

Report to: Council

Date of Meeting: 22nd November 2012

Subject: Transformation Programme & Revenue Budget 2012 - 2015

Report of: Head of Transformation Services & Head of Corporate Finance & ICT
Wards Affected: All

Is this a Key Decision? Yes

Is it included in the Forward Plan? Yes

Exempt/Confidential No

Purpose/Summary

The Cabinet at meetings on 13th September, 11th October and 8th November 2012 recommended to Council packages of savings proposals relating to business efficiencies to progress immediately, internal consultation options and a number of external consultation (information) options. This report presents Cabinet's recommendations to Council for consideration. It should be noted that two options previously recommended by Cabinet have been deferred for further information to be provided to December 2012 Cabinet and that these options will be presented to Council at a later date.

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

Annex A - Work Programme Timetable

Annex B - Business efficiencies on which approval to progress immediately is sought

Annex C - Internal consultation proposals on which approval to progress immediately is sought

Annex D - Integration proposals on which approval to progress immediately is sought

Annex E - External consultation (information) proposals on which approval to progress as described is sought

Key Messages

This report sets out the following key messages:

- Sefton Council needs to reduce spending by at least £43.7 million over the next two years
- The Council's level of funding will not be known until the Government announces the local government grant settlement for 2013/14 in December
- The Council continues to face a significant challenge which is made much greater by the fact that the Council's spending has already reduced by £64 million in the last two years' budgets
- This report contains only 36% of the £43.7m savings further options will be presented to Cabinet in December
- All stakeholders must continue to look for any savings that can be made and ideas continue to be welcomed
- The Transformation Programme continues to look at the longer term way we deliver our services

Recommendations

Council is recommended to:

- a) note the work programme timetable contained in Annex A

Annex B – Business efficiencies on which approval to progress immediately is sought

- b) consider and approve Cabinet’s recommendations to reduce budgets, increase income targets and adjust the MTFP as outlined in Annex B and authorise Officers to continue with engagement and implementation processes with partners, key stakeholders, employees and Trade Unions as appropriate with a view to achieving the agreed changes at the earliest opportunity

Annex C – Internal consultation proposals on which approval to progress immediately is sought

- c) consider the proposals and approve Cabinet’s recommendations as described in Annex C

Annex D – Integration proposals on which approval to progress immediately is sought

- d) consider the proposals and approve Cabinet’s recommendations as described in Annex D

Annex E – External consultation (information) proposals on which approval to progress as described is sought

- e) consider the proposals and approve Cabinet’s recommendations as described in Annex E
- f) to note and take account of the risks and mitigating actions outlined in Annexes C, D and E
- g) to approve and note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from a number of proposals outlined in this report that are subject to normal procedures
- h) note that Cabinet has been made aware of the need to notify the Department of Business Innovation and Skills and Trade Unions to comply with statutory requirements regarding redundancies.

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			√

FD 1940/12 What will it cost and how will it be financed?

(A) Revenue Costs

The Council continues to forecast a significant budget gap over the period 2013/14 -2014/15 requiring estimated savings of at least £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.

The level of uncertainty is high because the Government has not completed the consultation on the localisation of business rates and the financial implications of new Local Government funding regime. Further uncertainty exists around the proposed changes in key grant funding especially Early Intervention Grant.

(B) Capital Costs

No specific Capital Investment costs have been identified at this stage. Any identified Capital Investment will be subject to a robust business case which demonstrates pay back period appropriate to the budget reduction being considered. Any costs arising from investment will be factored into the net deliverable savings.

Implications:

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

Legal 1258/2012

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. Individual employees will be

placed at risk dependant upon Council's decisions. 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 proposals in this report.

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.

Further information is contained in the annexes of this report.

Are there any other options available for consideration?

Further options are still subject to consultation and it is anticipated that additional options will be presented to Cabinet in December.

Implementation Date for the Decision

Following November 2012 Council.

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Background Papers: Business efficiencies – This document can be viewed on the Council's website via this link:

<http://modgov.sefton.gov.uk/moderngov/documents/s43001/Council22November2012BackgroundDocumentAnnexBTransformationProgrammeReport.doc.pdf>

1. Introduction/Background

- 1.1 A budget gap of at least £43.7m is forecast over the next two years with further reductions anticipated in following years. At its meeting on 13th September 2012 Cabinet took a major step towards the establishment of the budget plan for 2013/14 and 2014/15 by approving specific budget options for consultation totalling £26 million and identifying a number of thematic options which were to be developed further.
- 1.2 At this meeting Cabinet approved the commencement of consultation and engagement activity on a number of specific and thematic options and recommended to Council a number of business efficiencies. In October and November 2012 Cabinet further considered a number of the specific options identified in September and recommended a number of proposals. This report now presents the business efficiencies and those option recommended by Cabinet.
- 1.3 The achievement of a balanced budget still remains a very significant challenge for the Council. The options and timetable within this report provide Cabinet with further business efficiencies and specific options that could contribute to this. The Council has a legal responsibility to set a balanced budget by March 2013.

2. Work Programme & Approach

- 2.1 In July 2012 Cabinet agreed that the budget planning process which included Officers reviewing all service areas and activities should continue in order to meet the budget reductions required by Government. This has proven to be a very significant challenge, following on from the savings approved in previous years. The consequences on the shape, depth and breadth of Council services and the community, alongside other changes planned by Government, are now beginning to be understood and it is clear is that reductions of this scale will have a very significant impact.
- 2.2 The work programme and approach were endorsed by Overview & Scrutiny (Performance & Corporate Services) at its meeting on the 18th 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.
- 2.3 As this work continues the Council will aim to work with partner organisations to:
 - Resource agreed priorities
 - Define the core purpose of the Council
 - Where possible cushion the impact on the most vulnerable
 - Achieve efficiencies before service reduction or cessation
 - Maintain the longer term strategic view in the context of the current financial realities

- Achieve a balanced and sustainable budget
- Implement efficient and effective support systems and processes
- Facilitate community responsibility and capacity to reduce the reliance on public sector services

2.4 The approach being taken seeks to;

- define priorities and identify who our “most vulnerable” are
- integrate all key support activities to provide efficient, co-ordinated, consistent, effective services
- develop evidence-based and targeted early intervention and prevention approaches to improve outcomes and reduce longer term financial impacts
- identify those services which the Council must continue to provide as an absolute minimum and assess their current efficiency
- assess and manage risks based on new financial forecasts
- identify ongoing business efficiencies which will have manageable impacts on service quality and quantity
- further understand where budget reductions will result in reduced quantity and/or quality of service
- maximise the potential of community and Council assets to improve outcomes and reduce longer term financial impact
- assess how locally determined chargeable services could operate on a full cost (including all overheads) recovery basis
- assess the community wide cumulative impact of cuts during the decision making processes.

2.5 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 (*recommendation a*).

3. Business Efficiencies Recommended by Cabinet

3.1 In September 2012 Cabinet considered the business efficiencies (budget reductions/increased income targets) and changes to the MTFP as outlined in Annex B and recommended their approval to Council. Members should be aware that further information is available as a background document.

3.2 Council is asked to consider and approve Cabinet’s recommendations to reduce budgets, increase income targets and adjust the MTFP as outlined in Annex B and authorise Officers to continue with engagement and implementation processes with

partners, key stakeholders, employees and Trade Unions as appropriate with a view to achieving the agreed changes at the earliest opportunity (*recommendation b*).

4. Specific Options Recommended by Cabinet

- 4.1 In September 2012 Cabinet agreed the commencement of consultation, engagement and informing processes with the community, partners, key stakeholders, employees and Trade Unions on a number of specific options.
- 4.2 In December 2009 the Chief Executive was given delegated authority to agree any further Expressions of Interest for Voluntary Early Retirement/Voluntary Redundancy (VR/VER). There are number of options contained in this report were the saving will be achieved in part or whole through this process.
- 4.3 Annex C contains a number of proposals requiring internal consultation. Council is asked to consider these proposals and approve Cabinet's recommendations as described in Annex C (*recommendation c*). For clarity Council is asked to consider Cabinet's recommendations and to be mindful of the staffing implications described, relevant legislative framework, and weigh up the issues identified, the impact information and the mitigating factors for each individual proposal as listed below –

Ref	Service Area	Change
E1.1	Cleansing	Review of Service
E2.2	School Admissions Service	Improved access to service, restructuring and income
E2.3	Educational Psychology	Team re-structure and budget re-alignment
E2.4	Early Intervention & Prevention	Service re-design
E2.5	Health & Wellbeing	Review of operational and management arrangements
E2.6	People Directorate Support Services	Restructure of Service Development & Support
E2.7	Vulnerable People	Reconfiguration of Care Management Teams
E3.1	Communications	Integration of Communications (employees)
E3.2	Governance & Civic Services	Review of Civic Support
E3.3	Governance & Civic Services	Cessation of Room Booking Service
E4.1	Corporate Services	Learning and Development redesign and improved use of technology
E4.2	Corporate Services	Review of support services
E4.3	Finance	Review of risk management inc externally commissioned services

