

**Report to: Cabinet**

**Date of Meeting: 11<sup>th</sup> October 2012**

**Subject: Transformation Programme & Revenue Budget 2012 - 2015**

**Report of: Head of Transformation Services  
& Head of Finance & ICT**

**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**

To report the progress towards the establishment of the 2013/14 – 2014/15 budget plan, reviews of services and consultation processes being undertaken. In particular the report recommends a further package of savings proposals relating to internal consultation options.

The report contains a number of Annexes listed below for ease of reference:

Annex A Work Programme Timetable

Annex B contains a number of internal consultation options on which the first stage consultation is considered to be complete and Cabinet is asked to consider to make an appropriate recommendation to Council.

### **Recommendations**

#### **Cabinet is recommended to**

- a) note the work programme timetable contained in Annex A
- b) note that consultation in respect of terms and conditions issues has commenced with the Trade Unions
- c) consider the change proposals in Annex B and note that the first stage of consultation on these is considered to be complete
- d) having due regard for the information contained in Annex B Cabinet is asked to consider these proposals and recommend their approval to Council and authorise Officers to prepare for implementation immediately, pending final decisions of Council including the issue of relevant statutory and contractual notifications, if appropriate to achieve change
- e) note that Officers will comply with HR policies and procedures and this will include regular HR monitoring reports to the Cabinet Member Corporate Services
- f) to note the risks and mitigating actions outlined in Annex B in making its recommendation to Council

**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			√

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

**FD1831/2012**

**(A) Revenue Costs**

The Council continues to forecast a significant budget gap over the period 2013/14 - 2014/15 requiring estimated savings of £43.7m. The Government is expected to announce the local government grant settlement for 2013/14 in December 2012. It remains unclear at this stage whether the position for 2014/15 will also be clarified at this point. The confirmation of external revenue support from Government will provide greater clarity of the Council's saving requirement for next year, but should hopefully give an indication of the issues to be addressed in 2014/15.

**(B) Capital Costs**

N/A

**Implications:**

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

**Legal LD 1149/2012**

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 required detailed consideration should be given to 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 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 continue to take place with the Trade Unions and employees on the matters contained within this report.

## Equality

- |   |                                     |
|---|-------------------------------------|
| 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"/>            |

## Impact on Service Delivery:

Service implications as currently understood are described within the options in this report. The identification of further implications will form part of the budget, public engagement and consultation processes.

## 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 Corporate Personnel, Head of Corporate Legal Services and Trade Unions.

## Are there any other options available for consideration?

Additional budget savings and options will need to be identified over the coming months to ensure that future years' budgets can be balanced. It is a legal requirement to set a balanced budget and to ensure the medium term financial position is robust.

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.

## Implementation Date for the Decision

Following November 2012 Council.

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**Background Papers:**

## 1. Introduction/Background

- 1.1 The Council continues to face significant reduction in Government resources coupled with increased demographic and inflationary pressures. A budget gap of £43.7m is forecast over the next two years with further reductions anticipated in following years. Members will recall that the forecast of required savings is an estimate only. The Council will not receive its formula grant figure from Government until December 2012 and it is likely that this will cover 2013/14 only.
- 1.2 As part of the two year budget plan process September 2012 Cabinet recommended to Council a number of business as usual efficiencies totalling around £11.68m. In addition to this Cabinet approved the commencement consultation and engagement activity on a wider range of specific options with an estimated value of £14.4m.
- 1.3 Cabinet also approved the commencement of consultation and engagement activity on a range of other thematic options which are considered to be more complex with multiple implications and potentially have cumulative effects.
- 1.4 Whilst this approach seeks to ensure that the views of interested parties will be available for the Council prior to making its final decisions it must be acknowledged that the challenge of identifying further specific options for consideration is significant. At September 2012 Council it was moved by Councillor P. Dowd, seconded by Councillor Maher and resolved that

*“the Council has difficult decisions to face, and will continue to face, in relation to its finance and provision of services. Local Government has been harder hit than any other area of government spending. The figures provided by the present Government at the outset of the post emergency budget in June 2010 were misleading and grossly understated and whilst the Government promised fairness it has been lamentable in its delivery on this promise. Contrary to its claims, we are not “all in it together” and the most deprived areas have fared worse. The Council has had and will have to continue to make deep cuts to comply with the Government’s funding regime. The Council will have to consider the impact that such cuts may have on the most vulnerable, as a large proportion of our spending is on adult social care.*

*The all-Party Local Government Association paints a bleaker picture for the future if the Government continues on this path of financial retrenchment.*

*Whilst the Council acknowledges that public finances are strained, in no small measure as a result of the Government’s policies, nevertheless the Council will be lacking in its responsibilities not to inform the people of Sefton why it is having to make these difficult decisions, many of which are as a result of Government demands.*

*Given this, the Council agrees to ensure that as part of the public budget consultation process, it ensures that in its communications the public are aware of the size and nature of the cuts imposed by the Government on Sefton funding.”*

- 1.5 The Council has a legal responsibility to set a balanced budget by March 2013. Recommendations will continue to be made to reflect the relative priority of

services. However it is clear that reductions of this scale cannot be achieved without a significant impact on the services provided.

## **2. Work Programme & Approach**

- 2.1 The work programme and approach were endorsed by Overview & Scrutiny (Performance & Corporate Services) at its meeting on the 18<sup>th</sup> September 2012. The Committee was satisfied that the approach would ensure that there will be adequate opportunity for the public and service users to be consulted and submit their views and be acknowledged.
- 2.2 The Committee had no further comments or observations to be referred to this meeting of the Cabinet.
- 2.3 Officers are continuing to scope and develop plans associated with the thematic options. These proposals will be presented to a future Cabinet and will be subject to appropriate consultation and engagement activity.
- 2.4 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. Cabinet is asked to note the work programme timetable contained in Annex A (*recommendation a*).

## **3. Reviews**

- 3.1 Members will recall that Officers are progressing a number of reviews and that these may identify further options.
- 3.2 **Libraries** – In February Cabinet agreed a review of Library Services. Options associated with this review appear elsewhere on this agenda.
- 3.3 **Street Lighting** – Consultation in relation to options capable of reducing energy use and thus minimise cost increases and potentially securing cost savings closed 28<sup>th</sup> September 2012. Analysis of the feedback is ongoing and the outcome of the review and potential savings options will now be presented to Cabinet during November 2012 for consideration.
- 3.4 As other reviews and thematic options progress they will be reported to future Cabinet meetings. Member will recall that these reviews include a number of integration opportunities that will require internal consultation.

