

**Report to: Council**

**Report: 24<sup>th</sup> November 2011**

**Subject: Transformation Programme 2011- 2014**

**Report of:** Margaret Carney  
Chief Executive

**Wards Affected: All**

**Is this a Key Decision?** Yes.

**Is it included in the Forward Plan?** Yes

**Exempt/Confidential**

No

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### **Purpose/Summary**

The Cabinet at its meeting on 10<sup>th</sup> November recommended to Council a further package of savings proposals relating to internal consultation options. This report presents these to Council for approval. The report contains two Annexes listed below for ease of reference:

Annex A Work Programme Timetable

Annex B Change Proposals

### **Recommendation(s)**

#### **Council is recommended to**

- a) note the work programme timetable at Annex A
- b) agree that the first stage of consultation on the proposals in Annex B is considered to be complete
- c) show due regard for the information contained in the change proposals in Annex B, approve these and mandate Officers to continue with consultation and implementation processes with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications if appropriate to achieve change (these matters have previously been considered and recommended by Cabinet 10<sup>th</sup> November 2011)
- d) note the risks and mitigating actions outlined in Annex B
- e) note that further options will be submitted to Council for approval.

## How does the decision contribute to the Council's Corporate Objectives?

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community			√
2	Jobs and Prosperity			√
3	Environmental Sustainability			√
4	Health and Well-Being			√
5	Children and Young People			√
6	Creating Safe Communities			√
7	Creating Inclusive Communities			√
8	Improving the Quality of Council Services and Strengthening Local Democracy			√

The Council continues to forecast a significant budget gap over the next three years and additional budget savings will need to be identified over the coming months to ensure that future years' budgets can be balanced.

Early consideration of budget options continues to be essential as this will lead to informed decision making, including the consideration of the outcome of any consultations undertaken, the impact of any decisions to be made and any steps that can be taken to mitigate the impact of a decision.

### What will it cost and how will it be financed?

**FD 1151**The Head of Corporate Finance and ICT has agreed this report.

#### **(A) Revenue Costs**

This report, together with the Medium Term Financial Plan 2012/13 – 2014/15, underpins the detailed financial position of the Council for the coming years and provides a framework for Revenue planning for the three years 2012/13, 2013/14 and 2014/15.

#### **(B) Capital Costs**

The Council's amended bid to capitalise any statutory redundancy costs incurred in 2011/12 (£2m) is still being considered by the Department for Communities and Local Government. There has, as yet, been no indication as to whether the full, or a reduced, capitalisation allowance is likely to be received.

**Implications:**

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

**Legal LD 510/11**

There are no direct legal implications arising from the contents of this report. However in the course of each of the individual projects, consultations, options etc. to achieve the savings outlined in Annex B, detailed consideration should be given to both the legal, human rights and equality implications. Such consideration will also need to be evidenced to ensure that the Council's decision making processes are defensible.

**Human Resources**

The proposals contained within this report have a potential impact upon employees and the potential for both voluntary and compulsory redundancies.

It will be necessary for the Authority to comply with the duty to consult with recognised Trade Unions (and as necessary employees) and to complete as necessary a notification under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992. Also form HR1 to the Department of Business Innovation and Skills notifying of redundancies may need to be filed dependent on numbers.

Full and meaningful consultation should take place with the Trade Unions and employees on the matters contained within this report.

**Equality See Section 7**

The Corporate Commissioning Team holds the responsibility for taking an overview on Equality Impact Assessments and assessing the impact of decisions. These will be published on the Council website.

- |   |                                     |
|---|-------------------------------------|
| 1. No Equality Implication                          | <input type="checkbox"/>            |
| 2. Equality Implications identified and mitigated   | <input checked="" type="checkbox"/> |
| 3. Equality Implication identified and risk remains | <input type="checkbox"/>            |

In relation to compliance with the Equality Act 2010, Section 149, Members need to make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented. Members need to have a full understanding of any risks in terms of people with protected characteristics and any mitigation that has been put in place. Equality Impact Assessments, including consultation, provide a clear process to demonstrate that Cabinet and Council have consciously shown due regard and complied with the duty.

**Impact on Service Delivery:**

Service implications are contained in Annex B

**What consultations have taken place on the proposals and when?**

Regular and ongoing consultations have taken place with Strategic Directors, Director of Built Environment, Director of Street Scene, Director of Young People & Families, Director of Older People, Director of Corporate Support Services and Director of Commissioning, Head of Personnel, Head of Corporate Finance & ICT, Head of Legal Services and Trade Unions.

**Are there any other options available for consideration?**

None but further options may be developed and brought forward at a later date. Any such options would be the subject of appropriate consultation.

**Implementation Date for the Decision**

Following 24<sup>th</sup> November Council 2011.

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**Background Papers:**

The following papers are available for inspection by contacting the above officer(s).

Reports to Cabinet and Council 3 March 2011: Transformation Programme and Final Revenue Budget Items 2011/12

Report to Cabinet 14 April 2011: Transformation Programme 2011/12

Report to Cabinet 26 May 2011: Transformation Programme 2011-2014

Report to Cabinet 23 June 2011: Transformation Programme 2011-2014

Report to Cabinet 21 July 2011: Transformation Programme 2011-2014

Report to Cabinet 18 August 2011: Transformation Programme 2011- 2014

Transformation Update Report September 2011

Report to Cabinet 13<sup>th</sup> October 2011: Transformation Programme 2011- 2014

Report to Cabinet 10<sup>th</sup> November 2011: Transformation Programme 2011- 2014

## **1. Introduction/Background**

- 1.1 At its meeting of 10<sup>th</sup> November 2011 Cabinet recommended to Council a further package of savings proposals relating to internal consultation options. This report relates to those proposals which Cabinet is recommending for immediate progression. They are of course still subject to any statutory consultation but this is on the basis that they are approved for implementation.
- 1.2 In addition to this consultation and engagement activity continues on a wider range of options totalling around £14m. This will ensure that the views of interested parties will be available for the Council prior to making its final decisions. The Council will therefore be able to take the consultation and engagement activity into account when the final 2012/13 budget is set.

## **2. Prioritisation & Work Programme**

- 2.1 Officers are continuing to develop proposals relating to the reassessment of service prioritisation. These proposals will be presented to a future Cabinet.
- 2.2 Annex A details the agreed work programme, it is important to note that these activities will be supplemented as required in order to ensure that timescales are maintained. Council is asked to note the work programme timetable contained in Annex A.

## **3. Further Options to Progress**

- 3.1 Members will recall that the timescales for consultation and engagement on options will vary depending on the option and whether it is predominantly internal or external consultation.
- 3.2 Annex B contains a number of options which predominantly involve internal consultation which have been put forward having taken into account consultation feedback. At its meeting of 10<sup>th</sup> November 2011 Cabinet recommended to Council that the first stage of consultation on these options be considered as complete and Council is asked to agree this.
- 3.3 Having due regard for the information contained in Annex B Council is asked to approve these proposals and authorise Officers to prepare for implementation immediately, including the issue of relevant statutory and contractual notifications, if appropriate to achieve change. These proposals total £1.571m.

## **4. Consultation and Engagement**

- 4.1 An initial package of potential budget options was approved by Cabinet, 13<sup>th</sup> October 2011, to commence consultation and engagement. In relation to these, consultation activity continues with service users, the general public, partners, key stakeholders, staff and Trade Unions.

- 4.2 The public engagement and consultation plans for the budget options that have a medium or high impact on the public were presented to the Public Engagement and Consultation Panel on the 21<sup>st</sup> October 2011. An additional meeting of the Panel has been scheduled for the 14<sup>th</sup> December 2011 to which interim update reports on the findings from the consultation and engagement will be presented.
- 4.3 The Transforming Sefton web pages have been updated to include the feedback from the YouChoose budget simulation consultation process and the Council's response to the main suggestions. All the budget options that require public consultation are available via e-consult, which can be accessed through the Transforming Sefton webpages. In order to ensure that members of the public who do not have access to the internet can give us their views, details of all consultations and any surveys have been circulated to libraries, one-stop shops, Town Halls. Information on the budget options will also be available via Looking Local, a digital TV communication tool, hosted by Sefton NHS, and members of the public will be signposted to libraries and one stop shops for more information.
- 4.4 Cabinet Member approval is currently being sought on the e-panel recruitment methodology, which when approved, will be undertaken to establish an e-panel in place of the Citizen's Panel.
- 4.5 Media briefings and media releases continue to be issued to sign-post interested parties to the full range of options.
- 4.6 Members will recall that before any notice to terminate employment is given to an employee, it is necessary for the Local Authority to comply with its duty to consult. This involves meaningful consultation taking place in respect of proposals with Trade Unions and as necessary employees.
- 4.7 Also Form HR1 must be provided to the relevant Government Department in the same timescale.
- 4.8 Dependent upon how options have an effect and/or are formulated, matters will then need to be put into place by officers and additionally when proposals are forthcoming; consideration needs to be given to the equality impact as necessary.
- 4.9 Weekly Wednesday meetings take place with the Trade Unions and consultation has commenced in respect of the options.
- 4.10 This has involved in respect of UNITE, GMB and UNISON meeting with the Head of Corporate Personnel and representatives from departments to be briefed in respect of each option. Any options which involve staff being potentially at risk if the option were to be taken, has been subject to an explanation to the trade unions. The Trade Unions have been given an opportunity to attend meetings in the workplace with their members and additionally to raise any questions or queries that they may have.
- 4.11 Separately consultation has also taken place with the Teacher related Trade Unions and additionally this commenced with the options being forwarded to those trade unions with an opportunity to raise questions, concerns and queries at regular trade union meetings. These meetings also take place weekly.

- 4.12 The consultation with all Trade Unions provides a good opportunity for an exchange of views and clarification on issues which affect employees.
- 4.13 Additionally the workforce has been written to advise of the availability of voluntary early retirement and or voluntary redundancy (VER/VR). Requests are being channelled through the Transformation Team.

## **5. Equality Act 2010 duty and Impact Assessments**

- 5.1 Work continues on undertaking equality impact assessments on the budget proposals approved by Cabinet on the 13<sup>th</sup> October 2011. The impact assessments, including any feedback from consultation and engagement, will be made available to Members when final recommendations are presented for a decision. These assessments will identify any risks and mitigating actions to minimise the risk of impact on those with protected characteristics. This will ensure that Members make decisions in an open minded balanced way showing due regard to the impact of any recommendations being made in compliance with the Equality Act 2010.

## **6. Risk Management**

- 6.1 As part of budget setting process the Council will continue to regularly review strategic and operational risks and put in place measures to manage those risks.
- 6.2 All options contained in Annex B have been risk assessed by the relevant senior officers with mitigating actions identified where possible.
- 6.3 Council is asked to note the risks and mitigating actions outlined in Annex B.
- 6.4 The Transformation Team will continue to monitor risks and issues, escalating significant risks and issues to the Strategic Leadership Team and Cabinet as appropriate.