- 4.4 The Council delivers and commissions a complex range of services, many of which are supported by various management structures, specialist and professional support teams. The Council will continue to explore opportunities to ensure the efficient and effective deployment of specialist skills and knowledge with the aim of reducing costs from both management and employee costs through the integration of various teams. Cabinet has considered the integration agenda and recommended its progression to Council.
- 4.5 Council is asked to consider the integration options and approve Cabinet's recommendations and as described in Annex D (*recommendation d*).
- 4.6 For clarity Council is asked to consider Cabinet's recommendations and to be mindful of the staffing implications described, relevant legislative framework, and weigh up the

issues identified, the impact information and the mitigating factors for each individual proposal as listed below –

Ref	Integration Area
I1.1	Commissioning, Business Intelligence and data
I1.2	Learning & development, Training, Professional Training and CPD
I1.3	Financial Assessments
I1.4	Customer Access Points

- 4.7 Annex E contains a number of proposals where information processes have commenced and will continue until approved implementation dates, subject to consideration by Council.
- 4.8 Impact Assessments are detailed in Annex E as appropriate.
- 4.9 All proposals contained in Annex E have been risk assessed by the relevant senior officers with mitigating actions identified where possible.
- 4.10 Council is asked to consider the proposals and approve Cabinet’s recommendations as described in Annex E (*recommendation e*). For clarity Council is asked to be mindful of the staffing implications described, relevant legislative framework, and weigh up the issues identified, the equality impact assessment information and the mitigating factors for each individual proposal as listed below–

Ref	Service Area	Change
F1.2	Grounds Maintenance	Recharging grounds maintenance/utility costs for adult football/sports users/bowlers
F1.4	Cemeteries and Crematoria	Increase burial and cremation charges
F2.1	Cleansing	Restructure Crews and introduce charge for bulky items
F4.1	Commissioning	Area based committees

5. Consultation and Engagement

- 5.1 As mentioned earlier in the report an initial package of specific budget options was approved by Cabinet, 13th September 2012, to commence consultation and engagement. In relation to these, proposals were agreed by the Public Engagement and Consultation Panel on the 21st September 2012 and consultation activity continues with service users, the Community, partners, key stakeholders, employees and Trade Unions. Work is progressing in relation to the thematic reviews and proposals for consultation on these reviews will be presented to the Consultation and Engagement Panel for approval.
- 5.2 You Choose, the budget simulator, and the formal consultation on setting the budget, are both now live on the website and e-consult. In order to ensure that all members of the public can give us their views a range of consultation events will be held as part of the feedback on the Strategic Needs Assessment for Sefton and the consultation on the Draft Health and Wellbeing Strategy for Sefton. This will ensure that local people, community groups and stakeholders understand the link between assessing needs, identifying priorities whilst having to set a balanced budget. In addition the details of the options, contact details and copies of the surveys’ being undertaken will be made available through libraries, One Stop Shops and Town Halls.

- 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 with the Trade Unions. Proposals from departments are in different stages of consultation.

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/savings, 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 The Council continues to regularly review strategic and operational risks and put in place measures to manage those risks.
- 7.2 All proposals contained in Annexes B, C, D and E have been risk assessed by the relevant senior officers with mitigating actions identified where possible.
- 7.3 Council is asked to note the risks and mitigating actions outlined in C, D and E in making its recommendation to Council (*recommendation f*).
- 7.4 Offices continue to monitor risks and issues, escalating significant risks and issues to Cabinet as appropriate.

8. Conclusion

- 8.1 The Council continues to face significant reduction in Government resources coupled with increased demographic and inflationary pressures. A budget gap of at least £43.7m is forecast for the two year period 2013/15 with further reductions anticipated in following years. The Council must achieve a balanced budget by March 2013 while ensuring that relative priority of services is recognised and taken into account.
- 8.2 The achievement of a balanced budget by 2014/15 still remains a very significant challenge for the Council. The options and timetable within the report provide Council with business efficiencies and options totalling approximately £16m, this represents only 36% of the required two year gap. It must also be stressed that work is ongoing to identify the phasing of these options to understand the impact in each of the two years under consideration.
- 8.3 Work is ongoing to identify options which could bridge the remaining gap. This is extremely challenging as the Council has already achieved £64 million of budget reduction in the preceding two years. At this end of the four year period of the Governments spending review the Council will have suffered the equivalent of over 40% reduction in its core budgets. The level of change required to meet government funding

reductions means that while the Council has achieved significant efficiencies it has also had to implement service cessation, reduction and increase in charges. This situation is set to continue and worsen over the coming years. A variety of consultation approaches are being used, this will enable the Council to better understand what the community values most.

- 8.4 The scale of the challenge to identify, develop and implement the required reduction over the next two years is such that the Council cannot do so without recognising the potential need to “invest to save”. The capacity to deliver change on top of increasingly demanding day-to-day-work, and against a backdrop of contraction over the last few years, means capacity will have to be created to enable the delivery of a programme to transform the organisation and enable the Council to deliver prioritised services and support the most vulnerable.
- 8.5 It is too soon to define the details of potential projects or to quantify the costs, timescales and the anticipated financial and other benefits. The consultation feedback will enable Officers to scope further potential options and projects for Cabinet to consider in the future. However, given the scale of the deficit and the need to ensure the Council can continue to deliver on the Council’s priorities, the Council needs to ensure that key decisions are taken and implemented, or are at least well under way, by the end of 2013/14.

Annex A

Timetable Strategic Leadership Team (SLT) 2012/13

13 th September	Cabinet	<ul style="list-style-type: none"> • Consider <ul style="list-style-type: none"> ○ budget changes not requiring consultation with the public nor containing employee redundancy implications ○ options requiring internal consultation only ○ public engagement feedback ○ options requiring external consultation
18 th September	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> • Progress report
11 th October	Cabinet	<ul style="list-style-type: none"> • Consider <ul style="list-style-type: none"> ○ feedback from Overview & Scrutiny (Performance & Corporate Services) ○ proposals (internal) ○ Recommend any budget savings to Council for implementation ○ Libraries Review options
6 th November	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> • Progress report 2012/13 approved budget savings
8 th November	Cabinet	<ul style="list-style-type: none"> • Feedback on any consultations which have been completed • Recommend any budget savings for implementation
9 th November	Public Engagement and Consultation Panel	<ul style="list-style-type: none"> • Consider Public Engagement and Consultation Plans
22 nd November	Council	<ul style="list-style-type: none"> • Consider Cabinet recommendations
6 th December	Cabinet	<ul style="list-style-type: none"> • Identify any further options for consultation • Update on Government Grant if available
15 th January	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> • Progress report
17 th January	Cabinet	<ul style="list-style-type: none"> • Feedback on any consultations which have been completed • Recommend any budget savings for implementation
18 th January	Public Engagement and Consultation Panel	<ul style="list-style-type: none"> • Consider Public Engagement and Consultation Plans
24 th January	Council	<ul style="list-style-type: none"> • Feedback on any consultations which have been completed • Recommend any budget savings for implementation
31 st January	Cabinet	<ul style="list-style-type: none"> • Feedback on any consultations which have been completed

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

Annex B

This Annex contains a number of ongoing business efficiencies, increases in income targets and changes to the MTFP (C1.1 –C12.5)

Planning

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C1.1	Building Control	Vacant post to be made obsolete and restructure	20
C1.2	Land Searches	Land searches income	35
C1.3	Planning DC	Commissioned technical advice	28
C1.4	Planning DC	Pre-application advice – charge	6
C1.5	Planning DC	Increase planning app fee in line with national legislation	50
C1.6	Planning DC	Reduce Consultancy	12
Sub Total			151

Environment

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C2.1	Environmental Health	Reduced services and supplies	55
C2.2	Environmental Health	Reduced Eco Centre Costs	15
C2.3	Licensing	Other Licensing Reserve	2013/4 240 2014/5 - 240
Sub Total			70

Investment Programme & Infrastructure

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C3.3	Contracted Services	Defer re-instatement of highway management funding	2013/4 800 2014/5 -800
C3.4	Network Management	Highway development control income target	40
Sub Total			40

Economic Development

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C4.1	Tourism	Budget restructure and cost savings	67
Sub Total			67

Landscape Services

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C5.1	Grounds Maintenance	Contractors indexation/eff. discounts	100
C5.2	Parks	Fernery/aviary shop - refine and redefine the working practices	10
C5.3	Cemeteries & Crematoria	Vacant post to be made obsolete	15
C5.4	Parks	Further changes to Parks Management and standards in parks	100
Sub Total			225

Direct Services

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C6.1	Commercial Waste	Increased income	100
C6.2	Public Conveniences	Public conveniences reviewed	40
C6.3	School Crossings	Review crossing service and transport costs	40
C6.4	Catering	Other catering activity (income target)	100
C6.5	Vehicle Management and maintenance	MOT testing (income target)	50
C6.6	Security Force	Security Force & Careline Service (income target)	200
C6.7	Recycling	Defer introduction of plastic and cardboard household collections	2013/4 1,000 2014/5 - 600
C6.8	Recycling	Budget re-alignment	200
Sub Total			1,130

