

Appendix 4

Draft Programme of Savings 2013/14-2014/15

Information Pack



Introduction

Welcome to our Draft Programme of Savings 2013/14 to 2014/15 Information Pack which provides more information about our savings proposals. It provides answers to a series of questions and helps you to consider the different options in more detail.

We have split this document into different sections so you can look at all or some of the sections to allow you to find out more:

- Frequently Asked Questions
- Internal Efficiencies
- Proposals for Savings

You can also log on to www.bury.gov.uk/planforchange and download our 'Plan for Change: Draft Programme of Savings 2013/14 to 2014/15' which provides information about the consultation process and how we have developed these proposals.

Please let us know your views by:

- ➔ Attending a public meeting (full details of meetings are online at www.bury.gov.uk/planforchange).
- 📄 Viewing the proposals online and submitting feedback at www.bury.gov.uk/planforchange
- ✉ Emailing planforchange@bury.gov.uk
- ✉ Writing to us at Plan for Change, Bury Council, Knowsley Street, Bury BL9 0SW
- ☎ Calling us on 0161 253 7931

Please let us have your views by 10 January 2013. Final proposals for savings will be published prior to the Council meeting on 20 February 2013.

We hope that you find the information in this document useful.



Councillor Mike Connolly
Leader of the Council



Councillor John Smith
Deputy Leader of the Council
Cabinet Member
for Corporate Affairs



Councillor Tony Isherwood
Cabinet Member for Finance and Resources

Frequently Asked Questions

Why are you publishing further savings?

This is the most financially challenging time for local authorities across the country in our history. Bury, unfortunately, is no exception and we have already made massive savings both this year and last. We are trying our hardest to protect front line services, but as the cuts increase, this is becoming increasingly difficult.

Last year when we wrote the Plan for Change and designed the Programme of Savings, we worked on our best forecasts at that time. Unfortunately, it has become apparent over the past few weeks that the overall financial support that we receive from government is likely to be cut by a far higher amount than we expected. We are now in a position where we will have to make more savings that we thought, both next year (2013/14) and in 2014/15.

At this stage it is difficult to predict the total resources available to the council over the next two years and this could change. We also will not know outcome of the Local Government Finance Settlement until 19 December so we may be in a position where we have to announce further savings to balance the 2013/14 budget.

How much more money does the council have to find?

The Plan for Change Programme of Savings had identified savings of almost £9 million for 2013/14 to 2014/15 (£3.9 million in 2013/14 and £5.1 million in 2014/15). We have revised these forecasts and expect we will require an additional almost £9m over the next 2 years.

It should be noted that this is in addition to achieving savings of over £9 million already being delivered in 2012/13 and £15m in 2010/11. This assessment is our best forecast due to changes in the way local government finance changes in April 2013.

I thought there was a three year plan in place – is this no longer the case?

Yes, we are still committed to the three year plan which was agreed by Council on 22 February 2012. The exceptionally challenging financial challenges which we face means that we have had no choice but to find additional savings for 2013/14 and 2014/15. These additional savings are detailed in the Draft Programme of Savings 2013/14-2014/15 and is currently subject to consultation.

There are a number of proposals which included reviewing services. Have these reviews taken place and what savings options have been developed?

Yes, review teams have been meeting throughout 2012/13 and proposals relating to the review areas are being developed. Where appropriate reviews will put forward reports to Cabinet for final decision and Overview and Scrutiny Committee have played an active role in the review process.

How is work progressing towards achieving savings for Internal Efficiencies?

We have spent some time examining all the detail of these savings and are confident that they can be delivered. Some of them are already 'in the bag' because, for example, we have already identified contracts where we can buy things cheaper.

What is the difference between back office and front office services?

We use these terms to show the difference between those services which directly work with or relate to our residents (front office), for example children's centres or leisure centres, and those which are needed to make sure the organisation works well (back office), for example financial management. Front office services are also sometimes referred to as front-line services.

How are you supporting staff through this process?

We have put in place a range of support for staff including:

- Career MAPS – we have a dedicated resource area on the intranet where employees can find out more information about training opportunities, CV skills, interview techniques and apply for jobs
- Redeployment – staff who are facing redundancy are prioritised and either matched with suitable vacancies or given the opportunity to apply for vacant posts across the council when they occur. This takes place before jobs are advertised internally.
- Voluntary Severance and Voluntary Early Retirement – we have offered staff a range of options to allow us to make efficiencies and changes to the organisation.