## **7. Conclusion**

- 7.1 The Council continues to face significant reduction in Government resources coupled with increased demographic pressures and inflationary increases. A budget gap of £20.5m is forecast for 2012/13 with a further £18m in the following two years. The Council must achieve a balanced budget by March 2012 while ensuring that relative priority of services is recognised and taken into account.
- 7.2 The table below summarises the progress to date towards achieving the forecast level of savings, assuming all the proposals presented in this report are approved. Whilst steady progress is being made, a significant gap remains.

	2012/13	2013/14	2014/15
	£m	£m	£m
Forecast saving requirement	20.05	7.65	10.82
<b>Less</b>			
Assumed Council Tax Freeze Grant	-2.95	+2.95	0.00
Proposed Changes to MTFP Assumptions	-1.63	0.00	0.00
Change Proposals Approved by Council 27th October	-4.12	-0.39	+0.80
Forecast Excess (-)/ Residual Net Saving Requirement	11.35	10.21	11.62
Change Proposals Annex B*	-1.57	0.00	0.00
<b>Updated Forecast Residual Net Saving Requirement</b>	<b>9.78</b>	<b>10.21</b>	<b>11.62</b>

Note \* this figure has been revised following the report to Cabinet 10<sup>th</sup> November 2011. Further financial analysis of change proposal 6.5 has reduced the working assumption to £0.150m.

- 7.3 Officers are continuing to further explore all areas of the budget with a view to identifying further options for consultation. Should further options for consultation be identified these may be brought forward at a later date, following discussions with political groups. Implementation of these options would need to take into account appropriate consultation requirements and the possible financial impacts of part year delivery.
- 7.4 Consultation will continue over the coming months. Recommendations for changes will be made once the consultation on specific options is considered to be finalised.
- 7.5 Strong leadership continues to be essential as the Council will continue to have to make difficult decisions around service cessation and reduction and identify opportunities for real innovation in service delivery that may mitigate some of the implications.



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## Annex A

### Timetable Strategic Leadership Team (SLT)

22 September	Cabinet Review Day	<ul style="list-style-type: none"> <li>Agree final options, Consultation engagement plan (detailed), Agree next steps and approval process</li> </ul>
13 <sup>th</sup> October	Cabinet	<ul style="list-style-type: none"> <li>Approve options for immediate progression or consultation and engagement</li> </ul>
21 <sup>st</sup> October	Public Engagement and Consultation Standards Panel Launch of Consultation/Engagement	<ul style="list-style-type: none"> <li>Panel to sign off Consultation Plans for all options which have a high or medium impact on the service users/stakeholders</li> <li>Formal Launch of Public Consultation and Engagement – activity, including website go live date with link to e-consult</li> <li>Formal recruitment of e-panel to commence</li> </ul>
27 <sup>th</sup> October	Council	<ul style="list-style-type: none"> <li>Approve options for immediate progression contained in the report to Cabinet 13<sup>th</sup> October</li> </ul>
10 <sup>th</sup> November	Cabinet	<ul style="list-style-type: none"> <li>Feedback on internal consultation</li> <li>Recommend any budget savings for implementation where consultation is complete</li> </ul>
24 <sup>th</sup> November	Council	<ul style="list-style-type: none"> <li>Consider Cabinet recommendations on internal consultation</li> </ul>
8 <sup>th</sup> December	Cabinet	<ul style="list-style-type: none"> <li>Feedback on any consultations which have been completed</li> <li>Identify any further options for consultation</li> <li>Update on Government Grant if available</li> </ul>
14 <sup>th</sup> December	Public Engagement and Consultation Panel	<ul style="list-style-type: none"> <li>Interim update reports</li> </ul>
19 <sup>th</sup> January	Cabinet	<ul style="list-style-type: none"> <li>Feedback on any consultations which have been completed</li> </ul>
2 <sup>nd</sup> February	Cabinet	<ul style="list-style-type: none"> <li>Feedback on consultation and engagement activity</li> </ul>
16 <sup>th</sup> February	Cabinet	<ul style="list-style-type: none"> <li>Recommended additional meeting</li> </ul>
16 <sup>th</sup> February	Council	<ul style="list-style-type: none"> <li>Briefing to Council on outcome of consultation and engagement activity on options</li> </ul>
21 <sup>st</sup> February	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>Proposed Revenue Budget for 2012/13 for comment</li> </ul>
1 <sup>st</sup> March	Cabinet	<ul style="list-style-type: none"> <li>No budget activity scheduled</li> </ul>
1 <sup>st</sup> March	Budget Council	<ul style="list-style-type: none"> <li>Approval of Budget and Council Tax</li> </ul>

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## **Annex B**

This Annex contains a number of options which involve internal consultation which Cabinet recommends to Council that the first stage consultation is considered to be complete. These options have taken account of the consultation and are now presented to Council for approval. Having due regard for the information contained in this Annex Council is asked to consider these proposals and approve that Officers are to continue with consultation and authorised to prepare for implementation immediately, including the issue of relevant statutory and contractual notifications, if appropriate to achieve change.

### **E1 Children & Families**

Ref	Service Area	Option
E1.1	Family Centres	Reducing running costs, resources and management costs by co-working and co-location
E 1.5	Quality Assurance and Safeguarding	Review of the Independent Review Team
E 1.6	Educational Psychologists	Review of the Educational Psychologist Team
E 1.8	Social Care Administration	Review of children's social work teams administration arrangements

### **E2 Older People**

Ref	Service Area	Option
E 2.5	Assessment & Care Management Reviewing Team	Review of Reviewing Team

### **E3 Leisure & Culture**

Ref	Service Area	Option
E 3.2	Sports & Recreation	To increase the income target of the Active Sports programmes (includes B-Active, Active Kids, Active Sports, Sportiv8)
E 3.3	Sports & Recreation	Review the organisational structure of the 'Business Development' team and the teams marketing and advertising budget
E 3.4	Sports & Recreation	Review the Crosby Lakeside staffing structure water sports and adventurous activity team and increase the income target.
E 3.8	Sports & Recreation	Review the management arrangements
E 3.10	Library Services	Restructure of the Community Cohesion team
E 3.11	Library Services	Restructure of the Facilities Team

### **E4 Street Scene**

Ref	Service Area	Option
E 4.1	Cleansing Administration	Review of team

### **E5 Regulatory**

Ref	Service Area	Option
E 5.1	Highways/Environmental Enforcement	Seek further rationalisation through the reorganisation of Highways and Environmental enforcement teams
E 5.2	Planning	Deletion of post and reduced revenue expenditure
E 5.3	Planning	Review Regulatory Support Team resources in Planning Services to identify opportunities for efficiencies and new ways of working
E 5.5	Car Parks (including Management)	Implementation of 'National Blue Badge Improvement service'

### **E6 Other**

Ref	Service Area	Option
E 6.2	Democracy	Reduction in Committee & Scrutiny Support
E 6.5	Building Cleaning	Reduction in Cleaning Schedules
E 6.8	Environmental Conservation & Coast Management	Reorganisation of service

## **Budget Planning Summary**

		2012/13 Budget £m	2013/14 Budget £m	2014/15 Budget £m
<b><u>E1 Children and Families</u></b>				
<b>E1.1</b>	Reducing running costs, resources and management costs by co-working and co-location	-0.160	-0.160	-0.160
<b>E1.5</b>	Review of the Independent Review Team	-0.148	-0.148	-0.148
<b>E1.6</b>	Review of the Educational Psychologist Team	-0.048	-0.048	-0.048
<b>E1.8</b>	Review of children's social work teams administration arrangements	-0.135	-0.135	-0.135
<b><u>E2 Older People</u></b>				
<b>E2.5</b>	Review of Reviewing Team	-0.191	-0.191	-0.191
<b><u>E3 Leisure and Culture</u></b>				
<b>E3.2</b>	To increase the income target of the Active Sports programmes (includes B-Active, Active Kids, Active Sports, Sportiv8)	-0.010	-0.010	-0.010
<b>E3.3</b>	Review the organisational structure of the 'Business Development' team and the teams marketing and advertising budget	-0.025	-0.025	-0.025
<b>E3.4</b>	Review the Crosby Lakeside staffing structure water sports and adventurous activity team and increase the income target.	-0.225	-0.225	-0.225
<b>E3.8</b>	Review the management arrangements	-0.050	-0.050	-0.050
<b>E3.10</b>	Restructure of the Community Cohesion team	-0.033	-0.033	-0.033
<b>E3.11</b>	Restructure of the Facilities Team	-0.019	-0.019	-0.019
<b><u>E4 Street Scene</u></b>				
<b>E4.1</b>	Review of team	-0.050	-0.050	-0.050
<b><u>E5 Regulatory</u></b>				
<b>E5.1</b>	Seek further rationalisation through the reorganisation of Highways and Environmental enforcement teams	-0.025	-0.025	-0.025
<b>E5.2</b>	Review of organisational structure	-0.088	-0.088	-0.088
<b>E5.3</b>	Review regulatory support resources to identify opportunities for efficiencies and new ways of working	-0.050	-0.050	-0.050
<b>E5.5</b>	Implementation of 'National blue Badge Improvement service'	-0.015	-0.015	-0.015
<b><u>E6 Other</u></b>				
<b>E6.2</b>	Reduction in Committee & Scrutiny Support	-0.061	-0.061	-0.061
<b>E6.5</b>	Reduction in Cleaning Schedules	-0.150	-0.150	-0.150
<b>E6.8</b>	Reorganisation of service	-0.088	-0.088	-0.088
<b>Total Proposals</b>		<b>-1.571</b>	<b>-1.571</b>	<b>-1.571</b>

## **E1 Children & Families**

### **Reference E 1.1**

#### **Service Description: Family Centres**

#### **Categorisation: Critical**

The four Family Centres provide services to children and families within Sefton, assessed by the field social work teams as 'in need'. Key functions delivered:

- Assessment –commissioned by field social work teams
- Crisis intervention and support- this includes working with children and families who are subject of child protection investigations or child protection plans and those who are subject to statutory proceedings or care orders. They offer support to substitute families in order to prevent placement breakdown. Hours of work are based on those of residential workers, day work, evenings, weekends(on a needs led basis)
- Direct work with children and families - for example dealing with issues such as loss, behaviour, self protection/keeping safe, self-esteem and life story work (in partnership with specialist services)
- Formal contact sessions between looked after children and their parents or between siblings and extended family members
- Children in Need Plans - when it has been assessed that a child is in need and requires a social care intervention the Family Centre Managers holds case responsibility. The family centres work closely with partner and voluntary agencies to ensure families receive appropriate support and exit strategies to meet their needs.