Learning & Support

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C7.1	Complementary Education	Budget re-alignment	100
C7.2	Pupil Attendance	Teaching element - Budget re-alignment	65
C7.3	Pupil attendance and welfare	School absence prevention and action – make vacant posts obsolete	60
C7.4	Education	Speech and Language Therapy - Budget re-alignment	95
C7.5	School Improvement team	Premises, supplies and services - Budget re-alignment	50
Sub Total			370

Targeted Support for Children & Families

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C8.1	Youth Offending Service	Cease Connexions post delivered within Youth Offending Service	24
C8.2		Make vacant sessional worker posts obsolete	54
C8.3		Make vacant parenting co-ordinator post obsolete	43
C8.4	Early Intervention & Prevention	Make vacant research and information post obsolete	28
C8.5	Early Intervention & Prevention	Re-organisation of disabled children database workload	20
Sub Total			169

Vulnerable People

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C9.1	Drug Service	Single point of assessment Budget Re-alignment	224
C9.2	Adult Social Care	Budget re-alignment	120
Sub Total			344

Health & Wellbeing

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C10.1	Sports & Recreational Services	Leisure operations – improved membership retention and payment methods	200
C10.2		Eze Fitness contract – terminate	73
C10.3		Leisure operations – increase in income	150
C10.4		Reduce supplies and services budget	23
C10.5		Reduce revenue growth for utility charges	200
Sub Total			646

Commissioning

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C11.1	Governance & Civic Services	Shared services elections resilience v future cost implications	0
C11.2	Communications	Improved procurement of council wide communications activity	100
Sub Total			100

Corporate Support Services

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C12.1	Learning and Development	Budget re-alignment	80
C12.2	Housing Benefits	Increased housing benefit grant from reduced error rates	500
C12.3	Finance	Reduced external audit fees, recoverable VAT & Improved cash management – pension costs	1,300
C12.4	Finance	Printing and publications	20
C12.5	Finance	Cash limit non pay budgets	6,468
Sub Total			8,368

Total	11,680
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Annex C

Council is asked to consider the proposals contained in this annex and approve Cabinet's recommendations as described below

Ref	Service Area	Change	Recommendation to Council
E1.1	Cleansing	Review of Service	<ul style="list-style-type: none"> • agree the outcomes of the review undertaken and approve the change in working practices • approve a budget reduction of £300k • note that changes in staffing levels will be achieved through the VR/VER process.
E2.2	School Admissions Service	Improved access to service, restructuring and income	<ul style="list-style-type: none"> • approve the implementation of identified efficiency savings • approve a budget reduction of £40k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E2.3	Educational Psychology	Team re-structure and budget re-alignment	<ul style="list-style-type: none"> • approve the budget restructure to deliver a saving of £50k • note that changes in staffing levels will be achieved through the VR/VER process.
E2.4	Early Intervention & Prevention	Service re-design	<ul style="list-style-type: none"> • approve a budget reduction of £332k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation.
E2.5	Health & Wellbeing	Review of operational and management arrangements	<ul style="list-style-type: none"> • approve a budget reduction of £320k in 2013/14 and budget adjustment of - £125k in 2014/15 • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E2.6	People Directorate Support Services	Restructure of Service Development & Support	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £350k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing

			employee/trade union consultation
E2.7	Vulnerable People	Reconfiguration of Care Management Teams	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £270k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E3.1	Communications	Integration of Communications (employees)	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £100k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E3.2	Governance & Civic Services	Review of Civic Support	<ul style="list-style-type: none"> • approve the budget reduction of £60k in resources available to support the office of the Mayor • note the impact on the office of the Mayor • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E3.3	Governance & Civic Services	Cessation of Room Booking Service	<ul style="list-style-type: none"> • approve the cessation of external room booking services for Bootle, Southport and Waterloo Town Halls • approve a budget reduction of £20k • note that this will be communicated to communities and partners • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E4.1	Corporate Services	Learning and Development redesign and improved use of technology	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £150k • approve the reconfiguration of teams

			<ul style="list-style-type: none"> authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E4.2	Corporate Services	Review of support services	<ul style="list-style-type: none"> note that changes to processes and working practices will seek to improve efficiency and effectiveness across services approve a budget reduction of £362k authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
E4.3	Finance	Review of risk management inc externally commissioned services	<ul style="list-style-type: none"> note that changes to processes and working practices will seek to improve efficiency and effectiveness across services approve a budget reduction of £80k authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation

Place

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

People

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
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	270

	Teams	
Sub Total		1,237

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	Governance & Civic Services	Review of Civic Support	60
E3.3	Governance & Civic Services	Cessation of Room Booking Service	20
Sub Total			180

Corporate Support Services

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

			2,309
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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. If detritus becomes so significant that people with disabilities cannot pass this will be responded to in accordance with day to day working procedures. 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

Indicative Number of Staff at Risk: 15 (All VR/VER)

People

Children & Young People

E2.2

Service Description: School Admissions, Appeals and Student Support

School admissions.

It is proposed to continue with consultation with a view to implementing the following change – Implement efficiency saving by increasing online admissions and include income from services for Academies.

Rationale for service change proposal – 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.

The following activity will change, stop or significantly reduce – Direction and encourage users to access on-line.

Impact of Service Change –

Service Users – Minimal **Partners** – None **Council** – This proposal links to the Financial Assessment integration proposal

Communications, Consultations & Engagement –

Type Inform Consult internal

Proposed Timeline Consultation continues to take place in accordance with HR procedures. An initial meeting with staff was held 5th 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 meetings were held throughout October 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

Equality Impact Assessment – 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.

Legislation Considered - 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.

Risks & Mitigating Actions – 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.

2012/13 Service Budget:
£314,000

Saving 2013/14 (#): £ 40,000 (includes £10,000 income)
Full Year

Indicative Number of Staff at Risk: 2 - note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal

E2.3

Service Description: Education Psychology Team

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.

Rationale for service change proposal – 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.

The following activity will change, stop or significantly reduce – None

Impact of Service Change –

Service Users – None **Partners** – None **Council** – None

Communications, Consultations & Engagement –

Type Inform Consult

Proposed Timeline: An initial meeting with staff was held 5th 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

Equality Impact Assessment –

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.

Legislation Considered - 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.

Risks & Mitigating Actions –

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.

2012/13 Service Budget:
£575,000

Saving 2013/14 (#): £50,000 Full Year

Indicative Number of Staff at Risk: 1 VR (in process)

E2.4

<p>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.</p>	
<p>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.</p>	
<p>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:</p> <ul style="list-style-type: none"> • 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 	
<p>The following activity will change, stop or significantly reduce – Management and administrative structures will be rationalised across services to foster full integrated practices.</p>	
<p>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.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/></p> <p>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. Staff are being 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.</p> <p>Standard Council procedures will be observed in the instances where the Council is required to inform the public</p>	
<p>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.</p>	
<p>Legislation Considered – N/A</p>	
<p>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.</p>	
<p>2012/13 Service Budget: £8,232,900</p>	<p>Saving 2013/14 (#): £140,000 Full / Part Year Additional Saving 2014/15 (#): £192,700 Full / Part Year Investment Required: £TBC Indicative Number of Staff at Risk: up to 8 employees -</p>

	note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal
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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 – 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 4th September at Merton House, 5th September at Dunes Leisure Centre and 6th September at Meadows and Bootle Leisure Centres. Follow up meetings were held within week commencing 8th October and continuing in November.

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.	
2012/13 Service Budget: £ Staffing: Other Resources used:	Saving 2013/14 (#): £ 320,000 Full Year Additional Saving 2014/15 (#): £ Reduced by £125,00 if frozen posts recruited against Indicative Number of Staff at Risk: 1 compulsory, plus combination of VR's and vacancies

E2.6

<p>Service Description: People Directorate Service Support & Development Services Service Development & Support Services includes the following teams: Business intelligence & planning; business/administrative support; ICT support; strategic support; Direct Payments support; Social Care Customer Access; Adult Safeguarding; Children’s Policy; Management & 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>It is proposed to continue with consultation with a view to implementing the following change – A review and restructuring of all Service Development & Support services to deliver a £350,000 reduction in costs.</p>	
<p>Rationale for service change proposal – 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>The following activity will change, stop or significantly reduce – The review will encompass all areas listed above. Activity to change, stop or reduce to be confirmed.</p>	
<p>Impact of Service Change – Service Users - 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 & contracts). Partners – Reduced capacity in business development & support services may impact on partners where they are reliant upon those services for information. Council – Reduced capacity in business development & support services may impact on other parts of the Council where they are reliant upon those services for information.</p>	
<p>Communications, Consultations & Engagement – Inform <input checked="" type="checkbox"/> Consult (internal) <input checked="" type="checkbox"/></p> <p>Proposed Timeline: Proposed Timeline: Initial meeting with staff was held 5th 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 14th and 21st September. On the 26th 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. Consultation continues with Trade Unions and staff to consider options for restructuring of teams within the services. Standard Council procedures will be observed in the instances where the Council is required to inform the public.</p>	
<p>Equality Impact Assessment – Officers continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>	
<p>Legislation Considered – N/A</p>	
<p>Risks & Mitigating Actions – NA</p>	
<p>2012/13 Service Budget: £tbc Staffing: Other Resources used:</p>	<p>Saving 2013/14: £258,000 Full Year Saving 2014/15: £92,000 Indicative Number of Staff at Risk: 11.5 FTE posts - note</p>

that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal.