How can I get involved in the consultation?

- Attend a public meeting – dates are on the website www.bury.gov.uk/planforchange and will be promoted in the local media.
- Read the proposals and comment online at www.bury.gov.uk/planforchange
- Read the information at your local library and send in your comments
- Call us 0161 253 7931
- Email planforchange@bury.gov.uk

What are the next steps in the budget consultation process?

We are consulting on all the proposals until 10 January 2013. The comments and feedback will then be analysed before final proposals are taken to Budget Council on 20 February 2013. The Budget Council is a public meeting which members of the public can attend. It takes place in the Council Chamber at Bury Town Hall.

Internal Efficiencies

Internal efficiencies: Energy efficiency

Proposal	2013/14	2014/15	Total
We will ensure our energy efficiency scheme delivers real savings in the long term and support our commitment to the environment	£40,000	-	£40,000

Why are we proposing these savings?

We are embarking upon a number of energy efficiency measures in order to reduce the council's spend on utilities and also to reduce the council's CO₂ emissions

What changes are we undertaking to allow us to reach this savings targets?

We will make savings through reduced carbon costs from changes in metering on street lighting (one-off), better control of energy use in office accommodation, and the "pay back" from energy conservation schemes.

Will front line services be affected – what changes will residents see and when will this take place?

Frontline services will not be affected, and residents will see no changes. An additional benefit will be a reduction in Co2 emissions.

Will any geographical area be particularly affected by this proposal?

No

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Energy efficiency measures are back office changes and there should be no frontline impact.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

No – savings on non-staff costs will actually safeguard jobs going forward.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal Efficiencies: Improving the way we buy items

Proposal	2013/14	2014/15	Total
We will further improve the way we buy things, this means we can drive down costs across the council	£70,000	£20,000	£90,000

Why are we proposing these savings?

To procure goods and services at competitive prices, ensuring value for money for residents.

What changes are we undertaking to allow us to reach this savings targets?

We are carefully reviewing new and existing contracts/leases with a view to obtaining a better price for goods and services the council purchases, e.g. vehicles and/or reducing the amount we need to buy.

Will front line services be affected – what changes will residents see and when will this take place?

No – we would seek to maintain quality of service at the required standard when reviewing contracts.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

We propose to use the council's purchasing power to secure value for money and aggregate purchases to achieve economies of scale. Similarly we will participate in joint procurement exercises with other bodies, notably other councils in Greater Manchester and other public sector organisations in Bury, where there is a clear benefit to the council.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

No – savings on non-staff costs will actually safeguard jobs going forward.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal Efficiencies: Buildings

Proposal	2013/14	2014/15	Total
We will save money on the costs of the buildings we use, and share buildings with other organisations to reduce costs	£136,000	£52,000	£188,000

Why are we proposing these savings?

The council manages a significant asset base, including land, office accommodation and other operational buildings. We need to make the best use of its assets, ensuring they are fully utilised and operate at low cost, delivering value for money.

What changes are we undertaking to allow us to reach this savings targets?

We are seeking to rationalise office and other accommodation to reduce running costs and to reduce reliance on external leases. Where possible we will seek to share office accommodation with partner organisations and explore options for the co-location of services.

Will front line services be affected – what changes will residents see and when will this take place?

There are no current proposals which will affect front line services. If changes do take place to service arrangements we will spend time consulting and engaging with service users.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Making most efficient use of office accommodation, and withdrawing from leased accommodation that is no longer required.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal Efficiencies: Income generation

Proposal	2013/14	2014/15	Total
We will increase income from a range of sources, such as increasing the number of people who use our facilities, by increasing charges, managing contracts better and re-charging costs to schools where possible.	£555,000	£150,000	£705,000

Why are we proposing these savings?

We will review the income we generate from partner organisations and from service users. Additional income will be generated through a combination of new income streams, increased take up and, where necessary, increased charges.

What changes are we undertaking to allow us to reach this savings targets?

We are looking at a range of potential income streams from across the council, including funding from external organizations and improved income from contracts.

Will front line services be affected – what changes will residents see and when will this take place?

No.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

There may be some additional charges for some services.