The centres provide local support and assessment services for children and their families who have been assessed and have suffered, or are at risk of significant harm or children who have become looked after. The direct work and specific assessments undertaken by the Family Centres provide critical information for courts and for the planning for those children who are most at risk or who have suffered serious neglect and abuse. In addition they provide a range of supervised contact activities for those children who require this level of protection or as directed by the courts. The family centres provide services to these children and families outside of core hours including weekend cover to maintain these children safely in the community and to facilitate court directed interventions provision.

**Consultation has commenced on the following** – reducing running costs, resources and management costs by co-working and co-location.

**Rationale for service change proposal** – The efficiency target has been set for this service, which can be achieved with a limited impact on front line delivery.

**The following activity will change, stop or significantly reduce** – Part of new Early Intervention & Prevention Services and integrated teams. It is expected that the savings will be made from taking a more effective and efficient integrated approach in managing the centres – with particular focus on running costs.

#### **Impact of Service Change –**

**Service Users** – Limited impact on service users.

**Partners** - Further efficiencies by co-working and co-location, particularly with Health.

**Council** – better value for money.

#### **Communications, Consultations & Engagement –**

Type Consult x

**Internal consultation has now commenced.**

- meetings held with Trade Unions on 19 October 2011
- meetings with staff commenced on 29 September 2011
- no further meetings are scheduled as this saving can be made without staff being placed at risk

#### **The anticipated process timeline includes –**

- implementation of the change that will include a short review of service delivery.

**Forecast Implementation Date** 1<sup>st</sup> April 2012

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** - The local authority has a general duty 'to provide family centres as they consider appropriate in relation to children within their area'(Paragraph 9 Section 2 – Children's Act 1989)

**Risks & Mitigating Actions** – At present reducing services from family centres may jeopardise our ability to strengthen family resilience to enable parents to look after their own children; therefore potentially increasing the number of high cost Looked After Children - Reduction in specific dedicated services could be mitigated by co-location and co-working as appropriate.

Risk to placement stability or assisting with family reunification. Mitigated by monitoring and managing to ensure reduction does not affect front line delivery.

**Cost of Service: £1.626m**

**Staffing: 57**

**Other Resources: £247,150**

**Proposed Cost 2012/13: £1.466m**

**Saving 2012/13: £160k ongoing**

**Will the saving be full or part year? Full**

**Investment Required: No**

**Staff at Risk: No**

**Approximate number of posts at risk**

**subject to Council approval: Nil**



## Reference E1.5

### **Service Description: Independent Reviewing Officers Service – Quality Assurance and Safeguarding**

**Categorisation: Critical** This service has responsibility for chairing Multi-Agency meetings about children who are at risk of significant harm or who are looked after by the Local Authority. As at September 2011 there are 221 children subject to Child Protection Plans and 373 children who are looked after by Sefton Council. In addition to the above duties, Independent Reviewing Officers currently chair meetings in respect of children where there are concerns relating to them being missing from care, in danger of sexual exploitation or where they have come to harm whilst being looked after.

The Independent Reviewing Officers also chair complex meetings when there have been sudden unexpected deaths of children, when fabricated or induced illness is suspected or where there are large scale child protection investigations involving groups of children. The Independent Reviewing Officers also attend a variety of multi-agency meetings including Multi Agency Public Protection Arrangements and Multi Agency Risk Assessment Committee (MAPPA) and (MARAC).

The Service has direct input into the Local Safeguarding Children's Board and has responsibilities relating to Serious Case Reviews.

The Independent Reviewing Service has the lead role in quality assuring the services offered and delivered to the children and young people who are looked after by the Local Authority or are subject to Child Protection Plans.

**Consultation has commenced on the following** – Reduce the number of Independent Reviewing Officers by 2 and remove a tier of management.

**Rationale for service change proposal** – Efficiencies through a reduction in the number of children being looked after, and children receiving Child Protection Plans.

**The following activity will change, stop or significantly reduce** – Fewer Safeguarding Independent Reviewing Officers – however there will also be fewer cases to review – see above.

**Impact of Service Change** – Limited – will prioritise more effectively

**Service Users** – None.

**Partners** – None.

**Council** – None

### **Communications, Consultations & Engagement –**

Type

Consult

#### **Internal consultation has now commenced.**

- meetings held with Trade Unions on 19 October 2011
- meetings with staff commenced on 5 October 2011
- further meetings with staff are scheduled for early November and any alternative options to meet the saving target will be considered
- Each member of staff to be offered an opportunity to have an individual meeting with Director.

#### **The anticipated process timeline includes –**

- further consultation subject to political approval
- implementation of the change e.g. restructure, recruitment and selection.

**Forecast Implementation Date** 1<sup>st</sup> April 2012

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** - The Children Act 1989, Children and Young Persons Act 2008, Working together to safeguard children: a guide to inter-agency working to safeguard and promote the welfare of children (DCSF, 2010).

**Risks & Mitigating Actions** – Timescales missed for Ofsted inspections – General Safeguarding.

Performance management systems are robust and plans are monitored.  
Risks in terms of court proceedings.  
Prioritise work to meet statutory deadlines.  
Risk – This area is subject to a high level of inspection. Mitigated by the formal People Directorate Improvement Board.

**Cost of Service: £531,000**

**Staffing: 11**

**Other Resources: N/A**

**Proposed Cost 2012/13: £383,000**

**Saving 2012/13: £148,000 ongoing**

**Will the saving be full or part year? Full**

**Investment Required: No**

**Staff at Risk: Yes**

**Approximate number of posts at risk  
subject to Council approval: 2**

## Reference E1.6

<p><b>Service Description: Educational Psychologists</b>  <b>Categorisation: Regulatory</b> Statutory service providing frontline critical services to the most vulnerable children and young people (0 – 19) and their families / carers advising Local Authority and schools regarding nature of Special Educational Needs (SEN) to enable appropriate provision to be put in place. Also works with families and others settings. Savings of £150,000 (25%) made in 2011/12 budget.</p>	
<p><b>Consultation has commenced on the following</b> - To reduce number of Educational Psychologists by one.</p>	
<p><b>Rationale for service change proposal</b> – Staff levels currently at national average with savings through reduction in staff and joint accommodation, service will focus on statutory minimum.</p>	
<p><b>The following activity will change, stop or significantly reduce</b> – Impact on early intervention and preventative work as service focuses on statutory minimum.</p>	
<p><b>Impact of Service Change –</b>  <b>Service Users</b> – Less likely to be able to address issues at an earlier stage.  <b>Partners</b> – None.  <b>Council</b> – Potential for increased cost if assessments not reviewed, potential for tribunal/legal costs to increase.</p>	
<p><b>Communications, Consultations &amp; Engagement –</b>  Type  Consult <input checked="" type="checkbox"/></p>	
<p><b>Internal consultation has now commenced.</b></p> <ul style="list-style-type: none"> <li>meetings held with Trade Unions on 19 October 2011</li> <li>meetings with staff commenced on 5<sup>th</sup> October 2011</li> <li>further meetings with staff are scheduled for early November and any alternative options to meet the saving target will be considered</li> </ul> <p><b>The anticipated process timeline includes –</b></p> <ul style="list-style-type: none"> <li>further consultation subject to political approval</li> <li>implementation of the change e.g. restructure, recruitment and selection.</li> </ul> <p><b>Forecast Implementation Date</b> 1<sup>st</sup> April 2012</p>	
<p><b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>	
<p><b>Legislation Considered</b> - Statutory requirement for any new and reviewed statement to have an Educational Psychologist assessment and report.  Education Act 1996, amended by Education Act 1997.  School Standards and Framework Act 1998.  Special Education Needs and Disability Act 2001. (2001 legislation was amended in January 2002).</p>	
<p><b>Risks &amp; Mitigating Actions–</b>  As early intervention is reduced there is an increased likelihood of more formal statements and consequent costs to the Authority as responsible for this.  Uncertainty over continued support for Post 16 Special Educational Needs (SEN) from Connexions and Young People Learning Agency (YPLA) may impact upon this team and duties expected. Reputational risk.  Traded services model has been developed with access to income stream.  Early discussions with Secondary Headteachers have indicated that they may be prepared to pay for elements of the service which will help mitigate any impact.</p>	
<p><b>Cost of Service: £621,000</b></p> <p><b>Staffing: 20</b></p> <p><b>Other Resources:</b></p>	<p><b>Proposed Cost 2012/13: £573,000</b>  <b>Saving 2012/13: £48,000 ongoing</b>  <b>Will the saving be full or part year? Full</b>  <b>Investment Required: No</b>  <b>Staff at Risk: Yes</b>  <b>Approximate number of posts at risk subject to Council approval: 1</b></p>

## Reference E1.8

<b>Service Description: Administrative support to Children's Social Care Teams</b>	
<b>Categorisation: Critical</b>	
<b>Consultation has commenced on the following</b> – Review of children's social work teams administration arrangements.	
<b>Rationale for service change proposal</b> – To co-locate a number of social work teams to ensure efficiency of service delivery including administrative support. The efficiencies will also be dependent on the successful implementation of the new Integrated Children's System (ICS).	
<b>The following activity will change, stop or significantly reduce</b> – current levels of support to Social Workers and their Managers.	
<b>Impact of Service Change</b> – Reduced admin support to social workers and their managers. <b>Service Users</b> - None <b>Partners</b> - None <b>Council</b> – potential staffing reductions.	
<b>Communications, Consultations &amp; Engagement</b> – Type Consult <input checked="" type="checkbox"/>	
<b>Internal consultation has now commenced.</b> <ul style="list-style-type: none"><li>• meetings held with Trade Unions on 19 October 2011</li><li>• meetings with staff commenced on 7<sup>th</sup> October 2011</li><li>○ staff involved in this option have been informed, a number of alternative options are being developed with staff during this consultation process and is expected to be complete by 11<sup>th</sup> November 2011</li></ul>	
<b>The anticipated process timeline includes</b> – <ul style="list-style-type: none"><li>• further consultation subject to political approval</li><li>• implementation of the change that includes co-location of teams restructure, recruitment and selection.</li></ul>	
<b>Forecast Implementation Date</b> 1 <sup>st</sup> April 2012	
<b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered</b> – None.	
<b>Risks &amp; Mitigating Actions</b> – Risk - support for statutory panels will be affected by any reductions. <i>Risk</i> – delayed/unsuccessful implementation of Integrated Children's System will lead to ongoing reliance on current levels of admin support. <i>Mitigating Action</i> – Plan for implementation monitored and reviewed on a regular basis. Targets remain challenging but achievable. <i>Risk</i> – Implementation of Electronic Social Care Record (ESCR)/Data Cleansing in advance of Liquid Logic system implementation. <i>Mitigation Action</i> – Person appointed to look specifically at data cleansing. Work has already begun on planning for this. Existing staff resources will need to be allocated to this in the short/medium term on an 'invest to save' basis. Liaison ongoing with IT colleagues around server capacity and legislative requirements.	
<b>Cost of Service: £1,228,150</b>	<b>Proposed Cost 2012/13: £1,093,150</b>
<b>Staffing: 37.8 Full Time Equivalents</b>	<b>Saving 2012/13: £135,000 ongoing</b>
<b>Other Resources:</b>	<b>Will the saving be full or part year? Full</b>
	<b>Investment Required: No</b>
	<b>Staff at Risk: Yes</b>
	<b>Approximate number of posts at risk subject to Council approval: 10</b>