Vulnerable People

E2.7

Service Description: Care Management

There are currently 98 social workers within Adult Social Care Teams.

It is proposed to continue with consultation with a view to implementing the following change – A reconfiguration of care management teams

Rationale for service change proposal –

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.

The following activity will change, stop or significantly reduce –

A reconfiguration of care management teams, workloads and the implementation of Integrated Adults Systems (IAS) will negate the need to replace these posts.

Impact of Service Change –

Service Users – Implementation of IAS will mitigate the reduction of social workers.

Partners – None.

Council – Minimal reconfiguration of case loads and the implementation of IAS will assist to mitigate losses.

Communications, Consultations & Engagement –

Type Inform Consult (internal)

Proposed Timeline: Reconfiguration to commence (subject to Council approval) with a completion date of March 2013. Internal consultation continues in accordance with HR procedures.

Initial meetings held on 5th and 6th 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

Equality Impact Assessment – 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.

Legislation Considered – The Council will continue to meet statutory requirements.

Risks & Mitigating Actions – 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.

2012/13 Service Budget:
£2,728,000

Saving 2013/14 (#): £ 270,000 Full

Staffing:

Indicative Number of Staff at Risk: 8-10 - note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal

Other Resources used:

Commissioning

E3.1

Service Description: Communications (Integration of Communications Staff)

Categorisation: All communications/marketing officers within the authority are currently being integrated under one management structure to create a core function to service the entire Council.

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 proposed draft structure has been drawn up to reflect a reduction in staffing costs. This structure has been shared with the unions and 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 some council services – although potential mitigation through new working methods and tighter co-ordination and prioritisation 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. Potential loss of co-promotion/management of joint projects.

Council – Potential reduction in the amount of information available about council services, potential impact on income streams because of reduced marketing activity.

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 three meetings with service-managers and direct face-to-face updates on the process with the staff concerned, including a soft-consultation meeting and full update on proposed draft structure. Several appearances have been made at the regular union update meetings and individual union and employee issues have been responded to. Frequent email updates have also been sent to the staff in scope and any queries responded to. The proposed draft job descriptions have been compiled and detailed discussions with HR colleagues have taken place. The process of consulting on the structure 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.	
Legislation Considered – Statutory guidance on public/legal notices etc. The 2011 Government Guidelines for Local Authority Publicity.	
Risks & Mitigating Actions – 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. Potential loss of income for some service areas due to any reduction in marketing activity, however such income generators would be a prioritised area of activity within the new arrangements.	
2012/13 Service Budget: £ Staffing: Other Resources used:	Saving 2013/14 (#): £ 100,000 Full / Part Year Indicative Number of Staff at Risk: TBC note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal

E3.2

Service Description: Review of Civic Support To restructure the office which supports the Mayor.	
It is proposed to continue with consultation with a view to implementing the following change – 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.	
Rationale for service change proposal – To reduce costs.	
The following activity will change, stop or significantly reduce – 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.	
Impact of Service Change – Service Users – None. Partners – None. Council – 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.	
Communications, Consultations & Engagement – Type Inform <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/> Proposed Timeline: Consultation with staff will commence immediately after the option is accepted. Consultation will 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	
Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
Legislation Considered - s 2 of the LGA 1972	
Risks & Mitigating Actions –	
2012/13 Service Budget: £ £417,000	Saving 2013/14 (#): £60,000 Full Year Indicative Number of Staff at Risk: 1 - note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal
Staffing: 2	
Other Resources used:	

E3.3

Service Description: Cessation of Room Bookings Service

To cease the provision of a room bookings service for Bootle, Southport and Waterloo Town Halls.

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

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.

Rationale for service change proposal – 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).

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

Impact of Service Change –

Service Users – No external bookings will be taken for meetings

Partners – No external bookings will be taken for meetings

Council – Internal meetings will be booked using an Outlook diary system.

Communications, Consultations & Engagement –

Type Inform Consult (Internal)

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

Implementation: *Implementation will take place following the 3 month consultation period.*

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

Equality Impact Assessment – 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.

Legislation Considered - NA

Risks & Mitigating Actions – 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.

2012/13 Service Budget:

£ £417,000

Staffing: 2

Saving 2013/14 (#):

£20,000

Full Year

Indicative Number of Staff at Risk: 2 - note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal

Corporate Support Services

E4.1

Learning & Development

It is proposed to continue with consultation with a view to implementing the following change – To reassess and refocus the Learning & 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.

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.

Rationale for service change proposal - 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.

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.

The following activity will change, stop or significantly reduce There is potential to reduce the current levels of face to face service deliver in areas of Learning & Development activity.

Impact of Service Change –

Service Users – N/A

Partners – Changes to delivery methods may impact on external providers this will be managed through normal Council procedures.

Council – Change in delivery mechanisms for Learning & Development.

Communications, Consultations & Engagement –

Type Inform Consult (Internal)

Proposed Timeline: 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:

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.

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 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.

Legislation Considered – N/A

Risks & Mitigating Actions – Options are still being developed across the Council so this change will need to be managed in parallel to the ongoing decision making process. Effective programme management will support the risk management process.

2012/13 Service Budget: | **Saving 2013/14:** £ 75,000 Full Year

<p>£1.246M Staffing: 17.73 FTE's</p>	<p>Additional Saving 2014/15 : £ 75,000 Full Year Investment Required: Potential Indicative Number of Staff at Risk: TBC to note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal</p>
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E4.2

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

2012/13 Service Budget: £	Saving 2013/14: £ 248,000 Full Year Additional Saving 2014/15: £114,000 Full / Part Year Indicative Number of Staff at Risk: TBC note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal
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E4.3

Service Description: Finance Review Risk Management including health and safety <i>Retendering insurance premiums and claims handling and Insurance service review including staffing restructure for Risk & Resilience Service including Health & Safety, Insurance & Risk Management</i>
It is proposed to continue with consultation with a view to implementing the following change – To undertake a review of the Risk & Resilience Teams including Insurance, Health & 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 & 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 & 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 & Safety post to be deleted is to be with effect from 31 st October 2012 and the effective date for the Insurance post is to be agreed.
Rationale for service change proposal – The review of Insurance was agreed to following as part of the consultation process in respect of the major recent Finance & 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 & Safety Advisor to take VR / VER it was decided to review all the Risk & Resilience Service to ensure all potential efficiencies are realised, to modernise / update the working methodologies and to create improved delivery of effective services.
The following activity will change, stop or significantly reduce – 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 & safety and Insurance
Impact of Service Change – Service Users – None on external service users, improved service delivery for internal users and more effective Risk Service including H&S and Insurance Partners – None Council – Improved effective service, reduction in claims and improved H&S
Communications, Consultations & Engagement – 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>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 continue to comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>			
<p>Legislation Considered - None</p>			
<p>Risks & Mitigating Actions –<i>Short term changes to be embedded. Risk arising for change in processes</i></p>			
<p>2012/13 Service Budget: £</p>	<p>Saving 2013/14 (#):</p>	<p>£ 80,000</p>	<p>Full / Part</p>
<p>Staffing:</p>	<p>Indicative Number of Staff at Risk: 2(VR/VER in process)</p>		
<p>Other Resources used:</p>			

Annex D

Council is asked to consider the proposals contained in this annex and approve Cabinet's recommendations as described below

<u>Ref</u>	<u>Integration Area</u>	<u>Recommendation to Council</u>
I1.1	Commissioning, Business Intelligence and data	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £250k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
I1.2	Learning & development, Training, Professional Training and CPD	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £500k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
I1.3	Financial Assessments	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £250k • note that there will be no adverse impact on service provision • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation
I1.4	Customer Access Points	<ul style="list-style-type: none"> • note that changes to processes and working practices will seek to improve efficiency and effectiveness across services • approve a budget reduction of £250k • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation

<u>Ref</u>	<u>Integration Area</u>	<u>Working Assumption</u> <u>£000</u>
I1.1	Commissioning, Business Intelligence and data	250
I1.2	Learning & development, Training, Professional Training and CPD	500
I1.3	Financial Assessments	250
I1.4	Customer Access Points	250
Total		1,250

I1.1 Commissioning, Business Intelligence and data

Integration Area: Business Intelligence, Performance & Policy & Commissioning

Scope: Business Intelligence (approximately 25 posts across directorates)

Commissioning (approximately 15 posts across directorates)

Other areas to be determined

In scope staff being established

It is proposed to continue with consultation with a view to implementing the following change – Heads of Service and other managers consulted. Scoping meeting has taken place. Working group has been established. Workshop carried out. Proposals in development.

Rationale for service change proposal – The Council delivers and commissions a complex range of services, many of which are supported by various management structures, specialist and professional support teams. The Council continues to explore opportunities to ensure the efficient and effective deployment of specialist skills and knowledge.

The following activity will change, stop or significantly reduce – It is proposed that above functions will be reviewed and delivered in a more effective way, leading to efficiencies and savings.