Does this budget proposal result in redundancies?

Not applicable.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal Efficiencies: New technology

Proposal	2013/14	2014/15	Total
Using new technologies will help us to save money and operate more efficiently	£4,000	£10,000	£14,000

Why are we proposing these savings?

Through savings in this area we can reduce back office running costs and ensure that we use technology to ensure we continue to deliver an efficient service.

What changes are we undertaking to allow us to reach this savings targets?

We are reducing our subscriptions to some ICT packages and improving the way we process work to increase efficiency.

Will front line services be affected – what changes will residents see and when will this take place?

No.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

New technology will help improve efficiency in our back office function.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal Efficiencies: Additional Funding

Proposal	2013/14	2014/15	Total
We have already secured funding (from organisations other than the council) to help us maintain and support front line service, and will continue to do so, and we have also decided to stop some grants we provide to other organisations.	£279,000	£84,000	£363,000

Why are we proposing these savings?

These changes will help us support front line services.

What changes are we undertaking to allow us to reach this savings targets?

This includes better interest from investments, stopping paying for some contracts and ensuring that the council only pays for services where it has a responsibility to do so.

Will front line services be affected – what changes will residents see and when will this take place?

Not applicable.

Will any geographical area be particularly affected by this proposal?

Not applicable.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal efficiencies: Vacant posts and re-structuring

Proposal	2013/14	2014/15	Total
Where posts are currently vacant and/or no longer required, we will remove them from the council's structure meaning we no longer have to allocate budgets to these posts	£580,000	£240,000	£820,000

Why are we proposing these savings?

Making savings in this way is an alternative to making direct cuts in jobs and front line services. In effect this is good housekeeping.

What changes are we undertaking to allow us to reach this savings targets?

We have also reviewed the way in which we carry out tasks so that we can become more efficient in our processes; this creates internal efficiencies. Reviews of departmental structures have identified savings which can be achieved through deletion of vacant posts and/or as a result of voluntary applications for early retirement or voluntary severance.

Will front line services be affected – what changes will residents see and when will this take place?

Where possible the impact on front line services has been minimized, many of these proposals have been developed following reviews of back-office services and by developing more efficient ways of working.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

There will be some changes to the way we deliver services through new ways of working.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

Redundancies cannot be avoided, however the Council is committed to protecting jobs where possible.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal Efficiencies: Discretionary Budgets

Proposal	2013/14	2014/15	Total
A range of budget reductions e.g. for audit fees, stationery and promotions will contribute to the savings target	£441,000	£86,000	£527,000

Why are we proposing these savings?

We want to ensure maximum value for money from back office functions. Consolidating budgets allows us to keep an eye on spending and ensure that spend in this budget area is kept to a minimum across the organisation.

What changes are we undertaking to allow us to reach this savings targets?

We are reviewing all discretionary budgets to consolidate them to generate efficiencies.

Will front line services be affected – what changes will residents see and when will this take place?

No.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

There will be changes to back office functions to ensure we continue to maximize efficiencies in this area.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal efficiencies: Use of reserves

Proposal	2013/14	2014/15	Total
Through the use of reserves to manage demand on our resources and ensure changes are made to services after consultation	£385,000	£-385,000	£0

Why are we proposing these savings?

A number of our proposals, even if accepted in their current format, could not practically be introduced by April 2013. The use of this funding – which came from uncommitted government grants in previous years – will allow proper planning and consultations to take place to ensure any changes are implemented as efficiently as possible.

What changes are we undertaking to allow us to reach this savings targets?

Use of reserves on a one-off basis to support the budget whilst other longer term savings options are developed and implemented.

Will front line services be affected – what changes will residents see and when will this take place?

In some service areas it will reduce the availability of funds for other one-off schemes.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

No

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal efficiencies: Changes to staff training arrangements

Proposal	2013/14	2014/15	Total
Restructuring staff training in some service areas so that only core subjects are delivered as standard programme	£90,000	-	£90,000

Why are we proposing these savings?

The Bury Adult Care Training Partnership budget is currently used to fund training for both council employees and other private voluntary and independent sector providers. Training provision across the social care sector is important in improving the quality of social care staff, but this can be targeted more effectively to ensure that priority development areas are met whilst maximizing the available funding.

What changes are we undertaking to allow us to reach this savings targets?