**E2 Older People**  
**Reference E2.5**

<p><b>Service Description: Assessment &amp; Care Management – Reviewing Team</b>  <b>Categorisation: Critical</b>          Assessment and Care Management functions are covered by specialist teams consisting of social workers, community care practitioners and managers. Teams consist of Hospital Social Work, Elderly Mentally Infirm, Mental Health, Learning Disability and Occupational Therapy (who also work with young adults with disabilities and special needs). Teams assess people's needs and either refer for low level intervention to the voluntary community and faith sector or if service users meet the Fair Access to Care criteria (critical/substantial) they are then assessed by the appropriate team. Within the Assessment and Care Management teams there are 5 Reviewing Officer posts, this function provides a 12 monthly review for service users to ascertain changes in need or circumstances. These posts do not require a social work qualification.</p>	
<p><b>Consultation has commenced on the following</b> - Cease 5 posts &amp; decrease amount of reviews undertaken by transferring reviews to Social Workers.</p>	
<p><b>Rationale for service change proposal</b> – Implementation of Liquid Logic system in 2012 may have a positive impact and create process efficiencies for care management teams.</p>	
<p><b>The following activity will change, stop or significantly reduce</b> – This will significantly reduce care management teams' ability to conduct timely outcome focused reviews.</p>	
<p><b>Impact of Service Change –</b>  <b>Service Users</b> – Better prioritisation to reduce any potential reduction in timely reviews of services.  <b>Partners</b> – None  <b>Council</b> – Possible increase in complaints, also negative impact on key performance indicator.</p>	
<p><b>Communications, Consultations &amp; Engagement –</b>          Type Consult <input type="checkbox"/> Internal consultation has now commenced.</p> <ul style="list-style-type: none"> <li>○ First meeting with staff – 03/10/11</li> <li>○ Second meeting with staff and Trades Unions – 20/10/11</li> <li>○ Regular meetings will be held with staff and Unions throughout November</li> </ul> <p><b>The anticipated process timeline includes –</b></p> <ul style="list-style-type: none"> <li>● further consultation subject to political approval</li> <li>● implementation of the change</li> </ul> <p><b>Forecast Implementation Date</b> 1<sup>st</sup> April 2012</p>	
<p><b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>	
<p><b>Legislation Considered</b> – NHS &amp; Community Care Act 1990.</p>	
<p><b>Risks &amp; Mitigating Actions –</b></p> <ul style="list-style-type: none"> <li>● This will significantly reduce care management teams' ability to conduct timely outcome focused reviews</li> <li>● There is potential for delays in the completion of complex reviews which may result in subsequent issues with care</li> <li>● Awareness and responses to safeguarding issues could be delayed at a time when reforms are taking place within the Care Quality Commission around regulation and compliance of residential providers</li> <li>● Key performance indicator for reviews will significantly reduce in the short term.</li> </ul> <p>Mitigation is by transfer of all reviews to social work staff, however, this will reduce their capacity in other areas of work and a reconfiguration of both teams would be necessary to assist to mitigate any reduction of staff.</p>	
<p><b>Cost of Service: £191,000</b>  <b>Staffing: 5</b>  <b>Other Resources:</b></p>	<p><b>Proposed Cost 2012/13: £NIL</b>  <b>Saving 2012/13: £191,000 ongoing</b>  <b>Will the saving be full or part year? Full</b>  <b>Investment Required: No Staff at Risk: Yes</b>  <b>Approximate number of posts at risk</b>  <b>subject to Council approval: 5</b></p>

## **E3 Leisure & Culture**

### **Reference E3.2**

#### **Service Description: Active Sports**

#### **Categorisation: Tier 1**

To increase the income target of the Active Sports programmes by £10,000.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

**Consultation has commenced on the following** - To increase the income target of the Active Sports programmes by £10,000.

**Rationale for service change proposal** – All the Active Sports programmes now have some form of charge and it is feasible to increase the income target for these programmes.

**The following activity will change, stop or significantly reduce** – N/A

#### **Impact of Service Change –**

**Service Users** – None.

**Partners** – None.

**Council** – None.

#### **Communications, Consultations & Engagement –**

Type                      Consult          Inform    

Internal consultation is not needed – this option is an ongoing business efficiency and as such should be progressed as those in Annex C of 13<sup>th</sup> October report.

**Forecast Implementation Date** 1<sup>st</sup> April 2012

**Equality Impact Assessment** – This will be should members agree proposal is to be progressed.

**Legislation Considered** - Local Government (Miscellaneous Provisions) Act 1976.

**Risks & Mitigating Actions**– Risk presents itself if the section is unable to deliver the various sports programmes if at some point users become unable to pay.

**Cost of Service: £ N/A**

**Staffing: N/A**

**Other Resources: N/A**

**Proposed Cost 2012/13: N/A**

**Saving 2012/13: £10,000 increased income ongoing**

**Will the saving be full or part year? Full**

**Investment Required: None**

**Staff at Risk: No**

**Approximate number of posts at risk subject to Council approval: None**

### Reference: E3.3

#### **Service Description: Business Development Team**

##### **Categorisation: Tier 1**

Review the organisational structure of the 'Business Development' team and the teams marketing and advertising budget.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

##### **Consultation has commenced on the following –**

- i) To review organisational structure and responsibilities within the 'Business Development' team with the intention of reducing the staffing costs.
- ii) Reduce the Business Development Team's marketing and advertising budget.

##### **Rationale for service change proposal –**

Will help to minimise the impact of further cuts on other front line services.

##### **The following activity will change, stop or significantly reduce –**

i) The Business Development team coordinate and generate the majority of 'back office' support to the front line services and activities. It deals with;

- all marketing and communication functions;
- event support;
- administrative & statistical support
- performance management and service planning;
- budget monitoring;
- income collection & direct debit payment coordination;
- contract liaison and monitoring (Parkwood Leisure and Formby Pool Trust);
- the delivery of certain activity under commissioning arrangements (e.g. NHS Sefton)

ii) The marketing, advertising & communications budget is crucial to the successful trading of the service. It is central to all promotion and advertising for leisure centres and all projects and programmes operated in facilities and community venues. The level of activity will be reduced.

##### **Impact of Service Change –**

**Service Users** – Unable to meet demands for keeping users up to date with information and the new projects and programmes.

**Partners** – It will be necessary to consider whether the section will be able to meet its obligations to partners that commission it to deliver outcomes around marketing and advertising.

**Council** – Any reduction in staff and budgets will affect the overall performance of the service, and have an adverse effect on income.

##### **Communications, Consultations & Engagement –**

Type                      Consult                          Engage   

##### **Internal consultation has now commenced.**

- Soft staff consultation commenced on Monday October 3rd 2011
- Trade Union consultation was held on October 19<sup>th</sup> 2011
- Formal staff consultation held on Nov 3<sup>rd</sup> 2011

##### **The anticipated process timeline includes –**

- Service review to be completed by Nov 18<sup>th</sup> 2011

<p><b>Forecast Implementation Date</b> Implementation of any changes by January 12<sup>th</sup> 2012</p>	
<p><b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>	
<p><b>Legislation Considered -</b> Local Government (Miscellaneous Provisions) Act 1976.</p>	
<p><b>Risks &amp; Mitigating Actions–</b> Awareness and promotion of all of the section's services are at risk and may reduce income.</p>	
<p><b>Cost of Business Development Team:</b> <b>£127,450</b></p> <p><b>Staffing:</b> 4 <b>Other Resources:</b> £50,000</p> <p>The service is commissioned by NHS to deliver social marketing activity in support of health improvement outputs.</p>	<p><b>Proposed Cost 2012/13:</b> £102, 450 <b>Saving 2012/13:</b> £25,000 ongoing <b>Will the saving be full or part year?</b> Full <b>Investment Required:</b> No <b>Staff at Risk:</b> Yes <b>Approximate number of posts at risk subject to Council approval:</b> 4</p>



## Reference E3.4

### **Service Description: Crosby Lakeside Activity Centre**

#### **Categorisation: Tier 1**

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

**Consultation has commenced on the following** - Following a full 12 months of operation of the Crosby Lakeside Adventure Centre (CLAC) (July 2010 – July 2011), officers are in a better position to assess the options to make savings within its operation. It is proposed to make the following changes:

- i) increase the income target by £200,000
- ii) review the staffing structure water sports and adventurous activity team

#### **Rationale for service change proposal –**

- i) The centre is on course to exceed its income target. The trend for the last 12 months suggests that an increased target is realistic.
- ii) The water sports and adventurous activity team was set up in advance of the business activity being fully known. After two operating seasons (summer) it is clear that it would benefit from a different staffing arrangement which would move towards self employed coaches rather than full time staff.

#### **The following activity will change, stop or significantly reduce –**

No significant changes.

#### **Impact of Service Change –**

**Service Users** – Negligible.

**Partners** – Negligible.

**Council** – Negligible.

#### **Communications, Consultations & Engagement –**

Type            Consult        Engage        Partnership   

#### **Internal consultation has now commenced.**

- Soft staff consultation commenced on Monday October 3rd 2011
- Trade Union consultation was held on October 19<sup>th</sup> 2011
- Formal staff consultation held on Nov 3<sup>rd</sup> 2011

#### **The anticipated process timeline includes –**

- Service review to be completed by Nov 18<sup>th</sup> 2011

#### **Forecast Implementation Date**

Implementation of any changes by January 12<sup>th</sup> 2012

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** -Local Government (Miscellaneous Provisions) Act 1976.

**Risks & Mitigating Actions**– Other savings taken elsewhere in this round will have a knock-on effect for CLAC (e.g. Marketing) which make the increased income target more challenging. In addition, the extra Bank Holidays this year had a big impact in usage.

Steps are being taken to increase the number of private bookings (e.g. weddings) and plans

are well progressed to secure extended water sports bookings from outside organisations. This will mean that on a number of occasions the centre will be partly closed to 'open access' for local residents.

**Cost of Service (whole operation at C.L.A.C.): £277,650**

**Staffing:** 1 x full time post

**Other Resources:**

Grant support from Sport England & sports governing bodies enable the employment of additional support staff to the operation.