Milestone Plan

Task	Owner & Resources	Start Date	End Date
Scoping exercise under way	PM/GB	Sept	November
Workshop to consider potential proposals		Oct 4th	
Outline proposals/scope considered	PM/GB	Oct/Nov	
Scope identified with indicative savings target	PM/GB	Nov	
Option identified, approved by Cabinet	PM/GB	Dec	
Implement Change		Jan	June 13

Impact of Service Change – Services will be based on statutory responsibilities and critical business need

Service Users – no impact

All Council Departments

Communications, Consultations & Engagement –

Type Inform Consult (Internal)

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

Legislation considered – Government requirements for the provision of statutory service returns and the management and use of Business Intelligence and Performance

Risks & Mitigating Actions – Timeframe extremely tight given personnel procedures. Full year savings will not be achievable 2013/14. Projected implementation June 2013. Other proposals presented in this report may have an impact on the number of posts described in the scope of this proposal. Officers will work to ensure that approved savings are not double counted and that employees are fully aware of all associated proposals.

<p>2012/13 Estimated Budget: To be established once employees in scope are identified</p>	<p>Saving 2013/14: £ 125K Full Year Saving 2014/15: £ 125K Full Year Indicative Number of Staff at Risk: TBC note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal</p>
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11.2

Integration Area: Learning & Development, Training, Professional Training and CPD

Scope:

The integration of the “Ruthven Road” and Transformation Learning & Development teams and budgets. Consideration will also be given to departmental training budgets.

It is proposed to continue with consultation on and implement the following change

–

- Integration of teams based at Ruthven Road (former WDU) and Transformation Learning & Development
- Review of training methodology that will consider the balance between in house delivery, greater use of blended learning approaches and commissioned activity.
- Increase income generation opportunities.

Rationale for service change proposal – The Council delivers and commissions a complex range of services, many of which are supported by various management structures, specialist and professional support teams. The Council continues to explore opportunities to ensure the efficient and effective deployment of specialist skills and knowledge.

The Council will continue to –

- ensure that essential safeguarding training needs are met
- ensure that essential service specific training needs to meet statutory duties are met
- progress the Leadership Development agenda
- facilitate and support essential professional development
- facilitate and support the apprenticeship scheme

The following activity will change, stop or significantly reduce –

- A significant reduction in the use of externally hired training venues
- Training methodology will change in some areas and some programmes will be reduced with significant reduction in commissioning activity.
- Potential for existing contracts to be re-assessed, allowed to expire or cancelled for some supplies and services

Milestone Plan

Task	Owner & Resources	Start Date	End Date
Movement of teams into CLC	Learning & Development Board	October 2012	December 2012
Complete Training Needs Analysis, consider and prioritise requirements	Learning & Development Board		15/12/2012
Determine all Council budget and spend	Learning & Development Board		November 2012
Review of training methodology that will consider the balance between in house delivery, greater use of blended learning approaches and commissioned activity	Learning & Development Board	September 2012	March 2013
Agree team structure and reporting lines	Learning & Development Board		December 2012

Implement Change		From April 2013	
Impact of Service Change – Service Users – Some reduction of training offer (internal) Partners – None Council – to be determined			
Communications, Consultations & Engagement – Type Inform <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/>			
Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.			
Legislation Considered –			
Risks & Mitigating Actions – Undergoing a Council wide TNA linked to supporting professional development and business outcomes. Further work will be undertaken to identify other learning and development budgets across the Council. Work is also being undertaken to explore SLAs and opportunities for income generation with other partners including schools.			
2012/13 Estimated Budget: £1,385,970 Staffing: Other Resources used: buildings and supplies and services	Saving 2013/14: £ £250,000 Full Year Additional Saving 2014/15: £ £250,000 Full Investment Required: £TBC Indicative Number of Staff at Risk: TBC - note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal		

11.3

Integration Area: Financial Assessments

Scope: Financial assessments are undertaken by different services across the Borough to support the delivery of means tested services and charging policies. The most significant areas are eligibility for :

Council tax reduction
 Housing Benefit
 School transport support
 Free school meals
 Social care.

These assessments are currently undertaken by teams within these specific functional areas as part of the service delivery. arvato undertake the assessment of Council tax and housing benefit claimants on behalf of the Council.

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

- To aggregate the collection of personal information from residents to ensure that the information is collected once and used to satisfy all assessments whenever possible.
- To use a common point of calculation for all residents' financial assessments so that changes in data can be actioned through a single process
- Improved data quality and management

Rationale for service change proposal –

This change will aim to simplify the experience of contacting different parts of the Council; so that people get the information and help they need first time.

The following activity will change, stop or significantly reduce –

The rationalisation should lead to a reduced financial assessment/ administrative requirement for the Council

Milestone Plan

Task	Owner & Resources	Start Date	End Date
Identify all financial assessment carried out by the Council	Transformation	November 2012	February 2013
Identify the sources of personal data required and where possible alternative sources for the information, e.g. DWP	Transformation & Business Intelligence	November 2012	February 2013
Workflow the outcomes of the assessments, e.g. Free school meals eligibility used for SIMS/ school performance data, social care charging systems, Housing needs assessments	Transformation and operational areas	November 2012	February 2013

Identify common calculations for the assessments – common thresholds for full means tested support ,e.g. income support levels	Transformation and operational areas	November 2012	February 2013
Redesign workflows	Transformation and operational areas	March 2013	June 2013
Determine new staffing structures to support revised work flows	Transformation and operational areas	June 2013	September 2013
Commence introduction of new practices	Transformation and operational areas	October 2013	

Impact of Service Change –

Service Users – Improved single assessment for public, fewer requests for similar information, speedier processing

Partners – will need to determine impact on arvato contract – assessments and one stop shops. Could affect current work load of partners

Council – will require some changes in systems / workflow processes

Communications, Consultations & Engagement –

Type Inform Consult (Internal)

Equality Impact Assessment – Should this option result in changes to policy being proposed equality implications will be assessed should Members agree the proposed policy change be taken forward. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered – Changes in operational activity rather than policy

Risks & Mitigating Actions –

Would introduce practices that many authorities have experience of delivering and the project would seek out best practice in other Councils

2012/13 Estimated Budget:
£TBC

Staffing: TBC

Saving 2014/15: £ 250,000

Investment Required: £ 10,000 **2012/13:**

Indicative Number of Staff at Risk: 3 or 4 - note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal

11.4

Integration Area: Customer Access Points

Scope: The public has a range of access points with the Council. These range from one stop shops in Southport and Bootle, reception desks in council buildings, service specific offices, (e.g. parking , planning), service access points e.g. children’s centres, telephone and internet communication.

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

To reduce the physical access points requiring staffing support and to expand the range of services that can be delivered through the Council’s website and other more cost effective delivery channels.

Rationale for service change proposal –

The Council is a very large organisation providing a wide range of services. This change will aim to simplify the experience of contacting different parts of the Council; so that people get the information and help they need first time.
As part of this change we will seek to provide the public with on-line real time service access wherever possible, e.g. submission of applications, reduce the cost of providing multiple access points where these are not fully utilised or have limited opening / operating hours.

The following activity will change, stop or significantly reduce –

The Council has commenced a programme of work to develop the Council website to be more accessible and enable customers to make more transactions online.

This will continue and seek to increase the range of services people can access through our website and transactions they can make, since this is now widely expected by the public, often more convenient than the telephone or face-to-face and costs less for us to provide.

Reception points, face to face access points, manned general information points, Increased on line applications, referrals, account maintenance, advice , FAQs

Milestone Plan

Task	Owner & Resources	Start Date	End Date
Map all access points	Transformation	November 2012	January 2013
Identify common customer activities or coinciding customer actions, e.g. actions on change of financial circumstances, births deaths , marriages, payment of accounts, submission of applications	Transformation	November 2012	February 2013
Investigate good practice in Councils for streamlined customer access	Transformation	November 2012	February 2013
Identify three phases of change initiatives – quick wins, medium term reallocation of	Transformation	February 2013	April 2013

contact points, long term linkages to other integration projects including social care referral systems			
Implement Change		From April 2013	
<p>Impact of Service Change –</p> <p>Service Users – May reduce physical access points or redirect public to new points e.g. children centres, may reduce need to visits to different Council offices for different queries.</p> <p>Partners – Officers will explore opportunities to co-locate services with partner organisations.</p> <p>Council – will require improved workflow/ communications systems to keep a range of services notified of changes</p>			
<p>Communications, Consultations & Engagement –</p> <p>Type Inform <input checked="" type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/> Partnership <input checked="" type="checkbox"/></p>			
<p>Equality Impact Assessment – As processes change full consideration will be given the impact of any changes and Members will be made aware of identified issues, risks and mitigating actions. This change seeks to improve customer access processes and disability access would be prioritised within the financial constraints of the Council.</p> <p>Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>			
<p>Legislation Considered –</p>			
<p>Risks & Mitigating Actions – It is understood that not everyone can, or chooses, to use the website; that it does not suit all our residents. The Council will continue to provide and improve the different ways people can access services, making sure people can do business with us swiftly and hassle-free depending on their need.</p>			
	<p>2014/15: £ 250,000 Full / Part Year Investment Required: £TBC Year: Indicative Number of Staff at Risk: TBC - note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this proposal</p>		