Prioritisation and alternative solutions will be put in place to ensure that the workforce can still be developed in priority areas within the budget available. Retaining the strength of partnerships purchasing power within a revised framework would allow us to achieve the required savings and still provide a quality training offer across the partnership.

Will front line services be affected – what changes will residents see and when will this take place?

No, as we will not stop training staff.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

The proposals for the framework will mean that some of the processes and ways of working will need to alter in order to implement any agreed changes.

Does this mean additional charges for this service?

Until a revised framework has been developed it is impossible to say.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Internal efficiencies: Staff and member car parking allowances

Proposal	2013/14	2014/15	Total
Changes to employee terms and conditions will achieve savings on car allowance costs and an increase in car parking income. Provision for free car parking for members during working hours will be removed.	£786,000	-	£786,000

Why are we proposing these savings?

We are looking to revise terms and conditions of employees who receive essential car allowance so that they no longer receive a free parking pass and lump sum car allowance payment. This proposal will help safeguard jobs. Councillors will also have to pay for parking under the new proposals.

What changes are we undertaking to allow us to reach this savings targets?

These proposals will reduce the council's revenue expenditure by around £840,000 and in doing so to protect jobs and services

Will front line services be affected – what changes will residents see and when will this take place?

No.

Will any geographical area be particularly affected by this proposal?

Not applicable

What back of office changes are proposed to achieve this target and minimise impact on front line services?

No.

Does this mean additional charges for this service?

Some staff members and councillors will have to pay for car parking.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

New proposals

Supporting vulnerable people: Review supporting people contracts

Proposal	2013/14	2014/15	Total
Review strategic commissioning decisions of supporting people contracts.	£90,000	£110,000	£200,000

Why are we proposing these savings?

Supporting people funding was a national programme helping vulnerable people to live independently and keep their social housing tenancies. Specific funding in this area changed in 2011/12 and these proposals reflect these changes. We want to develop more effective working arrangements with providers to ensure that priority customers are appropriately supported, whilst generating efficiencies at the same time.

What changes are we undertaking to allow us to reach this savings targets?

Some short-term savings have already been identified. Longer term strategic decisions about services will be made in consultation with providers and customers.

Will front line services be affected – what changes will residents see and when will this take place?

Specific proposals have yet to be developed and so it is too early to tell what changes, if any, residents will see.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Specific proposals will be developed following the review of the contracts.

Does this mean additional charges for this service?

This is unknown at this stage.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes consultation will be undertaken, as outlined above.

Supporting vulnerable people: Equipment provision

Proposal	2013/14	2014/15	Total
Review the range of equipment provided to disabled individuals to ensure it is in line with national guidance	£20,000	-	£20,000

Why are we proposing these savings?

The service is currently under review presenting an opportunity to reshape the service to improve efficiency.

What changes are we undertaking to allow us to reach this savings targets?

Proposals will emerge following the review.

Will front line services be affected – what changes will residents see and when will this take place?

Specific proposals have yet to be developed and so it is too early to tell what changes, if any, residents will see.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Specific proposals will be developed following the review.

Does this mean additional charges for this service?

Not known at this stage.

Does this budget proposal result in redundancies?

Not known at this stage.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Consultation will be undertaken where there is any change to policy or working practices.

Supporting vulnerable people: Operational systems and processes

Proposal	2013/14	2014/15	Total
Review of operational assessment systems and processes within Adult Care Services	£100,000	-	£100,000

Why are we proposing these savings?

Adult Care Operational Services has already undergone significant changes over the last eighteen months and this process has helped to where we need to consolidate some of our teams to work together to generate further efficiencies.

What changes are we undertaking to allow us to reach this savings targets?

Review of operational services and pathways, which will include a restructure of the existing services.

Will front line services be affected – what changes will residents see and when will this take place?

No.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Specific proposals will be developed following the review.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

This is not known at this stage.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes.

Supporting vulnerable people: Choices Day opportunities

Proposal	2013/14	2014/15	Total
Review 'choices' day opportunities to ensure that focus of work is on prevention	£150,000	£30,000	£180,000

Why are we proposing these savings?

Choices and Streetwise are traditional models of service, which whilst providing a valuable support to some people can be limited in its offer to a wide range of customers. We need to identify how we can provide structured opportunities for people whilst promoting self care and working within individual personal budgets.

