</b> Staffing contribution and operational links to the Vulnerable Persons Unit. <b>4.</b> The budget also includes a range of other ad hoc costs such as communal cleaning and lighting costs to council housing properties
<b>Advisory Cabinet Portfolio:</b>	Waste, Roads and Enforcement (Cllr Sims)  Neighbourhood working and Cultural Services (T. Yasseen)	
<b>2015/16 Budget (£'000 Gross):</b>	£500, 365 (plus £20,452 apportioned)	
<b>2015/16 Budget £'000 Income:</b>	£332,517 HRA Contribution	
<b>2015/16 Budget (£'000 Net):</b>	£167,848  (plus £20,452 apportioned )	
<b>2015/16 Budget FTE:</b>	9.1 FTE comprising of 1 Band L Neighbourhood Crime and ASB Manager,  1x Band J Community Engagement Officer (Vulnerable Persons Unit)  5 x Band H ASB Officers  2.1 Admin support to Safer Rotherham Partnership and ASB Unit	

**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	HRA to meet full cost of communal services from 2016/17	The full cost associated with the management of communal areas in Council (incl Right To Buy/leasehold occupiers) apartment blocks, to be fully met by the HRA from 2016/17. Currently there is a contribution from the General Fund reflecting the leaseholder residents in some apartment blocks. Impact to the HRA £35k. See HRA related comments below. This proposal will not impact on service delivery, as it is a financing adjustment. There are no staffing related issues.  <b>RAG Status: Green</b>	35	0	0	0	0	0	35	0
D	Cancellation of the MESH Mediation Service Contract.	The current MESH Mediation Service contract is renewed annually and is funded roughly 50/50 between the Housing Revenue Account (HRA) and the General Fund. The service operates on a referral basis and provides an opportunity for independently delivered mediation between parties to a dispute, as part of case management and resolution processes. The HRA contribution is £9,447. It is considered that greater value for money could be obtained by reinvesting a large proportion of this budget into the Community Justice Panel (CJP), which will deal with case referrals similar to MESH referrals. The £2k saving referred to presents the residual saving, once the Community Justice Panel funding has been accounted for. The cancellation of the contract will require 6 months formal notice.  <b>RAG Status: Green</b>	2	0	0	0	0	0	2	0

Ref:	Action	Impact Statement of proposals on Corporate priorities/Outcomes, Staff, Customers, Partners, Other Directorates/Services, Assets, initial equalities assessment, consultation requirements etc.	16/17	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
E	HNS wide saving (i) apportioned saving Assistant Director between GF/HRA split  (ii) Supplies and services cut in HNS management and Admin	Re-aligns apportionment cost of Asst Director (Housing) from 70% HRA/ 30% GF to 90% HRA/ 10% GF.  Reduction in HNS Management and Admin supplied and services  <b>RAG status: Green</b>	6	0	0	0	0	0	6	0
<b>TOTAL</b>			43	0	0	0	0	0	43	0

## Adult Social Services

### **ADULT SOCIAL CARE DEVELOPMENT PROGRAMME**

<b>Directorate:</b>	Adult Social Care	<b>Brief description of service:</b> Adult Social Care provides care, support and safeguards for those people in our community who have the highest level of need and for their carers. Good care and support transforms lives, it enhances health and well-being, increases independence and offers choice and control. Adult Social care in Rotherham covers all care and support services for 18yrs and above across all service user groups i.e. Older people, Mental Health, Learning Disability and Physical and Sensory Disability. Services provided include: <ul style="list-style-type: none"> <li>• Advocacy, information and advice</li> <li>• Social Work</li> <li>• Safeguarding including Mental Capacity, Deprivation of Liberty Safeguards, contract compliance, Domestic Abuse.</li> <li>• In House Enablement services including Intermediate Care</li> <li>• In-House Residential Care and Respite Care</li> <li>• In-House Day Care</li> <li>• Extra Care Housing</li> <li>• Commissioned services with the Independent Sector including Domiciliary care, Residential, Nursing, Respite care and Supported Living.</li> </ul>
<b>Advisory Cabinet Portfolio:</b>	Cllr Roche	
<b>2015/16 Budget (£'000 Gross):</b>	105,561	
<b>2015/16 Budget £'000 Income:</b>	-36,155	
<b>2015/16 Budget (£'000 Net):</b>	69,406	
<b>2015/16 Budget FTE:</b>	806	