## **4. Options Requiring Internal Consultation**

- 4.1 Consultation with the recognised trade unions has commenced in respect of changes to employee terms and conditions. The options identified to date include £6m relating to this issue. The trade unions are considering matters and are in the process of responding. Cabinet will be kept updated on progress.
- 4.2 Cabinet is asked to note that consultation in respect of terms and conditions issues has commenced with the trade unions (*recommendation b*).

- 4.3 Members will recall that the timescales for the consultation and engagement will vary depending on the option and whether it is predominantly internal or external consultation.
- 4.4 Annex B contains a number of internal consultation options on which the first stage of consultation is considered to be complete. Cabinet is asked to consider the change proposals in Annex B and note that the first stage of consultation on these is considered to be complete (*recommendation c*).
- 4.5 These options have been amended in the light of the consultation and are now presented for Cabinet to make the appropriate recommendation to Council, should further related opportunities and or significant issues arise between now and November Cabinet Officers will advise Members accordingly. Having due regard for the information contained in Annex B Cabinet is asked to consider these proposals and recommend their approval to Council and authorise Officers to prepare for implementation immediately, pending final decisions of Council including the issue of relevant statutory and contractual notifications, if appropriate to achieve change (*recommendation d*). These proposals total £3.309m.
- 4.6 Cabinet is asked to note that Officers will comply with HR policies and procedures and this will include regular HR monitoring reports to the Cabinet Member Corporate Services (*recommendation e*).

## **5. Consultation and Engagement**

- 5.1 As mentioned earlier in the report an initial package of potential budget options was approved by Cabinet, 13<sup>th</sup> September 2012, to commence consultation and engagement. In relation to these, consultation and engagement activity continues with the community, service users, partners, key stakeholders, employees and Trade Unions.
- 5.2 The public engagement and consultation plans for the budget options that impact on the public were presented to and endorsed by the Public Engagement and Consultation Panel on 21<sup>st</sup> September 2012.
- 5.3 Media briefings and media releases continue to be issued to sign-post interested parties to the full range of options.
- 5.4 Weekly meetings continue to take place with the Trade Unions. The consultation with all Trade Unions provides a good opportunity for an exchange of views and clarification on issues which affect employees.
- 5.5 In addition to the collective situation, individual consultation is taking place as necessary to inform employees that they are at risk and to invite consultation and the consideration of alternatives.

## **6. Equality Act 2010 Duty and Impact Assessments**

- 6.1 As the Council puts actions into place to set a sustainable budget plan for 2013/15 there is a need to be clear and precise about our processes, and impact assess potential change options, identifying any major risks and mitigating these as far as possible. The impact assessments, including any feedback from consultation or

engagement where appropriate, will be made available to Members when final recommendations are presented for a decision. This will ensure that Members make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented in compliance with the Equality Act 2010.

## **7. Risk Management**

- 7.1 As part of budget planning process the Council will continue to regularly review strategic and operational risks and put in place measures to manage those risks.
- 7.2 All options contained in Annex B have been risk assessed by the relevant senior officers with mitigating actions identified where possible.
- 7.3 Cabinet is asked to note the risks and mitigating actions outlined in Annex B in making its recommendation to Council (*recommendation f*).
- 7.4 Officers will continue to monitor risks and issues, escalating significant risks and issues to Cabinet as appropriate.

## **8. Conclusion**

- 8.1 In September, the Cabinet identified options totalling £26 million for consideration and consultation. Assuming the recommendations in this report are accepted, proposals totalling £15 million will be considered by Council on 22<sup>nd</sup> November. Assuming all other options are approved at their current estimate at the conclusion of the consultation the gap remaining is still in excess of £17 million. This is a very optimistic scenario. Further options are currently being developed based on the ongoing consultation and a further assessment of all services. These will need to be considered over the next two Cabinet cycles if a two year budget plan is to be achieved.
- 8.2 The challenge faced by the Council cannot be underestimated. Implementation of all options would need to take into account appropriate consultation requirements and the possible financial impacts of part year delivery. The plan also needs to be flexible to cope with any variations in the level of Government Grant once formal notification is received.

It is still considered essential that the Council aims for a two year plan. This will ensure timely implementation of proposals and release capacity from options identification to transformation and overall redesign of services.

- 8.3 Consultation will continue over the coming months and standard Council procedures will be observed in the instances where we are required to inform the public. Recommendations for changes will be made once the consultation on specific options is considered to be finalised.
- 8.4 The decisions facing the Council over the coming months will require a fundamental rethink of service provision and standards. It will be important that these changes are effectively communicated to ensure that the expectation of our communities can be managed.

## Annex A

<b>Timetable Strategic Leadership Team (SLT) 2012/13</b>		
13 <sup>th</sup> September	Cabinet	<ul style="list-style-type: none"> <li>• Consider               <ul style="list-style-type: none"> <li>○ budget changes not requiring consultation with the public nor containing employee redundancy implications</li> <li>○ options requiring internal consultation only</li> <li>○ public engagement feedback</li> <li>○ options requiring external consultation</li> </ul> </li> </ul>
18 <sup>th</sup> September	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Progress report</li> </ul>
11 <sup>th</sup> October	Cabinet	<ul style="list-style-type: none"> <li>• Consider               <ul style="list-style-type: none"> <li>○ feedback from Overview &amp; Scrutiny (Performance &amp; Corporate Services)</li> <li>○ proposals (internal)</li> <li>○ Libraries Review options</li> <li>○ and recommend any budget savings to Council for implementation</li> </ul> </li> </ul>
6 <sup>th</sup> November	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Progress report</li> </ul>
8 <sup>th</sup> November	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>• Recommend any budget savings for implementation</li> </ul>
22 <sup>nd</sup> November	Council	<ul style="list-style-type: none"> <li>• Consider Cabinet recommendations</li> </ul>
6 <sup>th</sup> December	Cabinet	<ul style="list-style-type: none"> <li>• No budget activity scheduled</li> <li>• Update on Government Grant if available</li> </ul>
15 <sup>th</sup> January	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Progress report</li> </ul>
17 <sup>th</sup> January	Cabinet	<ul style="list-style-type: none"> <li>• Feedback on any consultations which have been completed</li> <li>• Recommend any budget savings for implementation</li> </ul>
24 <sup>th</sup> January	Council	<ul style="list-style-type: none"> <li>• Feedback on any consultations which have been completed</li> <li>• Recommend any budget savings for implementation</li> </ul>
31 <sup>st</sup> January	Cabinet	<ul style="list-style-type: none"> <li>• Feedback on any consultations which have been completed</li> </ul>

		<ul style="list-style-type: none"> <li>• Recommend any budget savings for implementation</li> </ul>
14 <sup>th</sup> February	Cabinet	<ul style="list-style-type: none"> <li>• Recommend any budget savings for implementation</li> </ul>
19 <sup>th</sup> February	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Proposed Revenue Budget for 2013/15 for comment</li> </ul>
28 <sup>th</sup> February	Cabinet	<ul style="list-style-type: none"> <li>• No budget activity scheduled</li> </ul>
28 <sup>th</sup> February 2013	Budget Council	<ul style="list-style-type: none"> <li>• Approval of Budget and Council Tax</li> </ul>

## Annex B

This Annex contains a number of internal consultation options on which the first stage consultation is considered to be complete. These options have been amended in the light of the consultation and are now presented for Cabinet to make the appropriate recommendation to Council. Having due regard for the information contained in this Annex Cabinet is asked to consider these proposals and recommend to Council that Officers are to continue with consultation and authorised to prepare for implementation immediately, pending final decisions of Council including the issue of relevant statutory and contractual notifications, if appropriate to achieve change.