**Proposed Cost 2012/13:** £232,650

**Saving 2012/13:** £225,000 ongoing

**Will the saving be full or part year?** Full

**Investment Required:** No

**Staff at Risk:** Yes

**Approximate number of posts at risk**

**subject to Council approval:** 1

## Reference E3.8

### **Service Description: Principal Manager**

#### **Categorisation: Tier 1**

Review the management arrangements for the section with the intention of reducing by one Principal Manager.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

#### **Consultation has commenced on the following –**

Review the management of the Sport & Recreation section by reorganising the structure and responsibilities.

**Rationale for service change proposal –** To meet savings target.

#### **The following activity will change, stop or significantly reduce –**

The review will reprioritise all the key service areas and responsibilities, allocating duties amongst fewer managers. As one post will be deleted the capacity and workload will therefore be reduced and it will not be feasible to deliver services and activity to the same level or standard as at present.

#### **Impact of Service Change –**

These will only be clearer once the restructure has been completed.

**Service Users –** There will be a knock-on effect in terms of the overall quality of the service provided. Less Management support.

**Partners –** Reduction in ability to maintain relationships and service the demands of partners, attend their meetings and working on joint ventures.

**Council –** The section will have reduced capacity to participate in Council corporate matters and maintain the standards and range of services available. Increased pressure on remaining managers.

#### **Communications, Consultations & Engagement –**

Type                      Consult        Engage   

#### **Internal consultation has now commenced.**

- Soft staff consultation commenced on Monday October 3rd 2011
- Trade Union consultation was held on October 19<sup>th</sup> 2011
- Formal staff consultation held on Nov 3<sup>rd</sup> 2011

#### **The anticipated process timeline includes –**

- Service review to be completed by Nov 18<sup>th</sup> 2011

#### **Forecast Implementation Date**

Implementation of any changes by January 12<sup>th</sup> 2012

**Equality Impact Assessment –** Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered -** Local Government (Miscellaneous Provisions) Act 1976.

**Risks & Mitigating Actions –**

There will be a risk to the performance of the business however a reassessment of priorities will endeavour to ensure that the Councils key objectives are still met.

**Cost of management Service: £300,000****Staffing: 5****Other Resources: N/A****Proposed Cost 2012/13: £250,000****Saving 2012/13: £50,000 ongoing****Will the saving be full or part year? Full****Investment Required: No****Staff at Risk: Yes****Approximate number of posts at risk****subject to Council approval: 1**

## Reference: E3.10

### **Service Description: Library Service – Community Cohesion Team**

#### **Categorisation: Other Tier 1**

The Community Cohesion team delivers specialist support and advice to staff delivering the service to children and young people, and to disadvantaged groups to enable them to access library services. They also work with partners to improve and deliver services to these groups. The specific responsibilities of this team are library services to children and young people, equality of access for all individuals and groups within the community, management of the Home Visits Service and its 80 community volunteers that deliver a service to 200 people unable to visit libraries, management and support of the library service at HMP Kennet (for which a management fee is charged).

Since the team was created in 2005 the use of the library service by children and young people has increased through increased issues, activities, class visits and the Summer Reading Challenge. This is through extensive training and support for frontline staff working in the libraries. Work with partners and access groups have resulted in improvements to services including those for people with disabilities. The team was reduced from 4 posts to 2 with effect from 1st July 2011. The impact of this reduction is currently under going assessment.

The team consists of one full time Senior Development Manager (SDM) Children and Young People and one full time SDM Social Inclusion. Cost 2011/12 = £65,690 (cost in 2010/11 = £119, 488).

There is limited comparator data available for this area of work. National data for the summer reading challenge and delivery of the Bookstart scheme show that we have a comparatively high level of participation per head of population. The level of staffing and expertise that local authorities use to provide this is not available, but local knowledge of the region and national developments show that this varies considerably from services with large to middle sized units, specialist support such as children's librarians in libraries, and Home Visits Services delivered by paid staff. Sefton provides an extremely low but effective level of specialist support and expertise.

#### **Consultation has commenced on the following –**

- Restructure the Community Cohesion team to reduce from 2 SDM's to one, resulting in the deletion of 1 SDM post.
- This will require the merger of the work of the 2 SDMs for children and young people, and social inclusion, into the 1 remaining SDM post.

**Rationale for service change proposal –** To reduce the costs of the team to deliver savings and deliver the minimum level of specialist support and advice to staff in libraries delivering the service whilst attempting to continue a high quality of service.

#### **The following activity will change, stop or significantly reduce –**

There will be a loss of the skills, knowledge and input of one of the specialist SDM's, leading to a requirement for the remaining SDM to expand their knowledge and capacity to deliver services for both areas. This will result in a reduction of specialist input, reduction in activities to targeted groups, reduction in outreach and partnership working, and reduction in response time to enquiries.

There will be specific reductions to:

- The provision of services to the public.
- The ability to carry out special project work such as the Summer Reading Challenge and reading groups, resulting in a significant reduction of the use of the service.
- The ability to work with schools.
- The ability to manage and deliver volunteering opportunities in the Library Service, to manage the Home Visits Service, to manage the library service at HMP Kennet (and potential loss of income).
- The ability to respond to partnership enquiries and requests, deliver outreach work in the community.
- The ability to select and purchase appropriate stock for the public.

There will be an increase in front line library staff having to deal with enquiries of a specialised

and possibly sensitive nature e.g. compliance with equalities legislation.

**Impact of Service Change –  
Service Users -**

- May see a reduction in the diversity and responsiveness of the Library Services offered.

**Partners –**

- Reduction in work with schools across Sefton.
- Reduction in work with NHS.
- Reduction in capacity to help people to live at home through the Home Visits Library Service.
- Reduction in management input to the Library Service at HMP Kennet.
- Reduction in capacity to take volunteers from Sefton CVS and work with volunteers.

**Council –** There will be a reduction in the Library Service’s ability to liaise with other sections of the Council to deliver services to the community.

**Communications, Consultations & Engagement –**

Type Consult

x

**Internal consultation has now commenced.**

- Initial Consultation with staff – 30<sup>th</sup> September and 3<sup>rd</sup> October
- Consultation commenced with Trade Unions – 19<sup>th</sup> October 2011
- Further consultation commenced with staff – week beginning 31<sup>st</sup> October 2011

**The anticipated process timeline includes –**

- further consultation subject to political approval
- implementation of the change

**Forecast Implementation Date**

Implementation of any changes to commence January 2012

**Equality Impact Assessment –** Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered -**

Our statutory obligation under the Public Libraries and Museums Act 1964 is to provide a comprehensive and efficient library service for all persons in the area that want to make use of it. One of the duties is to promote the service to children and adults. The Act has a number of regulations including what services can be charged.

**Risks & Mitigating Actions–**

There will be a loss of the skills, knowledge and input of one of the specialist SDM, leading to a requirement for the remaining SDM to expand their knowledge and capacity to deliver services for both areas. This may result in a reduction of specialist input and reduction in activities.

Services can to be absorbed by the remaining library staff. The Principal Development Manager for Community Cohesion would work with the remaining SDM, and frontline library staff, to minimise the impact of the staffing reduction on the service to the public.

**Cost of Community Cohesion team:**

**£65,690**

**Staffing:**

Senior Development Manager – Children and Young People

Senior Development Manager – Social Inclusion

**Other Resources:**

**Proposed Cost 2012/13: £32,690**

**Saving 2012/13: £33,000 ongoing**

**Will the saving be full or part year? Full**

**Investment Required: No**

**Staff at Risk: Yes**

**Approximate number of posts at risk subject to Council approval: 2**

**Reference: E3.11****Service Description: Library Service – Facilities Team****Categorisation: Other Tier 1**

The facilities team provides security functions to libraries such as call outs, plus routine repairs and maintenance. There has been no major investment in the infrastructure of the majority of the Council's libraries, and as a result the libraries are in a poor state of repair. The structural survey costs for the 10 libraries that are not new or to be re-developed = £1.3m. The costs of the team have been analysed and indicate that the tasks undertaken by the facilities team are provided at a lower cost than an external contractor and at greater speed, avoiding the need for ad hoc closures of libraries. Larger repairs are undertaken by contractors. They also open and close libraries outside library opening hours for external groups to hire. They provide cover for the mobile library when the driver/assistant is absent. The team also delivers a daily delivery service of books, internal post etc. The team (excluding the delivery driver) was reduced from 5 staff to 3 from 1st July 2011. The cost of the team (excluding the driver) in 2011/12 = £71,000 (£111,339 in 2010/11).

**Consultation has commenced on the following –**

To review the Facilities team and reduce the number of Facilities Assistants from 2 to 1.

**Rationale for service change proposal** – To reduce the costs of the service as part of the Council's service.

**The following activity will change, stop or significantly reduce –**

The following will stop:

- The provision of lettings out of hours at Crosby Library. This currently generates £8500 income per annum. The provision of a 'latch key' operation will be considered, a full risk assessment will be undertaken before a decision is made.

The following will be reduced:

- Ability to cover sickness and annual leave for the Mobile Library and the daily delivery van. Cover for the mobile library will not be a factor if E3.13 (Mobile Library Service) is also accepted.
- Ability to carry out routine and non-routine maintenance, resulting in much higher levels of essential maintenance passed to contractors, with an increased cost.
- Ability to respond to emergency maintenance work.
- Ability to respond to health & safety requests from libraries.
- Ability to respond to out of hour call-outs.

There may be an increase in the time library managers have to deal with contractors, carry out routine maintenance checks and administration.

**Impact of Service Change –****Service Users -**

- Maintenance levels of front line areas will be reduced.
- Increased risk of accident in public areas of the library.
- Increased risk of temporary closure to libraries due to health and safety issues.
- Further deterioration of the buildings and their appearance, less appealing to people to use them.

**Partners** – Unable to use library outside library opening hours

**Council** – Potentially more costs by using contractors for small jobs

**Communications, Consultations & Engagement –**

Type Consult

x

**Internal consultation has now commenced.**

- Initial Consultation with staff – 30<sup>th</sup> September and 3<sup>rd</sup> October
- Consultation commenced with Trade Unions – 19<sup>th</sup> October 2011
- Further consultation commenced with staff – week beginning 31<sup>st</sup> October 2011

**The anticipated process timeline includes –**

- further consultation subject to political approval
- implementation of the change

**Forecast Implementation Date**

Implementation of any changes to commence January 2012

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** - Health and Safety at Work Act 1994.

**Risks & Mitigating Actions–**

- Risk of health and safety maintenance issues not being addressed in an acceptable timescale. Mitigated by increased use of contractors.
- Risk of loss of income from out of hours lettings – investigate alternative methods of making access available.