### **SAVINGS GENERATED BY SERVICE DEVELOPMENT PROGRAMME:**

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	Focused Enablement Service	Review existing in house provision and re-commission some or all of the service. Advice given is that TUPE would not apply therefore potential for up to 147 staff redundancies.  Enabling is critical to reducing residential placements and large care packages and therefore has a positive impact on customers and these proposals will enhance the service while reducing costs through the	500	500	0	92.1	0	0	1,000	92.1

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	17/18	18/19	16/17	17/18	18/19	TOTAL	TOTAL
			£'000	£'000	£'000	FTE	FTE	FTE	£'000	FTE
		<p>reduction of "down time".</p> <p>45 days consultation with staff is required and 3 months to re-tender service.</p> <p>Dependent on successful negotiations with staff and independent providers.</p> <p><b>RAG Status – Amber</b> consultation exercise underway and commissioning specification being developed.</p>								
B	Develop alternative provision for In-house Learning Disability residential care and respite care	<p>Consultation is required as a proposal will be made to develop alternatives with better outcomes, including the expansion of shared lives and supported living schemes. Users will be reassessed to ensure their needs are met appropriately.</p> <p><b>RAG status- Amber</b> due to consultation period and when key decision is made.</p>	245	0	0	22	20	0	245	42.0
C	Review all high cost Learning Disabilities residential care placements	<p>Review all high cost (including out of borough) residential care placements and re-negotiate fees with providers in line with regional average.</p> <p><b>RAG status- Amber</b></p>	540	180	0	0	0	0	720	0
D	Develop alternative community based services to Day Care	<p>The proposal is to develop alternatives with better outcomes, including greater use of direct payments. Alternatives are dependent on the parallel development of community assets. Full year savings not achieved in year 1</p>	251	84	0	31.3	0	0	335	31.3

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
	for Older People.	due to need to review users' needs.  <b>RAG status- Amber</b>								
E	Increase capacity in local communities – review of all Supporting people contracts for the provision of housing related support)	Contracts with providers are awarded on a three year basis, including in-house provision and voluntary and community sector. Contracts have been awarded and therefore advice from legal is required as to how the to achieve savings in 2016/17. Impacts on decision on major projects i.e. Rothercare.  <b>RAG Status – Amber</b> savings profiled over 3 years in line with contracts	720	940	642	0	0	0	2,302	0
F	Review Adult Services Management and reduce by two posts. Reduce Adults Training budget by 15% and review Assessment and Care Management teams.	No customer impact. Phase 1 – review of Adult Social Care management structures. Reduce Adults training budget by 15%. Phase 2 - requires a re-structure of assessment and care management once Phase 1 is completed.  <b>RAG Status - Green</b>	535	300	0	17	0	0	835	17.0
G	Review in-house day care for Learning	Review existing in-house day centres and develop alternative forms of care including direct payments and investment in community assets/support to achieve better outcomes. This will also include a review of the provision of	254	957	182	18	67	14	1393	99

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
	Disabilities	transport. Extensive consultation required with service users and carers, further investment required in community assets, staff redeployment/redundancies, potential disposal of land and buildings and reduced transport fleet. Delivery of savings will depend on timing of key decisions.  <b>RAG status- Amber</b> due to consultation period and dependent on when key decision is made.								
H	Review provision of in-house residential and intermediate care for Older People	Review existing in-house provision and develop alternative models of care with the independent/voluntary sector. Impact of national living wage on the cost of re-provision, capacity of the local care market to accommodate additional demand. Potential staff redeployment/redundancies, partnership working with Health, additional capital investment may be required.  <b>RAG status- Amber</b> dependent on when key decision is made.	250	870	1230	61.4	63	23.2	2,350	147.6
	<b>TOTAL</b>		<b>3,295</b>	<b>3,831</b>	<b>2,054</b>	<b>241.8</b>	<b>150</b>	<b>37.2</b>	<b>9,180</b>	<b>429</b>
<b>COMMENTS ON ABOVE:</b>										



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

Proposal H – 2018/19 savings figure includes £420k anticipated to be realised in 2019/20.

Please note RAG status based on whether anticipated full year savings could be achieved in 2016/17 pending key decisions being made.