

Ref	Service	Proposal Definition	Net Budget 2016-17	Saving 2017-18	2018-19	Total	Reduction %	Employees					VR Req.	TU Feedback	Management Information/Response
								Current		Likely FTE Reductions		Vacs.			
								FTE's	Head count	2017/18	2018/19				
4F1	Financial Services	Restructure - The size of the Financial Services function will continue to gradually reduce, reflecting reduced emphasis on retrospective reporting, more self-service by budget managers, and targeting staffing resources at highest risk, most complex issues. We will also consider if transactional functions across the Department will be more efficient and sustainable if we bring them together. This will be achieved through further restructuring.	£2.8m	32,000	130,000	162,000	6%	54	58	2	3	3	0	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side	<u>Corporate Level 1 - 7.12.16 - Management response:</u>
													<u>Department of Finance Consultation Meeting 12.12.16</u> The schedule shows 3 vacancies in Financial Services – will these be carried forward into 2018/19 (UNISON)	<u>Department of Finance Consultation Meeting 12.12.16 - Management Response</u> With the existing vacancies, Management are part way there in making the savings and it is estimated that the service will still need to achieve around £80-£90K in savings.	
													Have any VR requests been received in Financial Services (UNITE)	There has been one expression of interest since this document was produced last week.	
													Are there any agency or casual staff being deployed in Financial Services (UNITE)	There are no agency or casual staff in the service.	
													In terms of reorganising the service – will it be a realignment of duties or a full restructure with changes to job descriptions etc. (UNITE)	It will be a realignment of the teams – due to recent departures some areas of the Council are not being looked after by a full complement of Finance staff therefore Management will look to address this and re-balance the teams. This will need to be in place before the start of 17/18 at the latest.	
													How does the top management structure affect Financial Services? Are Financial Services and commissioning and Procurement merging into one service? Will the new post of Assistant Director of Finance and procurement sit within that new service? What are the timescales for this? What appointments have been made? When will the others be made? (UNISON)	The top management restructure wont affect the composition of Financial Services or any of the other functions in the department. The HR, Legal, Democratic, Estates and Property Services will be brought together with the Department of Finance and will become the Corporate Services Department. A new post has been created – AD Finance and Procurement. This post will sit on the structure above the Financial Services and Commissioning and Procurement Services – it is not proposed to combine the two services into one function. In terms of timescales – recruitment to the post of AD Finance and Procurement has not commenced yet. The whole process is likely to take at least 3 to 4 months, maybe longer, but this will depend on the recruitment process. No appointment has been made as yet to the SD Corporate Services post.	

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														How much is the saving in 2018-19 that is not covered by existing vacancies and/or VR requests? What would happen if an existing Financial Services Manager gained promotion to the new Assistant Director of Finance and procurement? (UNISON)	As mentioned earlier, with the existing vacancies we are not quite there for 2018-19, however should the recent VR request be approved, it will go some way to meeting the savings required. In terms of the new AD position, if an internal candidate is promoted it will create a vacancy on the structure.
														Have all discussions on last year's proposals been completed? (UNITE)	Yes.
														The spread sheet shows £2.8m net budget – is that after the £70k saving from last year has been taken off? (UNISON)	The net budget is £2.8m before any savings in 2017-18, including those already agreed.
4F2	Financial Services	Manage Insurance risks & Claims - The proposal is to reduce the total cost of insurance, including premiums paid to the Council's insurer, the cost of maintaining an internal insurance fund for self-insured risks, and the cost of meeting claims	£6.0m	200,000	300,000	500,000	8%	0	0	0	0	0	0	Corporate Level 1 - 7.12.16 No questions from staff side Department of Finance Consultation Meeting 12.12.16 You mentioned the possibility of selling insurance to schools – how would this work? (UNISON) What does the Council's insurance cover? Does it cover ex-gratia payments for example? (UNISON)	Corporate Level 1 -7.12.16 - Management response: Department of Finance Consultation Meeting 12.12.16 - Mgmt Response The Council would make a small margin on the insurance we sell to schools rather than having a renegotiated premium. The policy covers any risk which is insurable e.g. trips and falls, safeguarding issues etc.
4F3	Revs & Bens	Rationalisation of Cash Management - Reduce significantly the amount of cash used by and within the organisation and reduce the cost of the cash management functions through the increased digitalisation of customer payment options. We will also consider if transactional functions across the Department of Finance will be more efficient and sustainable by bringing them together.	£0.3m	0	160,000	160,000	49%	25	27	0	4	21	5	Corporate Level 1 - 7.12.16 No questions from staff side	Corporate Level 1 -7.12.16 - Management response:
														Department of Finance Consultation Meeting 12.12.16 There is mention of looking at other transactional functions across the Department of Finance to see whether they would be more efficient and sustainable by being brought together – does this include staff in Commissioning and Procurement (UNITE)	Department of Finance Consultation Meeting 12.12.16 - Management Response Yes, possibly.
														The schedule states that there are 21 vacancies in the Cash Management function and 27 FTEs – is that correct? (UNISON)	No, there are 21 vacancies across the whole of the Revenues, Benefits and Payroll service.