**Cost of Facilities team (minus delivery service): £71,000**

**Staffing:** 1 Facilities Officer  
2 x Facilities Assistant

**Other Resources:** Van – lease and maintenance = £4,500

**Proposed Cost 2012/13:** £52,000

**Saving 2012/13:** £19,000 ongoing

**Will the saving be full or part year?** Full

**Investment Required:** No

**Staff at Risk:** Yes

**Approximate number of posts at risk subject to Council approval:** 2



## E4 Street Scene

### Reference E4.1

#### **Service Description: Cleansing Administration and Running Costs - Review**

Categorisation: Frontline

The management, supervision, equipment, supplies and administrative support for all street cleansing, refuse collection and recycling contract services currently costs £399,000 per year.

In addition to management/supervisory/admin functions, all necessary training and personal protective equipment (PPE) for both Street Cleansing and Refuse Collection is purchased via this cost centre.

Current administrative support levels and operational costs are at minimum levels in order to support the operation of all street cleansing, refuse collection and recycling contract services.

A further reorganisation is currently being developed which would further reduce management levels and save an additional £50k.

**Consultation has commenced on the following** – To further reduce management levels across Street Cleansing and Refuse Collection Services by two posts in order to achieve an additional saving of £50k.

**Rationale for service change proposal** – The provision of frontline services such as Street Cleansing and Refuse Collection are vital to the infrastructure of the Borough. As such, whilst a large volume of savings have already been identified within operational areas of the services, additional savings still need to be found and have been identified within management functions so as to maintain minimum service levels at the frontline.

**The following activity will change, stop or significantly reduce** – It is hoped that the impact of further management reductions will be limited as much as possible by a series of internal reorganisations which will see staff at management levels taking on additional responsibilities in areas not previously under their control. The amount of responsibility will also be reduced as much as possible by distributing management functions across a number of service areas.

#### **Impact of Service Change –**

**Service Users** – No Change

**Partners** – No Change

**Council** – No operational change. However, essential management functions will be distributed across remaining personnel and service areas.

#### **Communications, Consultations & Engagement –**

Type Inform

- Consultation with the Trade Unions regarding this change proposal was completed on Wednesday 26<sup>th</sup> October 2011, the deletion of two vacant posts will achieve the saving identified.

No further meetings as part of the consultation are envisaged.

**Forecast Implementation Date** Implementation of new structure by December 31<sup>st</sup> 2011

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Risks & Mitigating Actions**– With a further reduction in management capacity, all of the cleansing services (waste, streets and recycling) will then be operating at minimum support levels. Such support is an integral part of the operation of frontline services in order to ensure the health & safety of employees and public. The waste collection and cleansing services are large logistical exercises on a daily basis. As such, a minimum number of support staff is required to ensure that the services can operate effectively and efficiently and that tasks are completed on time every day.

Without dedicated support services the operation would be unable to function. In addition to

administrative and financial problems caused through a lack of support services, there is a real risk of injury to staff or public if correct procedures, checks and assessments are not undertaken.

In order to reduce the risks associated with the non-performance of services, plans have been prepared to allow decisions and authorisations to be taken by a wider circle of managers across the Department.

**Cost of Cleansing Service Operational Support:** £399k

**Staffing:** 8

**Other Resources:** None

**Proposed Cost 2012/13:** £349k

**Saving 2012/13:** £50k ongoing

**Will the saving be full or part year?** Full

**Investment Required:** None

**Staff at Risk:** None – Saving relates to 2 vacant posts.

## E5 Regulatory

### Reference E5.1

<p><b>Service Description: Highways/Environmental Enforcement</b>  <b>Categorisation - Regulatory</b> - Proactively and in response to public complaint discharge the Councils statutory duties and tackle issues relating to highway obstruction, flytipping, dog fouling and litter. Approximately 3000 requests for service per year.</p>	
<p><b>Consultation has commenced on the following</b> – Seek further rationalisation through the reorganisation of Highways and Environmental enforcement teams as an extension to CM40 “Merger of Highways and Environmental Enforcement”.</p>	
<p><b>Rationale for service change proposal</b> – Budget savings driven. This is a further rationalisation of the Highways/Environmental enforcement capacity.</p>	
<p><b>The following activity will change, stop or significantly reduce</b> – Activities will be prioritised to those statutory activities having the greatest public safety risk. The team may not be able to respond to all public requests for service as capacity is further diminished.</p>	
<p><b>Impact of Service Change – Service Users</b> – There will be less capacity to proactively manage, protect and respond to community environmental enforcement needs.  <b>Partners</b> - None  <b>Council</b> – to be accommodated through ongoing restructure. Potential liabilities if statutory duties not adequately discharged.</p>	
<p><b>Communications, Consultations &amp; Engagement –</b>  Type Inform <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> <li>• Raised with Trade Unions 26 September 2011.</li> <li>• Post became vacant during 2011/12 and is offered for deletion.</li> <li>• Deletion of vacant post subject to political approval &amp; effective 1 April 2012.</li> </ul>	
<p><b>Forecast Implementation Date</b> Implementation of revised structure by 1<sup>st</sup> April 2012</p>	
<p><b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>	
<p><b>Legislation Considered</b> - Statutory duties primarily under Highways Act and Environmental Protection Act</p>	
<p><b>Risks &amp; Mitigating Actions</b>– Reduced enforcement activity - Training to facilitate comprehensive service despite reduction</p>	
<p><b>Cost of Service: £270,000</b> (staffing)   <b>Staffing: 9 posts</b>  <b>Other Resources: NS</b></p>	<p><b>Proposed Cost 2012/13: £220,000</b> (staffing)  <b>Staffing 7 posts</b>  <b>Saving 2012/13: £25,000 ongoing</b>  <b>Will the saving be full or part year? Full</b>  <b>Investment Required: None</b>  <b>Staff at Risk: No</b></p>

## Reference E5.2

### **Service Description: Planning Services**

#### **Categorisation: Regulatory**

**Development Management** – approximately 1,800 planning applications per annum; 800 pre application development enquiries p.a.; approx 20 planning appeals p.a ( including public enquiries); planning enforcement; Tree Preservation Orders and tree works re planning applications; condition monitoring approx 200 per annum.

**Building Control** – Approx 700 full building regs apps per annum; approx 1,200 building notices per annum; 300 dangerous structure inspections; emergency call out; service marketing due to being open to competition and need to retain and maximise income.

**Planning Policy** – Progression of Core Strategy, Local Development Framework, planning policy development briefs; conservation work – i.e. conservation appraisals etc; Annual Monitoring Report; collection and updating of planning evidence base

**Regulatory Support** - supports technical administration of planning and building control processes; e.g. validation of applications; consultations on applications; IT support; information management.

#### **Consultation has commenced on the following –**

**Deletion of post (Snr Planner).** This post is currently vacant and it is proposed to delete it from the establishment. This will lead to a reduction in capacity/ expertise in ‘urban design’ as part of the planning/development management process. This will need to be addressed by others in the Development Management team who have the appropriate skills, experience and qualifications.

**Reduction in Regulatory Support** – hours reduction of one post. Small saving will have some minor impact on Building Control support.

**Change provider for press notices/planning publicity** – same service level and similar geographical spread/coverage with press but cost of adverts of planning applications reduced by £20k p.a.

**Minimise officer mileage/spend on equipment and subscriptions etc.** Will mean officers reduce business miles and frequency of site visits with consequent impact on service delivery. Timescales for decisions on applications may be extended. Team managers have alerted staff to this saving requesting that appropriate changes in work prioritisation/ site visits are implemented as necessary.

**Merseyside Information Services (MIS) contract** – planning contribution. There has been a corporate decision to cease the MIS contract. Proposed saving of £20k p.a. (out of the £76k total budget) due to need to fund progression of Local Development Framework to adoption etc.)

**Rationale for service change proposal** – Planning Services are statutory/regulatory services which are required to operate ‘in the public interest’. Since 2007 there has been a 25% reduction in planning staff budgets.

The savings associated with the post deletion arose from to that postholders request to leave. This opportunity therefore led to the post being identified as a potential saving. The post is currently vacant and can be deleted without placing any current member of staff at risk.

Other revenue savings provide the opportunity to allow staff within the service to review spend on various revenue budgets and to minimise costs, including those associated with mileage allowances.

**The following activity will change, stop or significantly reduce** – Urban design input into the application and policy workload will reduce significantly. This will need to be picked up by other planning services team members thereby potentially impacting on decision making timescales.

#### **Impact of Service Change –**

**Service Users** – Some potential for delay in planning decisions.

**Partners** –

**Council** – Potential for corporate and external complaints due to extended timescales for decisions.

#### **Communications, Consultations & Engagement –**

**Type Inform**

**Proposed Timeline** Summer/Autumn 2011

As part of the budget process the team have been informed of the proposals. These potential savings do not require any staff or team restructure – nor are there any at risk or redundancy issues. The post proposed to be deleted is vacant and can be deleted without any delay.

The revenue savings are currently being considered by service managers to ensure, if approved, necessary steps can be implemented. Changing provider for press notices for example is a simple task to realise a potential £20,000 saving.

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered**

Planning and Building Control Legislation

**Risks & Mitigating Actions–**

Service – re prioritising, maximising efficiencies in processes, managing expectations.

It will be necessary to manage customer expectations about the service – for example time taken to undertake site visits may be increased causing some delay in decision making. Service managers will need to monitor this moving forward if the saving is approved. In addition it will be necessary to re prioritise workloads especially those involving site visits – this can be communicated through a variety of pro active measures including the next Service Plan; Planning Services Agents Forum; the Sefton Access Forum; the website etc.

There may be a need to identify an additional team member to undertake some urban design training – this will be monitored and progressed through the service plan and staff appraisals as necessary.

**Cost of Planning Services: £814,000**

**Staffing:** 1 x vacant senior planner post to be deleted

**Other Resources:** Savings in revenue budgets – eg press notices, office supplies, potentially reduced site visits.

**Proposed Cost 2012/13: £ 726k (see also E5.3)**

**Saving 2012/13: £88,000 ongoing**

**Will the saving be full or part year? Full**

**Staff at Risk: none**

### Reference E5.3

**Service Description: Planning Services:**

**Regulatory Support**- supports technical administration of planning services – i.e. planning and building control e.g. validation of applications; consultations on applications; IT support; information management; customer interface.

**Rationale for service change proposal –**

Review regulatory support team resources in Planning Services to identify opportunities for streamlining processes; realise efficiencies and implement new ways of working. This will involve a re structure of the Regulatory Support team.

A separate savings proposal is being progressed by the Head of Economy and Tourism. (E6.8). As a consequence of that saving it is necessary to ensure that support work from that team is properly considered with a view to determining whether any of that workload can/should be accommodated within a re -structured Regulatory Support Team; within Economy and Tourism or elsewhere in Built Environment.

**Rationale for service change proposal –**

There are opportunities to realise savings within the current resource through a re-organisation of the Planning Services Regulatory Support Team. This restructure will aim to re allocate work tasks, redefine roles; streamline processes and re prioritise workloads. These changes are aimed at improving service outcomes and realising savings.

These changes are linked to the need to continue to deliver a flexible, customer focussed service whilst meeting statutory requirements.