### Place

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
E1.1	Cleansing	Review of Service	300
<b>Sub Total</b>			<b>300</b>

### People

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
E2.1	Children's Social Care	Review Commissioning of all residential beds for children	1,000
E2.2	School Admissions Service	Improved access to service, restructuring and income	40
E2.3	Educational Psychology	Team re-structure and budget re-alignment	50
E2.4	Early Intervention & Prevention	Service re-design	332
E2.5	Health & Wellbeing	Review of operational and management arrangements	2013/4 320 2014/15 -125
E2.6	Commissioning	Restructure of Service Development & Support	350
E2.7	Vulnerable People	Reconfiguration of Care Management Teams	270
<b>Sub Total</b>			<b>2,237</b>

### Commissioning

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
E3.1	Communications	Integration of Communications (employees )	100
E3.2	Democratic Services	Review of Civic Support	60
E3.3	Democratic Services	Cessation of Room Booking Service	20
<b>Sub Total</b>			<b>180</b>

## Corporate Support Services

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change</u> <u>£000</u>
E4.1	Corporate Services	Learning and Development redesign and improved use of technology	150
E4.2	Corporate Services	Review of support services	362
E4.3	Finance	Review of risk management inc externally commissioned services	80
<b>Sub Total</b>			<b>592</b>
			<b>3,309</b>

## Place

### Direct Services E1.1

#### **Service Description: Cleansing Services**

The Cleansing Services Section is responsible for both Street Cleansing and Refuse Collection. It provides a comprehensive cleansing service for residential, retail, tourist and visitor areas, as well as all highways, pavements and litter bins. In addition, the service provides an Alternating Weekly Collection service for wheeled bins and a Sack Collection for other properties, as well as commercial waste and skip services, and civic amenities and clinical waste collections.

Every road and pavement in the Borough is cleansed over a twelve month period. Cleansing operatives using manual carts clean 3km each per day and each of the five mechanical sweepers we have cover some 15km per day. The night time arterial route cleansing programme cleans 15km per night on both sides of the carriageway.

There are 1,275 litter bins in the Borough and we utilise 3 Rapid Response teams to deal with graffiti, fly tipping, and cleansing problems in three zones across the Borough.

#### **It is proposed to continue with consultation with a view to implementing the following change –**

A borough wide review has been undertaken across the Cleansing Services Section as a whole to identify, quantify and develop an operational model which will deliver necessary outputs, but do so using fewer resources. This approach has also sought to concentrate resources on areas of greatest need as opposed to all areas receiving a similar amount of attention over a year.

It is also planned to reposition operational responsibility for various functions so that savings can be generated from economies of scale, new technologies, and new working practices.

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

The rationale for the proposals fall under a number of categories.

#### **New Technologies:**

There are areas in the borough where population and housing density is less, which in turn leads to less concentration of litter, fly tipping and blown waste. In these areas we currently utilise the same resource to cleanse the area, and yet the volumes collected are substantially less than the more dense areas. As such, it is possible utilise new technologies, such as electric vehicles, to cover far wider areas and litter pick on a 'spot' basis. It has also proved possible to amend practices relating to litter bin collection. New bin utilising standard 'wheelie bins' inside provide a larger capacity and also enable the collection to be undertaken by refuse wagons as opposed to a small 'cage tipper'. This further allows existing resources to be amended to produce further savings.

#### **Operational Responsibilities:**

There have previously been distinct operational boundaries between a number of services offered by the Council, which in the main relate to the operation and

presentation of similar functions. The presentation of public facilities and areas currently involves street cleansing, landscaping, highways, tourism, parks, repairs, network services, refuse, and a range of 'external' functions such as maintenance contractors. By merging some of these functions it is possible to do at least the same with less resource.

**Staffing Issues:**

The introduction of new technologies and working practices will result in a reduction in the number of personnel to deliver the services. There are currently a large number of staff from across different sections within the Cleansing Service who wish to be considered for VR/VER. It is proposed to allow some 15 members of staff to leave the organisation which will in turn provide additional savings. The remaining workforce will be re-trained and/or upskilled as required to undertake the tasks required. This process will be funded in 2013/14 from savings from the staffing costs of those who leave. This in turn will provide an additional saving in 2014/15.

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

Cleansing functions will still be undertaken across the Borough. However, the remaining resources will be utilised across all residential areas, and will also be targeted to areas of high demand and areas of 'special consideration', such as commercial sectors, visitor destinations, etc. It is also proposed to enhance the 'rapid response' section of the service to provide additional resource and flexibility during periods of peak demand or areas requiring additional input due to local problems.

In addition to the proposed reductions, a new 'volunteer scheme' is being implemented. This will allow residents and groups to organise 'litter picks' or adopt specific areas to assist with cleansing function. Equipment will be provided free of charge on a loan basis to individuals and groups.

**Impact of Service Change –**

**Service Users –** There should be little change in the cleanliness of any area in the Borough in relation to litter assuming that public behaviour in relation to dropping litter remains as it is now and does not deteriorate further. However, the combination of 'spot cleansing' practices and a reduction of staffing resource will reduce the amount of physical sweeping of pavements which is currently undertaken. To the untrained eye the effect of the changes may be minimal. However, there may be a rise in detritus found in some areas. As the changes are introduced the service will be adapted to deal with areas where the amount of detritus is rising. However, this can only be determined after the proposed changes are made. In the meantime, residents may see an increase of detritus in their local area.

**Partners –** N/A

**Council –** The Council will still meet its requirements under the Environmental Protection Act. However, perceived levels of cleanliness may be affected, especially in the short term.

**Communications, Consultations & Engagement –**

Type Inform  Consult internal

**Proposed Timeline -** This proposal is based upon accepting a number of VR/VER requests from staff and remodelling the services around those left via retraining and reorganisation. As such, all interested staff have so far applied for VR/VER. Any additional requests arising from staff meetings and consultation meetings will be

considered accordingly.