Annex E

Council is asked to consider the proposals contained in this annex and approve Cabinet's recommendations as described below

Ref	Service Area	Change	Recommendation to Council
F1.2	Grounds Maintenance	Recharging grounds maintenance/utility costs for adult football/sports users/bowlers	<ul style="list-style-type: none"> • to consider, note and agree the contents of the Equality Analysis report • approve that all users of paid-for facilities (except juniors additional option still subject to consultation) fund the full actual costs of grounds maintenance and utilities associated with their use of the facilities • note that formal facilities would be withdrawn if costs are not met • approve a budget reduction of £85k
F1.4	Cemeteries and Crematoria	Increase burial and cremation charges	<ul style="list-style-type: none"> • to consider, note and agree the contents of the Equality Analysis report • approve the increase the charge for burials, cremations and associated services as described • approve an increased income target £400k
F2.1	Cleansing	Restructure Crews and introduce charge for bulky items	<ul style="list-style-type: none"> • to consider, note and agree the contents of the Equality Analysis report • approve the introduction of charges for collection of bulky items as described • approve the reconfiguration of teams • authorise Officers to implement the actions required to achieve change/savings including the issue of relevant statutory and contractual notifications within the budget plan period, subject to ongoing employee/trade union consultation • approve an new income target and budget reduction of £210k (net)
F4.1	Commissioning	Area based committees	<ul style="list-style-type: none"> • approve the reduction of budget to Area Committees by £100k • note that the remaining budget must be used to discharge the

			<p>two statutory functions currently carried out by the Area Committees (replacement street signs and bins)</p> <ul style="list-style-type: none"> note that there will be less budget available for Members at an area level to make small one off improvements to the locality
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<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
F1.2	Grounds Maintenance	Recharging grounds maintenance/utility costs for adult football/sports users/bowlers	85
F1.4	Cemeteries and Crematoria	Increase burial and cremation charges	400
		Sub Total	485

Place

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
F2.1	Cleansing	Restructure Crews and introduce charge for bulky items	210
		Sub Total	210

Commissioning

<u>Ref</u>	<u>Service Area</u>	<u>Change Option</u>	<u>Proposed Change £000</u>
F4.1	Commissioning	Area based committees	100
		Sub Total	100
		Total	795

F1.2

Service Description: Parks and Greenspaces Service: Sports users fees and charges

As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively providing facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.

The 'paid-for' facilities include:

- Formal football pitches (adult and Junior)
- Cricket wickets
- Formal Rugby pitches (adult and Junior)
- Bowling greens
- Croquet lawns

The income in 11/12 to the Council from fees and charges for these services was £64K (for all sport, including juniors). As part of the 12/13 savings this was to be increased by 65k in 12/13 and a further 20k in 13/14 (for adult sport and allotments only).

The current costs incurred for providing these facilities are circa £290K (for all sport, including juniors).

It is proposed to implement the following change – All users of paid-for facilities (except juniors: detailed elsewhere) to fund the full actual costs of grounds maintenance and utilities associated with their use of the facilities (in place of existing fees and charges and utility costs). Formal facilities would be withdrawn if costs are not met.

Rationale for service change proposal –

To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

Those who have more 'exclusive' use of facilities (as opposed to general park users), will therefore pay a more economic cost towards the running of these facilities themselves.

The following activity will change, stop or significantly reduce –

Maintenance of adult sports pitches will cease, unless the users / user groups fund the full costs of grounds maintenance (and utilities) associated with their use of the facilities.

Costs will be calculated from the costed bill of quantities in the Grounds Maintenance contract and from the actual bills from utility companies.

Any pitches / greens which are taken out of use will be returned to general park use and maintained to the appropriate grass standard.

The table below summarises the anticipated average cost to the users (in place of existing fees and charges and utilities costs 12/13).

	No of (adult) facilities (n.b. this varies each season)	Approx. number of (adult) users (2012/13) (n.b. this varies each season)	Current actual costs for providing facility (adults only) (This is a guide only based on averages, each user group will be consulted about their specific charges, which vary depending on facilities used at each site)
			See note 1
Baseball	1	20	Total: £2k Grounds maintenance: £2,000 per diamond
Bowling greens:	17	1,000	Total: £82k (across the borough) Grounds maintenance: £4,200 average per green

			Utilities: average £600 per pavilion (where applicable)
Cricket wickets	1	40	Total: £1,800 (across the borough) Grounds maintenance: £1,800 Pavilion cleansing: (not applicable – provided by others) Utilities: (not applicable – provided by others)
Croquet lawns:	2 (9 courts)	100	n/a the club now maintain their own facilities
Football pitches	50	2,500	Total: £95k (across the borough) Grounds maintenance: £1,650 per pitch Pavilion cleansing: £1,550 per pavilion (where applicable) Utilities: average £1,250 per pavilion (where applicable)
Rugby pitches	2	35	Total: £2,000 at these facilities Grounds maintenance: £1,000 per pitch Pavilion cleansing: (not applicable – provided by others) Utilities: (not applicable – provided by others)

Note 1.

In most instances, individual users, teams and pitch lettings are not managed by the council, but via management agreements with sports leagues/ associations. Therefore it is difficult to predict accurately what the cost implications will be to the individual or team. However, as a guide only, based on averages and with caveats stated:

Baseball:

This increase would result in a charge per player of £100 per year (about £2 per week for a 26 week playing season)

Bowling:

For a bowler who plays in a club with 50 players, this would increase the charge to £96 per year (under £3 per week) for a 34 week playing season

Cricket:

this increase would result in a charge per player of £45 per year (under £2 per week over a 24 week playing season)

Football:

assuming a team use a pitch which is used about half of the time (i.e. 4 out of 8 sessions each weekend); who share use of the pavilion, and book one half pitch, this would mean a charge of £1,100 per team per year (about £30 per week spread across a 38 week season availability, and therefore about £2 per week per player for a team with 15 players).

Rugby:

This increase would result in a charge of about £55 per player per year, about £1.50 per week based on a 38 week playing season

Note 2.

The fees/charges levied on individual users by sports leagues/ associations may be higher than this to cover their other costs and aspirations.

Note 3.

It is likely that an open book approach will need to be adopted in the future where actual costs are passed on, with the addition of an agreed management fee for the league/ association

Impact of Service Change –

Service Users – Previously use of facilities was heavily subsidised by the Council and users generally paid only a small proportion of the actual costs associated with their activity. The 12/13 savings round has already increased their costs significantly. Therefore the proposed further increases in income will mean that users are paying significantly more for their sports / hobbies than they are currently.

To date at least two bowling clubs and eight football teams have folded stating increased charges as a reason. This further increase may cause a greater number of people to stop using the services.

Partners – Income from facilities is in many cases obtained via management agreements with Leagues, Bowling Clubs etc. These partners would need to be involved in the agreements and management of the increased charges.

NB It may be that the leagues/ associations in question will wish to raise fees and charges to users above and beyond those described above in order to continue generating their own income

Council – New agreements are already being drawn up with users/ user groups to ensure that the payment of the 12/13 increased charges are formally agreed. Should this further increase be agreed, a further amendment of legal agreements would be required.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

There is no requirement for consultation on this option as the 2012/13 budget options consultation has taken place.

Proposed timeline: enact by April 13

- A new group called Sefton Sports Connect has been developed led by Parks and Greenspace Service with partners from Sefton Sports Council, Council for Voluntary Services (CVS), and other council depts (Sports Development, Energy team, and Education). This group has met six times to date in 2012 on: 23rd Feb, 22nd mar, 8th May, 27th June, 14th Aug, and 14th Sept.
- The above efforts have developed a package of options open to sports clubs and league in order to cope with the fee increases.
- Two workshop sessions have been arranged to pass this information onto groups, (4th and 26th Sept 2012). The first of which was well attended (circa 65) and feedback was positive of the various ways forward.
- In addition, there have been meetings and many ongoing discussions with many sports clubs and leagues regarding options open to them, and exploring these further
- All sports users groups will be informed of their proposed fee increase for 13/14 as an outline in October 2012, followed by more detailed information is it becomes available (as utilities costs are clarified based on actual bills for 12/13)
- Staff meetings take place every other week to provide updates including those relating to savings. In particular two away half day sessions have taken place for people to be kept up to date and to input on savings proposals: 31st July and 11th Sept 2012.

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

Equality Impact Assessment – See assessment below

Legislation Considered – N/A

Risks & Mitigating Actions –

Risk: Users may refuse to pay for grounds maintenance charges

Mitigating Action: Formal agreements to be put in place

Risk: Significant number of users may stop using the facilities

Mitigating Action: Sports facilities to be rationalised accordingly. Working group already set up with the Sports Council, CVS and other departments to help clubs mitigate impacts/ seek alternatives

Risk: The managing agents who currently administer activities may fold

Mitigation: a further charge may need to be levied to fund additional officer time to administer the remaining sports.