**The following activity will change, stop or significantly reduce –**

There may be some associated impacts on customers/applicants accessing the service – e.g. time to receive/register/determine applications may all be extended. This may ultimately impact on timescales for decisions on planning and building regulation applications – however the aim is to minimise this through a streamlining of current processes and workflow.

It may be necessary to limit time spent on non fee earning elements of the service – however as the service is a statutory one it will not be possible to stop various elements.

**Impact of Service Change –**

**Service Users** - Other team members; applicants; developers and external customers. Potential for delay in enquiries and formal decisions.

**Partners** – N/A

**Council** – Potential for corporate or external complaints if action/decision making times extended.

**Communications, Consultations & Engagement –**

**Type**            **Consult**   

**Consult with staff Proposed Timeline** Autumn 2011

Internal consultation has now commenced. There have been two staff meetings in Planning Services during October as part of this consultation. In addition a meeting with the Environment and Regeneration Team has been held – with a second follow up meeting on 26 October.

Further meetings as part of the consultation are envisaged along the following potential timelines;

26 October – meet with Trade Union to advise of restructure to progress saving option.

Early November – consult team on revised team structure and new job descriptions.

Early/Mid November – communicate recruitment process details following confirmation from HR – i.e. ring fences/interviews etc.

End Nov/Early December – Interview and selection process – subject to Council approvals

December/early January – inform staff of selection process outcomes and place staff ‘at risk’ as appropriate– subject to Council approvals	
<b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered</b> Various Planning and Building Control legislation.	
<b>Risks &amp; Mitigating Actions–</b> Need to re prioritise work tasks; maximise efficiencies in processes; re organise responsibilities; manage resources and expectations.  During the consultation stage meetings are being with HR to ensure the process undertaken follows appropriate council procedures. In particular advice is being taken about the selection process; the use of ring fences for interviews; the appropriate grading of posts and content of job descriptions etc.  As part of the consultation process – and as a consequence of a separate potential saving in the Environment and Regeneration Team - Heads of Service are currently reviewing whether any aspects of work currently undertaken in that other team will be carried forward in either this new structure or elsewhere in the Built Environment Department. The outcome of this work will be considered as part of the consultation process and used with all other relevant information to inform decisions about new structures. Examples include support for Conservation work and support for mapping/digitising various information.  It will be necessary to manage customer expectations about the planning service as a consequence of a reduction in staff levels if this saving in regulatory support is progressed. This can be communicated through a variety of pro active measures including the next Service Plan; Planning Services’ Agents Forum; the Sefton Access Forum; the website etc. The Service Plan for 2012/13 will also need to identify any areas of work which will no longer be a priority for the service to allow effective allocation of workloads within available resources. The Building Control service is open to competition and it will be necessary to ensure service impacts are minimised and well managed in order to protect fee income for the service.  Managers will need to carefully monitor these changes moving forward - if the saving is approved. New job descriptions will be prepared to ensure the tasks and responsibilities of the restructured team are streamlined efficiently and appropriately organised. The new team structure will need to maximise opportunities for the flexible use of resources across this team – whilst recognising the specialist and technical nature of some roles. Some staff training may be necessary if individuals undertake different roles/responsibilities in the structure.  Planning Services are currently preparing a Capital Bid for investment in IT – this will be necessary in order to maximise efficiencies and could be seen as an invest to save opportunity, especially around document management; scanning/consulting on planning applications and the ability to implement opportunities for mobile working – particularly in Building Control. It is hoped this funding may be available in the next financial year.	
<b>Cost of Planning Service: £814,000</b>	<b>Proposed Cost 2012/13: £764,000</b> (See also E5.2)
<b>Staffing:</b>	<b>Saving 2012/13: £50,000</b> ongoing
<b>Other Resources:</b>	<b>Will the saving be full or part year?</b> Full
	<b>Investment Required:</b> Potential for Capital investment in IT if proposed bid is successful – estimate not currently available.
	<b>Staff at Risk:</b> Yes
	<b>Approximate number of posts at risk subject to Council approval:</b> approx 2.5 fte – to be confirmed following completion of review

## Reference E5.5

### **Service Description: Car Parks (Including Management) Blue Badges**

#### **Categorisation: Regulatory**

A new National Blue Badge Improvement Service (BBIS) will change the way in which badges are issued in England. As a result, Local Authorities will now have discretion to charge for the provision of blue badges up to £10 from the current £2. However, the cost of procuring each blue badge from the national supplier is £4.60, meaning that on the basis of a continued maximum current provision of blue badges (18,000 renewable every three years, so an average of 6,000 renewals per year) an additional income of £3.40 is possible, should Cabinet Member (Transportation) decide to charge the maximum £10 per badge issue. The Service would also need to accommodate some small set up costs.

As the number of applications for Blue Badges cannot be guaranteed the financial implications have been calculated on the basis of 5,000 applications per year.

As all Blue Badges will have to be ordered through the BBIS at a cost of £4.60 per badge this will lead to an increased cost to the service of £23,000. However, the charge to the customer will be raised from £2 per £10, an increase of £8 per badge giving an increased income of £40,000. This gives a net income of £17,000 per annum. However, as there will be some set up costs and other on-going costs of the new service the increased income has been shown as £15,000 per annum

**Consultation has commenced on the following** – Implementation of a £10 charge for the issue of each badge

**Rationale for service change proposal** – National Policy has revised the Blue Badge scheme in England. Badges will now be produced centrally by an approved contractor who will be administering and printing the badges. Although Sefton Council will retain overall responsibility for dealing with clients' applications and making the decision over eligibility for badges, they will be printed centrally. All current issuing authorities will be legally obliged to use the contractor as of January 2012. As part of these reforms the maximum fee that local authorities can charge for a badge will be raised from £2 to £10 for all new style badges issued from 1<sup>st</sup> January 2012.

***The following activity will change, stop or significantly reduce*** – N/a

**Impact of Service Change** – The changes to the administration of the Blue Badge Scheme as a result of the National Blue Badge Improvement Service (BBIS) will allow applicants to apply on line, will improve the security of the badge and will reduce Blue Badge fraud.

**Service Users** – Additional charge.

**Partners** – n/a

**Council** – Additional income.

**Communications, Consultations & Engagement** –

Type Inform

Meetings have been taking place with staff on a fortnightly basis to ensure the national changes to the Blue Badge service (including the increased charge) are implemented smoothly in Sefton. These meetings will continue until the changes are introduced on the 1<sup>st</sup> January 2012.

The issues were discussed with the The Sefton Access Forum at its meeting held on the 20<sup>th</sup> September. The forum supported the changes

The Department for Transport are due to publish a communications strategy in early November which will include Ministerial comments and templates of statements to be issued to the local press. The strategy will be followed by Sefton.

*The proposal has been considered by the public consultation & engagement panel who have approved the proposed course of action.*

**Forecast Implementation Date** Implementation by 1<sup>st</sup> January 2012

**Equality Impact Assessment** –The National blue Badge Improvement Scheme has been assessed at National level

**Legislation Considered**

**Risks & Mitigating Actions**–

The saving will be dependant upon the number of applicants each year. The number of applicants cannot be guaranteed. There is also some additional revision and set up costs.



<b>Cost of Blue Badge Service £91,500</b>	<b>Proposed Cost 2012/13: £114,500</b>
<b>Staffing: 1.5 fte</b>	<b>Saving 2012/13: £15,000 (increased revenue ongoing)</b>
<b>Other Resources:</b>	<b>Will the saving be full or part year? Full Year</b>
<b>Notes:</b>	<b>Investment Required: N/A</b>
	<b>Staff at Risk: No</b>

## **E6 Other**

### **Reference E6.2**

<b>Service Description: Committee Services Categorisation: Cost of Democracy.</b> Servicing of all meetings within the democratic process (including scrutiny support), publication of delegated reports and associated decisions, co-ordination of the Forward Plan, maintenance of statutory registers, organisation of tender opening, co-ordination of Member training (including Member Induction), provision of clerking service for school admission and exclusion appeals.	
<b>Consultation has commenced on the following</b> – To reconfigure the staffing structure for the service.	
<b>Rationale for service change proposal</b> – To base service staffing at minimum levels	
<b>The following activity will change, stop or significantly reduce</b> – There may be delays in producing minutes and decision records although all statutory timeframes will be met. Member's expectations regarding the level of scrutiny support would need to be examined.	
<b>Impact of Service Change –</b> <b>Service Users</b> – None <b>Partners</b> –None <b>Council</b> – There may be some delays in terms of publication of decisions and minutes and the level of support for scrutiny reviews may reduce.	
<b>Communications, Consultations &amp; Engagement –</b> Type          Consult <input checked="" type="checkbox"/>	
Proposed Timeline: Staff initially briefed at the team meeting held on Tuesday 4 <sup>th</sup> October 2011 and a further consultation process will be carried out at the team meeting scheduled for Wednesday 9 <sup>th</sup> November 2011. Staff on long term sick and maternity leave have also been briefed. Staff will be asked to bring forward any proposals they have and this will inform a proposed restructure of the service. This will be further considered by the Trade Unions prior to implementation. It is anticipated that the restructure proposals will be finalised by the middle of December 2011 and implemented by 1 <sup>st</sup> April 2012. <b>Forecast Implementation Date</b> Implementation of new structure by 1 <sup>st</sup> April 2012	
<b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered</b> There is no specific legislation in relation to this however we must be mindful of the statutory obligations with regards the publication of agendas and plans	
<b>Risks &amp; Mitigating Actions–</b> Risks – Publication of agendas and statutory plans are delayed and level of scrutiny support not meeting member expectations. This would be mitigated through prioritising statutory work and ensuring members are aware of the impact of a reduced resource.	
<b>Cost of Committee Support: £ 405,000</b>  <b>Staffing:11 FTE</b> <b>Other Resources:</b>	<b>Proposed Cost 2012/13: £344,000</b> <b>Saving 2012/13: £61,000 ongoing</b> <b>Will the saving be full or part year?</b> Full year <b>Investment Required:</b> No <b>Staff at Risk:</b> Yes <b>Approximate number of posts at risk subject to Council approval:</b> 1 or 2

## Reference E6.5

**Service Description:** Building Cleaning – Reduction in Cleaning Schedules

**Categorisation:** Traded Service

The Building Cleaning Section currently operates across a number of contract areas. The 'core' contracts relate to the cleaning functions undertaken at a range of Council buildings, facilities and services. In addition cleaning contracts are operated at a large number of schools and work premises.

The 'core' contracts employ some 110 staff operating at 65 sites.

The cost of providing this service is currently £730k per annum which is collected via internal recharge.

Every site is currently being assessed to establish the minimum cleaning requirement to maintain necessary health & safety standards. It is envisaged that the absolute minimum level of service is 55% of the current levels.