**Equality Impact Assessment** – The Quality Assurance group in looking at this proposal recognises that it is a change to working practices and is satisfied that there is no change to service delivery for service users. As a consequence there will be no equality implication to this change. Officers will continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** - The requirements of the Environmental Protection Act 1990 have been considered in the development of this proposal.

**Risks & Mitigating Actions** – There is a risk that levels of cleanliness across the Borough will be noticeably poorer, especially in relation to detritus. However, during the implementation phase of 2013/14 additional resource will be allocated to the ‘rapid response’ services to allow areas of concern to be dealt with. As detritus build up patterns are identified and established it may be possible to further amend cleansing regimes to reflect the higher demand in certain areas.

**2012/13 Service Budget:**

£3,872,150

**Staffing:** 129

**Other Resources used:**

**Saving 2013/14 (#):** £250,000 Full Year

**Additional Saving 2014/15 (#):** £ 50,000 Full Part Year

**Investment Required:** None

**Staff at Risk:** 15 (All VR/VER)

## People

### Children & Young People

#### E2.1

#### **Service Description: Children's Social Care**

Reduction in the use of Children's residential care beds and increase in the number of foster care places for adolescents. Implementation of Early Help models of service delivery to reduce over time the numbers of children entering costly social care services.

#### **It is proposed to continue with consultation with a view to implementing the following change –**

Review of the commissioning of all residential care beds both in-house and commissioned from a 3<sup>rd</sup> party to reduce the absolute number of residential beds by 11 by 2013 to bring Sefton more in line with statistical neighbours.

Seek permission to recruit three additional fostering social workers from the existing placements budget approx. £150,000 to accelerate the recruitment of new foster carers for adolescents to ensure that by 2014/15 the majority of adolescents are placed in foster care and not significantly more expensive residential care. The cost of these posts to be realised from the placements budget.

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

The overall reduction of residential care beds will produce a cashable saving, to be determined, by the end of 2013/14 financial year, assuming the absolute number of care places does not rise above the current 410.

With agreed recruitment to additional social work posts in the fostering service the emphasis will shift to recruiting carers for adolescents.

If by 2015 the number of children in care has fallen in line with statistical neighbours then we can expect to realise further savings by also assessing the commissioned packages of care at optimum and efficient levels.

On the current trajectory this number will not reduce without a shift in the way we work. If we are to support families earlier in their difficulties care must be taken to ensure sufficient resource within early intervention services to prevent increased referrals to children's social care where intervention costs are higher at each stage of the process.

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

There will be a positive drive to reduce the number of young people placed in residential provision. It will always be the case that residential care is the correct, preferred option for some children so it cannot be assumed that numbers can continue to shift until there are no residential beds.

#### **Impact of Service Change –**

**Service Users** – Positive impact for young people who have increased chance of family life.

**Partners** – N/A

**Council** – Reduction in costs improved Ofsted profile.

**Communications, Consultations & Engagement –**

Type Inform

Consult

Internal consultation with workforce in accordance with HR procedures

**Proposed Timeline:** Consultation on residential services commissioning completed by November 2012. Council needs to agree a strategy for early intervention that is agreed by Cabinet, the Children’s Trust Board, Local Safeguarding Children Board to ensure a shared understanding and commitment from partner agencies. Agreed strategy December 2012. Implementation plan including disestablishment and re- establishment of reconstructed generic workforce April 2013

Workforce informed and consulted through a series of meetings and workshops covering the option and its relationship to early intervention service redesign

Standard Council procedures will be observed in the instances where the Council are required to inform the public

**Equality Impact Assessment –** The Quality Assurance group in looking at this proposal recognises that it is a technical change and is satisfied that service user needs will continue to be met. Each service user is subject to regular assessment and this assessment meets the requirements of the Equalities Act.

Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered -** Ofsted Inspection of child protection including early help provision.

**Risks & Mitigating Actions –**

Early intervention identifies children as yet, ‘below the radar’ who need to enter into child protection or looked after provision. Mitigation – recruitment of three additional Fostering Social Workers.

**2012/13 Service****Budget:**

£ 12,272, 600 (placements only)

**Staffing:****Other Resources used:**

**Saving 2013/14 (#):** £500k

**Additional Saving 2014/15 (#):** £500k

**Investment Required: £ Nil**

**Staff at Risk: Nil**

## E2.2

<b>Service Description: School Admissions, Appeals and Student Support</b> School admissions.	
<b>It is proposed to continue with consultation with a view to implementing the following change</b> – Implement efficiency saving by increasing online admissions and include income from services for Academies.	
<b>Rationale for service change proposal</b> – There are efficiencies to be made through restructuring once the new admissions code comes into force and by increasing on-line applications. The restructuring may involve reduction in staff, re-grading or changes in contracts.	
<b>The following activity will change, stop or significantly reduce</b> – Direction and encourage users to access on-line.	
<b>Impact of Service Change</b> – <b>Service Users</b> – Minimal <b>Partners</b> – None <b>Council</b> – None	
<b>Communications, Consultations &amp; Engagement</b> – Type Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/>  Proposed Timeline Consultation continues to take place in accordance with HR procedures. An initial meeting with staff was held 5 <sup>th</sup> September; those unable to attend were informed by alternative methods. Staff were invited to ask questions and discussions covered ideas for implementation of the savings. A further meeting is planned for 30 <sup>th</sup> October 2012 and any remodelling of the service will be taken forward jointly with all staff.  Standard Council procedures will be observed in the instances where the Council is required to inform the public	
<b>Equality Impact Assessment</b> – Other access channels will remain available for those without access to the internet, including telephone and face to face contact. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered</b> - School Standards and Framework Act 1998; School Admissions Code and School Admission Appeals Code 2012; Education Act 1996; Education and Inspections Act 2006; Education Act 2011.	
<b>Risks &amp; Mitigating Actions</b> – This is a demand led service so Officers will continue to prioritise the workload of the team. Other access channels will remain available. Should the additional income from Academies reduce or cease the service may be reconfigured to reflect the change in workload.	
<b>2012/13 Service Budget:</b> £314,000 <b>Staffing:</b> <b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> £ 40,000 (includes £10,000 income) Full Year <b>Staff at Risk: 2</b>