2012/13 Service Budget: £290k Staffing: n/a Other Resources used:	Saving 2013/14: £ 85,000 Full Year Indicative Number of Staff at Risk: 0
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Equality Analysis Report Reference:F1.2 Sports Ground Maintenance

(Adults)

Details of proposal:

As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively providing facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.

The 'paid-for' facilities include:

- Formal football pitches (adult and Junior)
- Cricket wickets
- Formal Rugby pitches (adult and Junior)
- Bowling greens
- Croquet lawns

The income in 11/12 to the Council from fees and charges for these services was £64K (for all sport, including juniors). As part of the 12/13 savings this was to be increased by 65k in 12/13 and a further 20k in 13/14 (for adult sport and allotments only).

The current costs incurred for providing these facilities are circa £290K (for all sport, including juniors).

All users of paid-for facilities to fund the full actual costs of grounds maintenance and utilities associated with their use of the facilities (in place of existing fees and charges and utility costs).

Formal facilities would be withdrawn if costs are not met.

Ramifications of Proposal:

Is there a consequence to 'Threshold': Yes

Is there a consequence to 'Capacity': No

The cost of ground maintenance and utilities will be passed on to facility users thus

increasing the cost of using these facilities.

Equality Analysis report was submitted to cabinet in February 2012 in relation to previous cost increases on sport facilities. This analysis report draws on that and comments on the above proposal.

The previous Equality Analysis report identified community concerns but correctly assessed there to be no discrimination at play.

The Council notes that the increase in charges may mean people giving up their sports activities on purely financial grounds, and regrets that it cannot continue to subsidise the cost when there are other urgent budget requirements.

Are there any protected characteristics that will be disproportionately affected in comparison to others?

Previous Equality Analysis recognised trends in service use such as Older People using bowling gardens, Croquet lawns and young adults playing football and rugby etc.

The cost increase goes across all sports facilities, whilst it is unfortunate that groups are facing higher fees to keep using the facilities, it's not discriminatory to increase the fees.

Consultation

Extensive consultation took place during the period October 2011- January 2012 on the changes to charges and was reported to Cabinet and Council in February 2012 and this proposal draws on previous findings and links to that consultation.

Is there evidence that the Public Sector Equality Duties will continue to be met?

Yes – this service will be delivered in line with the Equality Act 2010 by ensuring facilities are usable and accessible.

What actions will follow if proposal accepted by Cabinet & Council?

- Notify users of increased charges

Monitor any reduction or difficult with service use.

F1.4

Service Description: Increase charges for burial and cremation service

Regulatory	-£1.367m
Frontline (contracted)	£0.427
	-£0.94m

The section manages the burial and cremation service in Sefton, which is delivered at four cemeteries and two crematoria.

It is proposed to implement the following change –

- To increase the charge for burials, cremations and associated services to a level that is likely to be the most expensive charged locally, regionally and nationally. The increase in charges would be above the rate of inflation and generate an additional income in the region of £400,000.
- The current charges for the main services are:
 - Cremation £600
 - Interment (1/ 2 coffins deep) £600
 - Interment (3/4 coffins deep) £675 and £715 (respectively)
 - Purchase of a grave (resident) £750
- Currently Sefton's prices are in the upper quartile of those charged locally but are not the most expensive on Merseyside.

Current fees charged locally by similar burial and cremation authorities:

	Sefton 2012/3	Liverpool 2012/3	Wirral 2012/3	St. Helens 2012/3
Cremation	£600	£674	£575	£479
Interment (1/2)	£600	£662	£575	£583
Interment (3/4)	£675 & £715	£662	£575	£583
Grave purchase	£750	£811	£865	£751

(The table includes some calculated or averaged charges)

- A significant increase, especially if neighbouring authorities do not increase their charges above inflation, will make Sefton's charges the most expensive locally. This could lead to a loss of business to these other providers.
- Charges could be raised by approximately 17 to 25%, with smaller increases for the interments of 3 and 4 coffins deep, to give new charges of:
 - Cremation £750
 - Interment (all depths) £750
 - Purchase of a grave (resident) £900
- If this increase was applied and our comparison group only increased their charges by inflation (estimated at 3%) then we would be the most expensive provider locally.

Estimated fees 2013/4 charged locally by similar burial and cremation authorities:

	Sefton 2013/4	Liverpool 2013/4	Wirral 2013/4	St. Helens 2013/4
Cremation	£750	£694	£592	£493
Interment (all)	£750	£682	£592	£600
Grave purchase	£900	£835	£891	£773

- Cremations account for 75% of the request for service. Cremation charges are bench-marked nationally. If a 17-25% increase was applied and other providers only applied an increase by inflation then:
- Sefton would be in the most expensive charge locally, regionally and nationally.
- If this increase of 17-25% is applied to all charges, which includes other services and products that represent about 5% of total income, (subject to rounding to the nearest appropriate figure) an increased income in the region of £400,000 would be generated.

Rationale for service change proposal – There is an opportunity to raise prices to a level which may equal the maximum charged in England.

The following activity will change, stop or significantly reduce – Burial, cremation and related service charges will increase.

Impact of Service Change –

Service Users – will have to pay more. However the charges levied by Sefton form only part of the overall cost of an average funeral. The average cost of a basic cremation funeral package is £2,990 [source co-operative funeral care ‘amber’ package] and a national insurance company [source Sun Alliance] indicated that the average spend for a funeral in 2011 (including cars, flowers, wake, memorial etc.) was £6,801.

Partners – will have little impact from the increases, as these will be passed on to their client as disbursements.

Council – may receive poor press for raising the charges above the rate of inflation

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline: April 2013

The staff have been made aware and kept informed of the proposals to raise the charges. If the charges are approved, information relating to the new charges will be disseminated via:-

- The Funeral Directors Forum meeting in November.
- written notices to individual funeral directors, the Southport Hebrew Congregation and to local members of the Dying Matters’ Group in December
- notices displayed at all cemetery/crematorium entrances, cremation service offices, crematoria waiting rooms, and the offices of the Registrars for births deaths and marriages in December
- the fees and charges list which accompanies application forms will be amended in March 2013

Consultation and engagement took place during October 2011-January 2012 on the

changes to charges which were reported to Cabinet and Council in February 2012 and this proposals links and draws on that consultation.

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

Equality Impact Assessment – See assessment below

Legislation Considered - N/A

Risks & Mitigating Actions –There will be a significant risk that some customers may use services offered by neighbouring authorities.

This has been allowed for in the income estimate.

2012/13 Service Budget: -£0.94m **Saving 2013/14 (#):** £400,000 Full Year

Staffing: 15 **Investment Required: £0**

Other Resources used: **Indicative Number of Staff at Risk:** none

Equality Analysis Report

Reference: F1.4 Cremations and Burials

Details of proposal:

To increase the charge for burials, cremations and associated services. The increase in charges would be above the rate of inflation and generate an additional income in the region of £400,000.

The current charges for the main services are:

- Cremation - £600
- Interment (1/ 2 coffins deep) - £600
- Interment (3/4 coffins deep) - £675 and £715 (respectively)
- Purchase of a grave (resident) - £750

Currently Sefton's prices are in the upper quartile of those charged locally but are not the most expensive on Merseyside.

The proposed increase could lead to charges which would equal the current most expensive on Merseyside.

An Equality Analysis report was submitted to Cabinet in February 2012 in relation to previous cost increases for burial, cremations and associated services. This analysis report draws on previous findings and is commenting on the above proposal.

Ramifications of Proposal:

Is there a consequence to 'Threshold': Yes

Is there a consequence to 'Capacity': No

The threshold will change as costs to all residents will increase if the proposal to increase the charges to clients of the Cemeteries and Crematoria service is accepted.

Are there any protected characteristics that will be disproportionately affected in comparison to others?

Previous consultation reported:

Sefton Pensioners and Older Citizens raised the following:

Whilst we understand that some charges may need to be increased, we would ask for some protection for those on low incomes (such as pensioners) and for the environmental impacts to be taken into account (e.g. the balance between cremation and burial charges should reflect sustainability considerations).

Faith

Although the increase in charges for burials and cremations is universal for all service users, some faith groups may be disadvantaged. This is because some congregations have special savings schemes for their future burial or cremation, which would be affected by the increased charges.

Mitigation:

For people who find the fees difficult to pay, funds are currently available from the Government's Social Fund. This covers funeral expenses.

Consultation

Consultation and engagement took place during October 2011-January 2012 on the changes to charges which were reported to Cabinet and Council in February 2012 and this proposals links and draws on that consultation.

Is there evidence that the Public Sector Equality Duties will continue to be met?

Yes: The service will continue to be delivered in line with the Equality Act.

Mitigation action is in place connected to those who are too poor to pay.

What actions will follow if proposal accepted by Cabinet & Council?

1. Notify communities & funeral providers of new pricing policy.
2. Monitor progress

Direct Services

F2.1

Service Description: Bulky Items Collection Service

The Bulky Item Collection Service generated 47,000 calls in 2010/11. This figure has dropped to 39,000 in 2011/12. This mirrors a similar national trend and it is perceived that due to the economic downturn there are less 'major purchases', such as settees, beds, tables, white goods, etc, and therefore a reducing demand for disposal.

Presently there is no charge for the service. There are currently 4 crews and vehicles which service this demand.