**Consultation has commenced on the following** – It is proposed to reduce the cleaning operation across all sites by an average of 45%.

This will allow cleaning to be undertaken in areas where there are health & safety implications, such as toilets, kitchen/mess facilities, stairs, entrances/exits, etc. Cleaning operations will be reduced in areas which are deemed 'non essential'. This does not mean that cleaning will stop in these areas, but cleaning frequencies will be greatly reduced in order to reduce the overall time spent cleaning in any given facility or service.

It is proposed that a saving of £150,000 per year would initially be generated through implementing amended cleaning frequencies. The savings would be generated from the budgets of services which currently contribute to the cleaning operation undertaken at their facilities.

**Rationale for service change proposal** – The regular cleaning of any workplace is obviously a very important function, and in addition to providing a pleasant environment, it also provides safeguards against a number of potential hazards including slips and trips and infection and bacteria control.

However, there are also a number of functions which may be reduced without overly affecting the important issues outlined above. These 'lesser' functions may include wiping, polishing, emptying waste bins, hoovering, etc.

By reducing the time spent on some of the non-essential tasks there will be a reduction in the amount of hours spent cleaning at each location. If cleaning hours were reduced by an average of 45% across all sites, the resultant savings would total some £150k.

**The following activity will change, stop or significantly reduce** – The type of functions that would be reduced would be those considered non-essential. At this stage all contracts are being reviewed to establish where such reductions can take place without increasing any Health & Safety related risks. There will be a significant and noticeable reduction in the levels of cleanliness at all sites, whilst maintaining minimum standards in those areas deemed to pose a Health & Safety risk.

**Impact of Service Change –**

**Service Users -**

There will be less cleaning in offices, corridors and other non-essential areas.

**Partners -** N/A

**Council** – There will be a perceived decline in cleanliness in certain areas. High risk areas will be targeted in order to maintain high standards of risk control.

**Communications, Consultations & Engagement –**

Type Consult

- There are a large number of staff potentially affected by this change proposal who work at various locations and at various different times during the week, therefore group meetings were not the most effective method of consultation. An initial letter, to inform

these staff of this change proposal and to outline the reasons why it is being considered/consulted on was issued week commencing 10/10/2011 as an attachment to payslips. The letter was also shared with the Trade Unions. A further letter to inform the staff of the timeline for decisions and when detailed proposals which determine what the impact will be for each individual member of staff will be consulted on, was issued w/c 31/10/2011. The content of this letter and approach being taken to consult on this change proposal was discussed with the Trade Unions on Wednesday 2/11/2011.

Please describe the anticipated process timeline this might include –

- Subject to political approval of this change proposal further consultation via ‘drop-in’ sessions and meetings at various work locations and service points will be arranged with the staff affected in late November or early December.
- Implementation of the necessary changes to current cleaning schedules will be determined via the formal consultation process. The impact for staff may be mitigated by requests to leave the service on a voluntary basis. Upon completion of the formal consultation process any formal variation to the terms and conditions of individual contracts will be issued.

**Forecast Implementation Date** Implementation of new structure by 1<sup>st</sup> April 2012

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** Health & Safety issues related to cleaning operations.

**Risks & Mitigating Actions**– If workplaces are not regularly cleaned there is a risk that germs and bacteria could pose a threat to employees. In addition, cleansing of stairs, rails, corridors, etc, reduce the risk of accident from trips and falls. Cleaning also reduces dust and other irritants which can cause respiratory problems for employees

The saving proposal is based on being able to reduce cleaning hours at all sites by an average 45%. At sites or facilities where there is only one or a small number of cleaners this may necessitate a negotiated reduction in working hours. At sites or facilities with larger numbers of cleaners this may result in the deletion of one or more posts and subsequent redundancy. Rotas are currently being assessed across all contract areas to examine the possibility of transferring staff to existing ‘external’ contracts to lessen the impact of the reductions.

The proposed saving to internal Council facilities is based on the cost of providing such services of £730k, quoted in the budget book for 2011/12. If the actual level of budget available to customer departments proves to be less than the figure quoted for the Building Cleaning trading service the actual saving achieved may be less.

**Cost of Cleaning ‘internal’ Council facilities:**

£730,000

**Staffing:**

110 staff across 65 sites.

**Other Resources:**

**Proposed Cost 2012/13:** £410,000

**Saving 2012/13:** £150,000 ongoing

**Will the saving be full or part year?** Full

**Investment Required:** None

**Staff at Risk:** Yes

**Approximate number of posts at risk subject to Council approval:** Maximum 50, subject to individual site plans being developed. A generic reduction in hours worked may significantly reduce this figure.

## Reference E6.8

**Service Description:** Environmental Regeneration

**Categorisation:** Other

NB. The Environmental Regeneration team has been referred to in previous budget reports as the Environmental Conservation & Coastal Management Team.

The service comprises one Team Leader and 8 posts (3 full-time, 5 on reduced hours).

The Service is currently and principally responsible for:

- Delivery of Strategic Regeneration Frameworks (SRFs) for Southport and Sefton/North Liverpool.
- Project management for key SRF investments such as Kings Gardens, Southport Town Centre, and Bootle Town Centre/Office Quarter.
- Preparation of Sefton Economic Assessment and Sefton Economic Strategy
- Procurement of external funding
- Technical support to above: consultation & engagement, event organising, network development, database marketing, & digital mapping

The team supports various other functions within the Built Environment Department e.g. conservation, mapping and digitising data. The team is also involved in work for other parts of the Council from time to time. Some team members hold expertise in Geographical Information Systems of value to many services and service users.

### **It is proposed to commence consultation on/implement the following change**

To create and recruit to 3 posts in Economy & Tourism (Dept of Built Environment )

To create and recruit to 2 posts in Investment Programmes & Infrastructure (Dept of Built Environment)

To create and recruit to 1 post in Planning Services (Dept of Built Environment)

Subject to consultation and approval from Personnel, to ringfence these 6 posts to Environmental Regeneration team.

To reformat the Dept of Built Environment budget so that salaries for the 6 posts are transferred to the destination budget holder.

To review the position of any Environmental Regeneration posts not absorbed elsewhere, and place at risk of redundancy.

The estimated saving from this review is £88,400 in 2012/13.

## Rationale for service change proposal

The rationale is that Department of Built Environment has had to review all services classified as “other” in the budget process. This includes the whole of Economy & Tourism including Environmental Regeneration.

The proposal is to create posts in income-generating functions that draw down additional resources and make new investment possible, at no additional cost to the Council. This is the most effective use of scarce Council resources, protects the capacity to drawn down additional funding, and still allows for a saving to be made on “other” services.

Future opportunities for the new posts to access include

- European funding ringfenced for Merseyside up to 2013 and for 2014-20, which Sefton can access
- Regional Growth Fund up to 2014. For example, Sefton MBC is considering whether to become accountable body for the £40m RGF2 bid by Peel Ports to dredge the river at Seaforth and build a river berth.
- Coastal Community Fund has been announced and will open for bids in 2012.

Head of Economy & Tourism has concluded that three new posts are required to deliver on the following priorities:

1. To provide the strategic management function for area-based and thematic regeneration programmes and partnerships. In the first instance these comprise Sefton’s two Strategic Regeneration Frameworks:
  - South Sefton & North Liverpool
  - Southport Investment Strategy
2. To provide high-level co-ordination and management capacity for major multi-agency initiatives within these SRFs, for example:
  - Bootle Town Centre & Office Quarter
  - Port Expansion (inc. RGF2 and other projects arising from the Mersey Ports Master Plan)
3. To help the Economy & Tourism service formulate Sefton Economic Strategy, and associated implementation plans, and to provide evidence-based performance monitoring and management support to the Management Team.
4. To investigate the wider regeneration environment, form operational and strategic linkages as appropriate, investigate and procure resources, and exploit opportunities for the benefit of Sefton.
5. To support E&T’s proposed Business Investment & Promotion Manager with the implementation of the business engagement plan, and
6. To provide supporting services in terms of event co-ordination, network development, subscriptions, registration, marketing, targeting and mapping.

The Head of Investment Programmes & Infrastructure is considering how to enhance the service’s capacity for the development and implementation of physical development projects, and has concluded that three posts are required to deliver on the following priorities:

1. To provide area-based advice and policy in the form of plans, master plans, design guidance etc to make development acceptable, and consistent with the Council’s policies for places and people.
2. To manage project initiation, pre-development work, procurement of resources, contracting, and all stages of project management through to sign-off and handover, across a wide range of types of development project, as part of a multi-disciplinary development team
3. To provide a range of supporting technical services, including project management support, applications for funding, statistical analysis and database management

In parallel with the review of Economy & Tourism, the Head of Planning Services is reviewing Regulatory Support staff (E5.3). This review will also consider whether any additional functions need to be incorporated into that review from the Environmental Regeneration team. To take account of the input from Environmental Regeneration, it is anticipated that the duties of one part time Environmental Regeneration technician post could potentially be included in the scope of the Regulatory Support Services review. This has been factored into the costings for new posts/structures. The reviews will be staged so that the post included in the Regulatory Services Review is also included in the review of Environmental Regeneration.

At the end of these reviews, a recruitment process will be undertaken. Subject to consultation and approval from Personnel, the 6 new posts will be ringfenced to Environmental Regeneration team. Any staff who are not appointed to the new posts will be declared "at risk".

**The following activity will change, stop or significantly reduce**

Decisions will need to be made about which aspects of current workplans within the Environmental Regeneration team will no longer be delivered within existing structures. This will be necessary to achieve the identified saving.

Such work areas being considered include

- GIS support and specialist mapping
- Technical support for other Departments and organisations not contained within the priorities listed above.

**Impact of Service Change**

**Service Users** - The impact of the changes upon other departments of the Council is being updated as a result of consultation with staff.

**Partners** - None. The aim of the proposal is to retain the capacity that supports external partnerships and funding relationships.

**Council** – Financial saving.

**Communications, Consultations & Engagement**

Type Consult

Internal consultation with TUs and staff commenced with a meeting on 21<sup>st</sup> October. A set of written questions from staff has been responded to.

Oct/Nov – Ongoing consultations with staff to inform the reviews and new structures.

Head of Planning Services is capturing additional information from the ER team w/b 24 October.

GIS users in the Council are being consulted on the impact of the proposal.

The target date to complete formal consultation is mid-November.

**Equality Impact Assessment** Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** N/a

**Risks & Mitigating Actions** The impacts are internal to the Council, and impacts are being reviewed as part of the consultation process.

**Cost of Service:** £301,100

**Staffing:** 9 staff

**Other Resources:** N/a

**Proposed Cost 2012/13:** £212,700

Budget reformatting tbc

**Saving 2012/13:** £88,400 ongoing

**Will the saving be full or part year?** Full

**Investment Required** No

**Staff at Risk:** Actual number will depend on outcome of interviews