### E2.3

<b>Service Description: Education Psychology Team</b> Statutory requirement for any new and reviewed statement to have an Educational Psychologist statement.	
It is proposed to continue with consultation with a view to implementing the following change – Partial budget re-alignment of funding for the above service.	
<b>Rationale for service change proposal</b> – Further efficiencies identified through restructuring service and budget re-alignment to Dedicated Schools Grant (DSG). The saving is being made via a restructure across vulnerable pupil support services – and it is expected that there will be no redundancy within the EP service.	
<b>The following activity will change, stop or significantly reduce</b> – None	
<b>Impact of Service Change</b> – <b>Service Users</b> – None <b>Partners</b> – None <b>Council</b> – None	
<b>Communications, Consultations &amp; Engagement</b> – Type Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/>	
<b>Proposed Timeline:</b> An initial meeting with staff was held 5 <sup>th</sup> September; those unable to attend were informed by alternative methods. Staff were invited to ask questions and discussions covered ideas for implementation of the savings. Further meetings is planned for all future staff meetings already scheduled and any restructure of the service will be taken forward jointly with all staff. Standard Council procedures will be observed in the instances where the Council is required to inform the public	
<b>Equality Impact Assessment</b> – The Quality Assurance group in looking at this proposal recognises that it is a budget re-alignment and is satisfied that there is no change to service delivery for service users. As a consequence there will be no equality implication to this change. Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered</b> - Statutory requirement for any new and reviewed statement to have an Educational Psychologist statement. 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.) Education Act 2011 - New requirement for all exclusion hearings to have input regarding SEN.	
<b>Risks &amp; Mitigating Actions</b> – All statutory responsibilities will continue to be met as this proposal is a recharge against the DSG and a re-organisation of work therefore no risks. The saving will be made through a restructure of the Vulnerable Pupils team which will reduce the cost on the DSG and will enable funding to be re-aligned.	
<b>2012/13 Service Budget:</b> £575,000 <b>Staffing:</b> <b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> £50,000 Full Year <b>Staff at Risk: 1 VR</b>

## E2.4

### **Service Description: Early Intervention & Prevention Services (EIP) 0-19**

The current EIP services are under review and it is proposed to redesign a fully integrated model that will deliver specific targeted and specialist interventions.

**It is proposed to continue with consultation with a view to implementing the following change** – Restructure the management and administration of services across the current universal/disability/targeted and statutory provision. This includes Aiming High Service, Common Assessment Framework Team, 11+ Team and general management and admin.

**Rationale for service change proposal** – Integrated leadership and support services will produce a culture change in both vision and practice. Reduction at this stage will still enable the remodelling of Early Intervention and Prevention to take place. Potential developments within the service that have been suggested by staff include:

- Private / commercial funding of our work supporting young offenders involved in Reparation activity
- Shared services....youth service, YOT across Merseyside
- Reduce management costs by merging Youth Service, YOT, ASB and create IYSS

**The following activity will change, stop or significantly reduce** – Management and administrative structures will be rationalised across services to foster full integrated practices.

### **Impact of Service Change –**

**Service Users** – operational arrangements related to this service will change but should improve practice long term.

**Partners** – May impact on current relationships and historical practice.

**Council** – Initially reduce management capacity but in the long term will lead to better integration.

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

Type Inform  Consult

**Proposed Timeline:** Staff consultations regarding option, role and structure continued throughout September 2012. Work has started to examine job descriptions, team structure, and identification of the staff at risk. This will be complete by 31st October with a draft to Trade Unions by 10th Oct.

Staff will be consulted with regarding job descriptions in November 2012 and if applicable appointments confirmed in December 2012. The new structure and roles will commence in January 2013 with notice periods, if applicable, from January to March 2013.

Standard Council procedures will be observed in the instances where the Council is required to inform the public

**Equality Impact Assessment** – The Quality Assurance group in looking at this option recognises that it is a positive change and is satisfied that service user needs will continue to be met. 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** – We will need to maximise leadership for remaining staff in order to deliver the significant statutory early help change agenda whilst reducing cost. Limited capacity to support inspections and improve quality - All statutory responsibilities will continue to be met.

Restructure may identify skills gap which will be addressed through an agreed training programme.	
<b>2012/13 Service Budget:</b> <b>£8,232,900</b>	<b>Saving 2013/14 (#):</b> £140,000 Full / Part Year
<b>Staffing:</b>	<b>Additional Saving 2014/15 (#):</b> £192,700 Full / Part Year
<b>Other Resources used:</b>	<b>Investment Required: £TBC</b> <b>Staff at Risk: TBC</b>

## **Health & Wellbeing**

### **E2.5**

**Service Description: Recreation & Cultural Services – Review all operational and management arrangements (Leisure Activity Review)**

**It is proposed to continue with consultation with a view to implementing the following change –**

Review all management arrangements within the Recreation & Cultural service, to include operations and development functions and remodel where appropriate and identify further efficiencies. This includes freezing the recruitment against vacancy posts. As detailed as follows:

- Delete posts of Head of Library and Information (£65,000)
- Delete post of Principal manager Community Cohesion (£36,000)
- Delete post of Principal manager in Service Development (£44,000)
- Freeze (for one year) the vacant posts for Wellbeing Service Manager and Service Manager for Recreation and Culture (£62,000 and £59,000)
- General management functions in Sport and Recreation to remodel following the Leisure Activity Review (£50,000)

**Rationale for service change proposal –** Look to further streamline all operational and management arrangements. This will also include exploration of achieving further income generation to offset savings required.

**The following activity will change, stop or significantly reduce –** Until remodelling has been identified it is difficult to determine what service activities will be effected.

**Impact of Service Change –**

**Service Users –** Longer response times from Management to issues raised, less operational management presence at Leisure Centres/ sports events.

**Partners –** N/A

**Council –** Efficiency saving, with the consequence that the ability to respond to requests for service, complaints, councillor enquiries, corporate deadlines will be significantly reduced.

**Communications, Consultations & Engagement –**

Type Inform  Consult internal staff  Engage  Partnership

**Proposed Timeline:** Consultation continues to take place in accordance with HR procedures.

A series of initial meetings were held on 4<sup>th</sup> September at Merton House, 5<sup>th</sup> September at Dunes Leisure Centre and 6<sup>th</sup> September at Meadows and Bootle Leisure Centres. Follow up meetings will be held within week commencing 8th October.

**Equality Impact Assessment –** The Quality Assurance group in looking at this option and is satisfied that there will be no impact service users. Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered -** N/A

**Risks & Mitigating Actions –**

Risk – Potential increase in risks for the Council with a further reduced Management

presence. i.e.: Increase in complaints, potential failure to apply procedures etc.

Mitigations – undertake a review of duties and responsibilities of staff that remain to mitigate some of the operational risks.