It is proposed to implement the following change –

It is proposed to reduce the number of crews by 2. This is to be combined with a reorganisation of collection schedules and route optimisation which will allow the remaining two crews to complete all of the required collections. This will provide a saving of £110,000. The vehicles currently utilised in the service are subject to lease conditions until 2016 and therefore, at this stage, this part of the saving proposal is based on staff savings.

In addition, further savings have been identified through potentially charging for the remaining service.

If a charge of £5 per collection (of up to 3 items) is levied and we received 20,000 calls (as opposed to the 39,000 calls received last year) an additional £100,000 would be raised as income.

This would result in a potential overall saving of £210,000.

The internal consultation process has established arrangements for releasing staff that have expressed an interest in VR/VER and re-allocating others to accommodate this proposal, if approved.

Rationale for service change proposal –

Under these proposals the service would operate on an income generating basis, with the potential for the income raised via charging for collections covering the cost of the remaining crews. If demand increased at a higher than expected level, additional vehicles and crews could be provided on a 'business needs' basis.

If the cost per collection were kept at the lower end initially (say £5) it is expected that the demand would be higher than if a higher charge were levied. This may allow the service to become self financing.

There may also be an opportunity to expand the service to include items not currently collected, subject to further negotiation with MWDA.

Under the Environmental Protection Act (1990), the Council has a duty to collect such waste or 'bulky items' from residents if requested. However, the Council is at liberty to make a charge for such collections if it feels it is appropriate to do so.

Knowsley have introduced a charge of £20 per collection, but will collect five items,

including bathroom fittings. The number of calls has fallen from 15,000 to 3,000.

Wirral currently charge £38 per collection, and the scheme is operated by their private contractor BIFFA. Further information is not currently available.

Liverpool currently offer a free service but is considering introducing a charge.

St Helens currently offer a free service but are also considering introducing a charge. They currently receive 25,000 calls per year.

There are no concessions offered by any authority which currently charges a fee to collect 'bulky items'.

The following activity will change, stop or significantly reduce –

At present residents can have 'bulky items' removed free of charge. The proposal would see a charge levied for a collection. Based on an expected demand of 20,000 calls the waiting period for collection may also increase slightly up to two weeks.

Impact of Service Change –

Service Users - The removal of bulky items will be subject to a charge for a service which was previously free.

Partners - The subject of 'Bulky Refuse Collection Services' is currently being considered as a potential 'shared service' across a number of Merseyside Authorities in conjunction with the MWDA.

Council – There may be an increase in the level of fly tipping which may increase costs in other areas of the Cleansing Service. However, there is no evidence of any major increase in fly tipping as a result of the implementation of a charge in any other Borough.

Communications, Consultations & Engagement –

Type Inform Consult (internal) Engage Partnership

Proposed Timeline: Implement in April 2013.

Internal consultation will take place in accordance with HR procedures

This proposal has been discussed with the Trade Unions at a Cleansing JCC meeting and also staff currently deployed to Bulky Item collection duties. Arrangements are in place, subject to approval of this proposal, to transfer these staff to other duties and to release other staff who have expressed an interest in VR/VER as necessary to facilitate this process.

Whilst the Council has a duty to collect "bulky items" it also has the authority to charge for such a service. The Council will inform the public in good time that a charge will be introduced from April 2013.

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

Equality Impact Assessment – See assessment below

Officers will 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. Under the Environmental Protection Act (1990), the Council has a duty to collect such waste or 'bulky items' from residents if requested. However, the Council is at liberty to make a reasonable charge for such collections if it feels it is appropriate to do so.

Risks & Mitigating Actions–

The main risk is that by charging for the collection service the amount of fly tipping may increase. The higher the charge the more risk of an increase.

2012/13 Service Budget:

£253,000

Staffing: 8

Other Resources used:

Saving 2013/14 (#): £210,000 (Staffing & Charging Proposal)

Investment Required: None

Indicative Number of Staff at Risk: None, postholders can be accommodated elsewhere.

Equality Analysis Report

Reference: F2.1 bulky item charge

Details of proposal:

The Bulky Item Collection Service generated 47,000 calls in 2010/11. This figure has dropped to 39,000 in 2011/12. This mirrors a similar national trend and it is perceived that due to the economic downturn there are less 'major purchases', such as settees, beds, tables, white goods, etc, and therefore a reducing demand for disposal.

Presently there is no charge for the service. There are currently 4 crews and vehicles which service this demand.

It is proposed to reduce the number of crews by 2. This is to be combined with a reorganisation of collection schedules and route optimisation which will allow the remaining two crews to complete all of the required collections. This will provide a saving of £110,000. The vehicles currently utilised in the service are subject to lease conditions until 2016 and therefore, at this stage, this part of the saving proposal is based on staff savings. In addition, further savings have been identified through potentially charging for the remaining service.

If a charge of £5 per collection is levied and the Council received 20,000 calls (as opposed to the 39,000 calls received last year) an additional £100,000 would be raised as income. This would result in a potential overall saving of £210,000.

Ramifications of Proposal:

NB - The Council has a duty to collect "bulky items" however it has the authority to charge for such a service.

Is there a consequence to 'Threshold': Yes

Is there a consequence to 'Capacity': Yes

The free collection service will be decommissioned and all collections will be charged. In order to reduce costs the collection teams will be reduced from 4 teams to 2 thus creating potential delay in the service.

There could be a situation where by the delay in collection could cause difficulty to disabled people if an item is left such that it blocks a disabled access site to a home or facility (shop/services).

In this situation it would be unacceptable to allow the barring of access.

In order to mitigate this, any notification that an item is blocking a disability access, then the item(s) would be prioritised for collection and removal.

Are there any protected characteristics that will be disproportionately affected in comparison to others?

The charging for removal of bulky items is linked to people's financial position and not their

protected characteristic status. However, as stated above due to the charging policy there may be more fly-tipping which could block bona-fide disability access. If this was to happen council would have to prioritise the removal of the item.

Consultation

The Council has a duty to collect “bulky items” however it has the authority to charge for such a service. The Council needs to inform the public in good time that a charge will be introduced from April 2013.

Is there evidence that the Public Sector Equality Duties will continue to be met?

Yes - The Council notes that the introduction of charging may mean people not using the service on purely financial grounds, and regrets that it cannot continue to subsidise the cost when there are other urgent budget requirements.

In relation to disability access being blocked due to fly-tipping the council will endeavour to remove this.

The service will be delivered in accordance with the Equality Act 2010.

Where this proposal affects staff they will be subject to established HR procedures.

What actions will follow if proposal accepted by Cabinet & Council?

Inform service users and staff connected with this proposal.

Corporate Commissioning

F4.1

Service Description: Area Committee Budgets

The budget for all Area Committees is £200,150 per year. There are two statutory functions that the Area Committee budget must fulfil: the replacement of street signs and funding of street bins.

The budget is used by Members at an area level to make improvements to local areas that they feel will make a difference. General guidance is that it can't be spent on things that require ongoing maintenance unless this is agreed; revenue items such as staffing are also not eligible.

It is proposed to implement the following change –

It is proposed to reduce the Area Committee budget to £100,000.

Rationale for service change proposal –

In the past some Area Committees have not spent their full annual allocation and so have some reserves (from carry over from previous years).

The following activity will change, stop or significantly reduce –

Each Area Committee spends its budget in different ways and responds to the needs of its residents. Typically, funds have been used to pay for Traffic Regulation Orders, alleygates, one off community events, environmental improvements and local safety measures, plus street signs and bins.

Impact of Service Change –

Service Users – would limit what could be resourced to respond to needs of residents to replacement of street signs and street bins. Criteria would need to be revised to limit what resources could be spent on. Should Area Committee budgets be reduced Members of Area Committees will inform local people of the criteria for applying for the reduced level of funding

Partners – there would be no additional resources to support partners to deliver specific initiatives in local areas.

Council – there would need to be some consultation in order to revise funding criteria to ensure maximum use of resources; reduction in additional services being bought from existing Council departments. The Area Committee funding would no longer be available to fund additional services through the Council and therefore there may be increased expectation of existing services as no enhancements could be funded.

Communications, Consultations & Engagement –

Type Inform Consult (External) Consult (Internal) Engage

Partnership

Proposed Timeline: Engagement by 6 November 2012

Implementation: 1st April 2013

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 option recognises that it is a technical change. Statutory services will remain in place with regard to replacing street signs street bins. Revised processes concerning the other activities will be

subject to concurring equality analysis. As a consequence there will be no equality implication to this change.

Legislation Considered - There is no specific legislation in relation to this however the Council must be mindful of the statutory obligations with regards the placement of bins and maintenance of street signs.

Risks & Mitigating Actions – Currently Area Committee budgets have been used to respond to specific local issues and reduction in resources will limit our ability to do this. Revision to criteria and consultation on local priorities may mitigate some of this as potentially will rule out some actions. Also continued negotiations with services and partners by the Corporate Commissioning Department will assist in responding to local issues.

2012/13 Service Budget:
£200,150

Staffing: N/A

Saving 2013/14 (#): £100,000 Full Year

Indicative Number of Staff at Risk: 0