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														Are there any agency and casual staff being deployed in the service? (UNISON)	There are no agency staff. Some casual staff are being used (1 or 2 people on average).
														It is possible that Universal Credit may come into operation during 18/19 – how will this affect the service? (UNISON)	We can't pre-empt how it will affect the service until we know what the proposals are. We also don't know how much the DWP grant will reduce by – however it is unlikely that we will lose any staff when Universal Credit come in due to the turnover we have.
														When will the DWP grant be finalised? Are you expecting any surprises? (UNITE) Isn't there a set formula for the DWP grant? (UNITE)	The grant is usually confirmed in early January. However, the DWP are facing reductions which will be passed on to the Council. The formula changes every year so it is very difficult to predict what will happen. For the past 2 years Bradford has suffered disproportionately due to the tweaks made in the grant conditions
														There are 5 VR requests listed on the spread sheet - do these include historic ones? (UNISON)	The process for agreeing VRs changed last year and as part of this management wrote to everyone who had expressed an interest in VR. The staff concerned were told whether their request had been successful or not. For those staff whose application was turned down, they were told that they would have to re-apply again, so the 5 VR requests listed are new requests
														<u>Level 3 Revs & Bens - 15.12.16</u> No questions from Tus	<u>Level 3 Revs & Bens - 15.12.16</u> Management advised that proposals were still being finalised and Management will be developing proposals for this in the coming months and will probably be a combination of streamlining, reducing cash and possibly working with other departments to see where there are synergies. Management also reported on the expectation of improvements in collection levels which accompanied the decision not to reduce budgets in these teams
4F4	Financial Services	Contribution to WY Joint Committees - West Yorkshire Joint Services is a shared services organisation led by a Joint Committee from the five District Councils. It carries out specialist collective functions. The proposal is to cap Bradford's contribution to joint committees at £1.1m, which will require concerted action with the other Councils.	£1.2m	75,000	35,000	110,000	9%	0	0	0	0	0	0	<u>Corporate Level 1 - 7.12.16</u> No questions from staff side <u>Department of Finance Consultation Meeting - 12.12.16</u> Why does this proposal sit in Financial Services? Is this not a corporate matter?	<u>Corporate Level 1 -7.12.16 - Management response:</u> <u>Department of Finance Consultation Meeting 12.12.16 - Mgmt Response</u> Yes, it is a corporate matter but it has been put into Financial Services because the budget for this is controlled by the Director of Finance.

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4S1	ICT	<p>Information Technology Services - This proposal has 2 components:</p> <p>1) Re-sizing of IT Services to reflect the broader organisational changes affecting the Council. The assumption is that there will be a significant reduction in the number of Council supported desktop/laptop devices over time. This will enable IT Services to reduce costs associated with device support, licenses and infrastructure.</p> <p>2) Fit for purpose IT application architecture – This component will involve switching technology solutions where better value can be achieved, and rationalising the number of existing IT applications to simplify the technology in use.</p>	£12.5m	0	500,000	500,000	4%	146	150	0	2	5	9	<p><u>Corporate Level 1 - 7.12.16</u></p> <p>Unison - proposal on spreadsheet indicates reduction of 5, but SME referred to 2?</p> <p>Unite - Vacancies indicate 34 - is this correct?</p> <p>Unite - There are fewer staff now requesting VR - Unite would as that the use of agency workers is to cease.</p>	<p><u>Corporate Level 1 -7.12.16 - Management response:</u></p> <p>Management confirmed the intention to move towards a slightly smaller function, with a reduction of approx. 2FTEs and more cost effective software should save £0.5m.</p> <p>Management to review & update.</p> <p>Management to review & update. Some temporary vacancies exist currently due to workspace project.</p> <p>Management noted their request.</p>
														<p><u>Department of Finance Consultation Meeting - 12.12.16</u></p> <p>The spread sheet lists 34 vacancies – is that correct? (UNITE)</p>	<p><u>Department of Finance Consultation Meeting - 12.12.16 - Management response</u></p> <p>As part of the workspace project, Management had to put in some extra resource to ensure faster roll out. This meant putting placeholders in SAP. Therefore these are not active vacancies and out of the total placeholders put in we are only using 6 or 7 people in desktop, roll out and analyst work. The true vacancy figure is 5 - 2 posts are out to recruitment and 3 are on hold pending VR requests and whether they are accepted or not.</p>
														<p>The service has 9 VR requests – will these be honoured? (UNITE)</p>	<p>We are awaiting figures from WYPF. VR requests are now subject to a 2 year business case for costs and Management are minded to accept those which meet the 2 year cost criteria and where service needs allow it to happen. Each request is assessed on a case by case basis.</p>
		TOTAL	£22.8m	307,000	1,125,000	1,432,000		532	575	2	12	77	14		