<b>2012/13 Service Budget:</b> £	<b>Saving 2013/14 (#):</b> £ 320,000 Full Year
<b>Staffing:</b>	<b>Additional Saving 2014/15 (#):</b> £ Reduced by £125,00 if frozen posts recruited against
<b>Other Resources used:</b>	<b>Staff at Risk: Combination of VR's and vacancies</b>

**E2.6**

<p><b>Service Description: People Directorate Service Support &amp; Development Services</b>          Service Development &amp; Support Services includes the following teams:          Business intelligence &amp; planning; business/administrative support; ICT support; strategic support; Direct Payments support; Social Care Customer Access; Adult Safeguarding; Children’s Policy; Management &amp; Admin P.A’s; Children’s and Adults administration; Reception Services; Family Information Service; Children with Disabilities/Adults with Learning Disability information services; Financial Visiting Officers; Complaints/Advocacy; LSCB admin; Access to Files and Court Liaison . A review of these services will be undertaken to identify efficiency savings and more economical/effective ways of working.</p>		
<p><b>It is proposed to continue with consultation with a view to implementing the following change</b> – A review and restructuring of all Service Development &amp; Support services to deliver a £350,000 reduction in costs.</p>		
<p><b>Rationale for service change proposal –</b>          The majority of these functions, within the People Directorate, were brought together in 2011/12 through the senior management restructure. Together with the ongoing update of ICT and business support systems, this enables a further review of the functions and resultant efficiency savings.</p>		
<p><b>The following activity will change, stop or significantly reduce</b> – The review will encompass all areas listed above. Activity to change, stop or reduce to be confirmed.</p>		
<p><b>Impact of Service Change –</b>  <b>Service Users</b> - Some support services do interact directly with service users and might be considered front-line services (e.g. area finance and direct payments). Other support services interact heavily with service providers (e.g. commissioning &amp; contracts).  <b>Partners</b> – Reduced capacity in business development &amp; support services may impact on partners where they are reliant upon those services for information.  <b>Council</b> – Reduced capacity in business development &amp; support services may impact on other parts of the Council where they are reliant upon those services for information.</p>		
<p><b>Communications, Consultations &amp; Engagement –</b>          Inform <input checked="" type="checkbox"/> Consult (internal) <input checked="" type="checkbox"/></p> <p><b>Proposed Timeline: Proposed Timeline:</b> Initial meeting with staff was held 5<sup>th</sup> September; those unable to attend were informed by alternative methods. All staff were invited to ask questions and to offer ideas for implementation of the savings. Following the publication of the report further discussions were held with individuals and teams between the 14<sup>th</sup> and 21<sup>st</sup> September. On the 26<sup>th</sup> September correspondence sent to all staff offering further opportunity to discuss any questions that they may have and inviting ideas on how the saving could be made, that may reduce the risk to staff. Further meetings are planned throughout the year and any remodelling of the service will be taken forward jointly with all staff.          Standard Council procedures will be observed in the instances where the Council is required to inform the public.</p>		
<p><b>Equality Impact Assessment</b> – Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>		
<p><b>Legislation Considered</b> – N/A</p>		
<p><b>Risks &amp; Mitigating Actions</b> – NA</p>		
<p><b>2012/13 Service Budget:</b></p> <p><b>£tbc Staffing:</b></p> <p><b>Other Resources used:</b></p>	<p><b>Saving 2013/14 (#): £350,000</b></p> <p><b>Investment Required: £</b></p> <p><b>Staff at Risk: TBC</b></p>	<p>Full Year</p>

## Vulnerable People

### E2.7

<b>Service Description: Care Management</b> There are currently 98 social workers within Adult Social Care Teams.		
<b>It is proposed to continue with consultation with a view to implementing the following change –</b> A reconfiguration of care management teams		
<b>Rationale for service change proposal –</b> To re-assess and refocus social work posts as part of a phased approach to ensure continuous improvement and value for money within Adult Social Care.		
<b>The following activity will change, stop or significantly reduce –</b> A reconfiguration of care management teams, workloads and the implementation of Integrated Adults Systems (IAS) will negate the need to replace these posts.		
<b>Impact of Service Change –</b> <b>Service Users</b> – Implementation of IAS will mitigate the reduction of social workers. <b>Partners</b> – None. <b>Council</b> – Minimal reconfiguration of case loads and the implementation of IAS will assist to mitigate losses.		
<b>Communications, Consultations &amp; Engagement –</b> Type Inform <input checked="" type="checkbox"/> Consult (internal) <input checked="" type="checkbox"/>		
<b>Proposed Timeline:</b> Reconfiguration to commence September 2012 with a completion date of March 2013. Internal consultation continues in accordance with HR procedures. Initial meetings held on 5 <sup>th</sup> and 6 <sup>th</sup> September 2012 with a standard item on all staff meeting agendas – next full specific meeting will be held in November 2012. Standard Council procedures will be observed in the instances where the Council is required to inform the public		
<b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this option and is satisfied that service user needs will continue to be met. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.		
<b>Legislation Considered –</b> The Council will continue to meet statutory requirements.		
<b>Risks &amp; Mitigating Actions –</b> Reconfiguration and reconfiguration of care management teams will go some way to mitigate this change. The reconfiguration will involve changing the way people access assessments and reviews of their on-going care and support. This will involve on-line assessments, larger generic social work teams and more flexible recording through the use of technology.		
<b>2012/13 Service Budget:</b> £2,728,000	<b>Saving 2013/14 (#):</b> <b>Staff at Risk: 8-10 (VER/VR)</b>	<b>£ 270,000</b> <b>Full</b>
<b>Staffing:</b>		
<b>Other Resources used:</b>		

## **Commissioning**

### **E3.1**

#### **Service Description: Communications (Integration of Communications Staff)**

##### **Categorisation:**

The principle that all the communications/marketing officers within the Council will be integrated under one management structure to create a core team has been agreed.

**It is proposed to continue with consultation with a view to implementing the following change** – That a reduction of the number of staff working under the new integrated service could be achieved to meet the needs of a changing Council.

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

As the new Communications Strategy will deliver a comprehensive and targeted communications, marketing and advertising function for the entire council it is envisaged that activity will be co-ordinated in such a way which could lead to a possible reduction in the number of people currently delivering activity in service-areas.

As the integration is not yet complete it is difficult for the true efficiencies to be revealed but it is estimate that a revised structure could drive savings of around £100k in staff costs.

No firm details of how this saving can be achieved have yet been finalised, however a new integrated structure is currently being drawn up to reflect a £100k reduction in staffing costs. This structure will be shared with the communications staff involved in the process and any potential for VR/VER or changes to working practices will be explored ahead of compulsory redundancies.

**The following activity will change, stop or significantly reduce** – Reduced capacity to market and advertise council services – although potential mitigation through new working methods and tighter co-ordination of activity.

##### **Impact of Service Change –**

**Service Users** – Potential reduction in the amount of information available about council services.

**Partners** – Potential reduction in the amount of information available about council services.

**Council** – Potential reduction in the amount of information available about council services.

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

Type Inform  Consult (Internal)   
Partnership

**Proposed Timeline:** 6 months Consultation will take place in accordance with HR procedures Implementation: (April 1, 2013)

Updates on the integration process have been ongoing with staff and there have been two meetings with service-managers ahead of direct face-to-face updates on the process, including a soft-consultation meeting. A presentation has been made to the regular union update meeting and individual union and employee issues have been responded to. The draft structure has been compiled and initial discussions with HR colleagues have taken place. The process of discussing the structure with service-managers and the staff is ongoing.

Standard Council procedures will be observed in the instances where the Council is required to inform the public

**Equality Impact Assessment** – The Quality Assurance group in looking at this option is satisfied that there is no impact on service users. Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate

Services.	
<b>Legislation Considered</b> – Statutory guidance on public/legal notices etc. The 2011 Government Guidelines for Local Authority Publicity.	
<b>Risks &amp; Mitigating Actions</b> – Loss of information streams for residents, partners etc – mitigated by looking at delivering comms activity in a different way – e.g. digital by default. Risk of under achieving potential saving as further work is needed to identify all funding streams for existing staff. Saving may already be identified elsewhere in service areas.	
<b>2012/13 Service Budget:</b> £	<b>Saving 2013/14 (#):</b> £ 100,000 Full / Part
<b>Staffing:</b>	Year
<b>Other Resources used:</b>	<b>Staff at Risk: TBC</b>

### E3.2

<p><b>Service Description: Review of Civic Support</b> To restructure the office which supports the Mayor.</p>			
<p><b>It is proposed to continue with consultation with a view to implementing the following change –</b> To restructure the Service in conjunction with savings option E3.3 (Use of Council meeting rooms) – this is a linked savings option as the income derived from room bookings is used to supplement the budgets for Mayoral activity.</p>			
<p><b>Rationale for service change proposal –</b> To reduce costs.</p>			
<p><b>The following activity will change, stop or significantly reduce –</b> There will be less resource available for civic hospitality and twinning. Reconfiguration of staffing structure. Greater reliance on the Mayor’s Charity Committees would be needed to organise the Mayoral Ball, support for the charity fund would be reduced, cancellation of twinning programme, reduction of mayoral hospitality programme.</p>			
<p><b>Impact of Service Change –</b>  <b>Service Users –</b> None.  <b>Partners –</b> None.  <b>Council –</b> A decision of the Council on the budget would be sufficient to reduce the civic hospitality programme, although engagement with partners and twinned towns would need to take place regarding reduced involvement.</p>			
<p><b>Communications, Consultations &amp; Engagement –</b></p> <p>Type Inform <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/></p> <p><b>Proposed Timeline:</b> Consultation with staff will commence immediately after the option is accepted. Consultation will take place in accordance with HR procedures</p> <p>Implementation: <i>Implementation will take place following the 3 month consultation period.</i></p> <p>Soft consultation with staff regarding budget option, with view to their views on proposals and any alternatives to budget savings. Explanation of process should budget option be chosen and probable timescales for implementation.</p> <p>Trade unions informed of option and implications to staff.</p> <p>Standard Council procedures will be observed in the instances where the Council is required to inform the public</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> s 2 of the LGA 1972</p>			
<p><b>Risks &amp; Mitigating Actions –</b></p>			
<p><b>2012/13 Service Budget:</b> £ £417,000</p> <p><b>Staffing: 2</b></p> <p><b>Other Resources used:</b></p>	<p><b>Saving 2013/14 (#):</b> Year <b>Staff at Risk: 1</b></p>	<p><b>£60,000</b></p>	<p><b>Full</b></p>

### E3.3

<b>Service Description: Cessation of Room Bookings Service</b> To cease the provision of a room bookings service for Bootle, Southport and Waterloo Town Halls.			
<b>It is proposed to continue with consultation with a view to implementing the following change –</b> To cease the provision of a room bookings service – no external organisations will be able to book meeting rooms at the above venues and internal meetings will be booked using an Outlook diary.			
<b>Rationale for service change proposal –</b> The costs of providing a room bookings service have outweighed the external income generated for 2 years. Income from other council departments (together with a profit element) has been achieved. This income has been used to supplement the Mayor’s hospitality programme. It is therefore essential that this option is considered in conjunction with Option E3.2 (Review of Civic Support).			
<b>The following activity will change, stop or significantly reduce –</b> No external organisations will be able to book meeting rooms at Bootle, Waterloo and Southport Town Halls. Weddings and Civil Partnerships will still be conducted there but organised by the Registration Service.			
<b>Impact of Service Change –</b> <b>Service Users –</b> No external bookings will be taken for meetings <b>Partners –</b> No external bookings will be taken for meetings <b>Council –</b> Internal meetings will be booked using an Outlook diary system.			
<b>Communications, Consultations &amp; Engagement –</b>  Type Inform <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/>  <b>Proposed Timeline:</b> Consultation continues to take place in accordance with HR procedures Implementation: <i>Implementation will take place following the 3 month consultation period.</i>  Soft consultation with staff regarding budget option, with view to their views on proposals and any alternatives to budget savings. Explanation of process should budget option be chosen and probable timescales for implementation.  Trade unions informed of option and implications to staff. Standard Council procedures will be observed in the instances where the Council is required to inform the public			
<b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this option and is satisfied that there are other venues available to meet community need through the voluntary sector. Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.			
<b>Legislation Considered - NA</b>			
<b>Risks &amp; Mitigating Actions –</b> Service Users will be signposted to other community facilities within the voluntary sector which in turn will support the voluntary sector to generate income from new bookings.			
<b>2012/13 Service Budget:</b> £ £417,000	<b>Saving 2013/14 (#):</b> Year	<b>£20,000</b>	<b>Full</b>
<b>Staffing: 2</b>	<b>Staff at Risk: 2</b>		
<b>Other Resources used:</b>			

## **Corporate Support Services**

### **E4.1**

<b>Learning &amp; Development</b>
<p><b>It is proposed to continue with consultation with a view to implementing the following change</b> – To reassess and refocus the Learning &amp; Development Service to ensure that the Council continues to demonstrate value for money in this area and secure continuous improvement throughout the organisation. By doing this we will seek to build capacity and capability across the service to better support the organisation in the delivery of the Council’s priorities.</p> <p>This will include challenging existing spending levels focusing on the identification of achievable and sustainable financial savings through a range of approaches including new ways of working, service re-configuration, structural change and opportunities for improved business processes and efficiencies, through better use of e-learning and effective commissioning.</p>
<p><b>Rationale for service change proposal</b> - The most basic reasons for providing learning and development are to ensure that Council employees are able to effectively carry out their current role and are prepared for change. It is recognised that employees are more aware of Council strategies and objectives and the need for learning and development opportunities to support delivery of these.</p> <p>A mixture of potential voluntary redundancies/voluntary early retirements, reduction in hours have been identified and are being considered plus known employee departures. Officers have also identified reductions in the supplies and services budget. Officers will continue to explore income opportunities.</p>
<p><b>The following activity will change, stop or significantly reduce</b> There is potential to reduce the current levels of face to face service deliver in areas of Learning &amp; Development activity.</p>
<p><b>Impact of Service Change –</b></p> <p><b>Service Users</b> – N/A</p> <p><b>Partners</b> – Changes to delivery methods may impact on external providers this will be managed through normal Council procedures.</p> <p><b>Council</b> – Change in delivery mechanisms for Learning &amp; Development.</p>
<p><b>Communications, Consultations &amp; Engagement –</b></p> <p>Type Inform <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/></p> <p><b>Proposed Timeline:</b> Initial briefings with staff have taken place and consultation will continue in accordance with HR procedures. In terms of Learning and Development, savings options are as follows:</p> <p>It is anticipated that the first £75,000 saving will be taken by one vacancy which will not be filled), voluntary redundancies and a saving in supplies and services. The further £75,000 saving achievement is under further consultation.</p> <p>Standard Council procedures will be observed in the instances where the Council is required to inform the public.</p>
<p><b>Equality Impact Assessment</b> – The Quality Assurance group in looking at this option and is satisfied that there is no impact external service users. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>
<p><b>Legislation Considered</b> – N/A</p>
<p><b>Risks &amp; Mitigating Actions</b> – Options are still being developed across the Council so this change will need to be managed in parallel to the ongoing decision making process.</p>

Effective programme management will support the risk management process.	
<b>2012/13 Service Budget:</b> £1.246M <b>Staffing:</b> 17.73 FTE's	<b>Saving 2013/14:</b> £ 75,000 Full Year <b>Additional Saving 2014/15 :</b> £ 75,000 Full Year <b>Investment Required:</b> Potential <b>Staff at Risk:</b> As detailed above

## **E4.2**

<b>Service Description: Corporate Support Services</b>
<b>It is proposed to continue with consultation with a view to implementing the following change</b> – To reorganise support services across Corporate Support Services.
<b>Rationale for service change proposal</b> - To ensure that the Council continues to demonstrate value for money in this area. Consultation has taken place with all Corporate Support Services employees and trade unions briefed on 26 <sup>th</sup> September 2012.
<b>The following activity will change, stop or significantly reduce</b> –To be determined, administrative support processes will change. Departments losing posts will see reduction in activity which will affect departments supported.
<b>Impact of Service Change –</b> <b>Service Users</b> – External N/A <b>Partners</b> – N/A <b>Council</b> – To be determined
<b>Communications, Consultations &amp; Engagement –</b>  Type Inform <input checked="" type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/>  <b>Proposed Timeline:</b> Consultation has commenced. Consultation will take place in accordance with HR procedures  Implementation: April 2013 Continued consultation to seek if applicable authorised in November 2012. Implementation is that of potentially ceasing the administrative Corporate Support Services involving all support apart from 2 drivers. Personnel to table some VR/VER in time for 2013/14 and one further HAY post VER/VR in 2014/15. Legal to save in budget by £23,000 with Finance savings dealt elsewhere.  Standard Council procedures will be observed in the instances where the Council is required to inform the public
<b>Equality Impact Assessment</b> – Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.
<b>Legislation Considered</b> – N/A
<b>Risks &amp; Mitigating Actions</b> – At present the risks are unknown. However, these will be determined as if possible mitigated as part of the assessment of activities and consultation.

<b>2012/13 Service Budget:</b> £	<b>Saving 2013/14:</b> £ 248,000 Full Year <b>Additional Saving 2014/15:</b> £114,000 Full / Part Year <b>Staff at Risk: As detailed above</b>
<b>Staffing:</b>	
<b>Other Resources used:</b>	

### E4.3

<p><b>Service Description: Finance</b>  <b>Review Risk Management including health and safety</b>  <i>Retendering insurance premiums and claims handling and Insurance service review including staffing restructure for Risk &amp; Resilience Service including Health &amp; Safety, Insurance &amp; Risk Management</i></p>
<p><b>It is proposed to continue with consultation with a view to implementing the following change –</b>  To undertake a review of the Risk &amp; Resilience Teams including Insurance, Health &amp; Safety, Emergency Planning and Risk Management. This includes a review of the working practices / methodologies of the Insurance Team and review of work streams / levels of the Health &amp; Safety Team to rationalise resource / capacity, this is partly due to the VR/VER of 2 members of staff, 1 within Insurance and 1 within Health &amp; Safety but also to ensure the Teams are delivering effective and efficient services based on current demand.  The review commenced mid September with a report and options to be produced for the end of October, Consultation will then begin on a revised structure mid November with implementation for January. The Health &amp; Safety post to be deleted is to be with effect from 31<sup>st</sup> October 2012 and the effective date for the Insurance post is to be agreed.</p>
<p><b>Rationale for service change proposal –</b> The review of Insurance was agreed to following as part of the consultation process in respect of the major recent Finance &amp; ICT restructure in order to ensure that the requirements of the service are taken into account in any downsizing, due to the request of the Health &amp; Safety Advisor to take VR / VER it was decided to review all the Risk &amp; Resilience Service to ensure all potential efficiencies are realised, to modernise / update the working methodologies and to create improved delivery of effective services.</p>
<p><b>The following activity will change, stop or significantly reduce –</b>  Some reduction in short term health and safety but replaced with more sustainable longer term structure; some reduction in Insurance service delivery but replaced with more effective sustainable structure and improved service delivery for health &amp; safety and Insurance</p>
<p><b>Impact of Service Change –</b></p> <p><b>Service Users –</b> None on external service users, improved service delivery for internal users and more effective Risk Service including H&amp;S and Insurance  <b>Partners –</b> None  <b>Council –</b> Improved effective service, reduction in claims and improved H&amp;S</p>
<p><b>Communications, Consultations &amp; Engagement –</b>  Type Inform <input type="checkbox"/> Consult (External) <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/> Engage <input type="checkbox"/>  Partnership <input type="checkbox"/></p>

<p><b>Equality Impact Assessment</b> – The Quality Assurance group in looking at this proposal recognises that it is a change to working practices and is satisfied that there is no change to service delivery for service users. As a consequence there will be no equality implication to this change. Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>			
<p><b>Legislation Considered</b> - None</p>			
<p><b>Risks &amp; Mitigating Actions</b> –<i>Short term changes to be embedded. Risk arising for change in processes</i></p>			
<p><b>2012/13 Service Budget:</b> £</p>	<p><b>Saving 2013/14 (#):</b></p>	<p>£ 80,000</p>	<p>Full /</p>
<p><b>Staffing:</b></p>	<p>Part Year <b>Staff at Risk:</b> 2(VR/VER)</p>		
<p><b>Other Resources used:</b></p>			