What changes are we undertaking to allow us to reach this savings targets?

We are currently reviewing Choices and Streetwise.

Will front line services be affected – what changes will residents see and when will this take place?

There will be changes to how Choices offer the service, however those eligible for support will still receive it.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Specific proposals will be developed following the review.

Does this mean additional charges for this service?

Not known at this stage.

Does this budget proposal result in redundancies?

Not known at this stage.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes.

Supporting vulnerable people: Carers support

Proposal	2013/14	2014/15	Total
Review carers support programmes	£80,000	-	£80,000

Why are we proposing these savings?

Carers support is provided through a wide range of services and we recognize the valuable contribution that carers make in supporting their cared for. Following a review of the current structure we have identified a more innovative way of working which allows us to target resources to support those carers most in need.

What changes are we undertaking to allow us to reach this savings targets?

The review has identified a number of savings to be taken forward.

Will front line services be affected – what changes will residents see and when will this take place?

A number of front line services have already been changed with the introduction of the carers' personal budget scheme to support individual carers. Decisions about the wider offer to carers will be made in line with the feedback from the extensive consultation process that has already taken place through the development of Bury's Carers Strategy, still to be published.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

A number of changes which have improved back office services have already been introduced as part of the introduction of carers' personal budgets.

Does this mean additional charges for this service?

Not known at this stage.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

It is not expected that this proposal will affect support arrangements for individual carers.

Supporting vulnerable people: Services and systems

Proposal	2013/14	2014/15	Total
Review of all services and systems within Adult Care Services	£100,000	£476,000	£576,000

Why are we proposing these savings?

The Council wants to protect customer-facing services but to do this we must make savings elsewhere by removing barriers to efficient working, cutting down on unnecessary paperwork, meetings and non-productive work and processing transactions much more quickly.

What changes are we undertaking to allow us to reach this savings targets?

We will undertake a review of transactional arrangements and internal processes to identify efficiencies.

Will front line services be affected – what changes will residents see and when will this take place?

Not known at this stage.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not known at this stage.

Does this mean additional charges for this service?

Not known at this stage.

Does this budget proposal result in redundancies?

Not known at this stage.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Consultation will be undertaken where there is any change to policy or working practices.

Supporting vulnerable people: Bury Employment Support

Proposal	2013/14	2014/15	Total
Review of how Bury Employment and support services are delivered within Adult Care Services and how they can increase income.	£280,000	£80,000	£360,000

Why are we proposing these savings?

Bury Employment Support has a good track record of generating income and we want to review the service to see how this can be developed further. The service may also lend itself to being delivered through partnership with other providers..

What changes are we undertaking to allow us to reach this savings targets?

Review of the service to identify alternative sources of funding and delivery methods..

Will front line services be affected – what changes will residents see and when will this take place?

Not known at this stage pending outcome of review.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not know at this stage, pending outcome of review.

Does this mean additional charges for this service?

No at this stage.

Does this budget proposal result in redundancies?

Not known at this stage.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes.

Supporting vulnerable people: Falcon and Griffin

Proposal	2013/14	2014/15	Total
Review provision and funding arrangements for care support at Falcon and Griffin Extra Care Scheme.	£110,000	£40,000	£150,000

Why are we proposing these savings?

To reduce the £300,000 per annum subsidy from the Council to Falcon & Griffin extra care scheme.

What changes are we undertaking to allow us to reach this savings targets?

To be determined. We are consulting with staff to identify opportunities for reducing costs and generating income

Will front line services be affected – what changes will residents see and when will this take place?

Yes – it is a front line service. Specific proposals have yet to be developed and so it is too early to tell what changes, if any, residents will see.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

None.

Does this mean additional charges for this service?

Not known at this stage.

Does this budget proposal result in redundancies?

Not known at this stage but we are hopeful that savings can be made without impacting on staff. If income generation is insufficient to make the savings, options to reduce costs will have to be considered.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Consultation will be undertaken where there is any change to policy or working practices.

Supporting vulnerable people: Home to school transport

Proposal	2013/14	2014/15	Total
Further savings from home to schools transport and promoting independent travel options.	£150,000	£200,000	£350,000

Why are we proposing these savings?

Additional savings will be achieved through the introduction of a training programme, which will teach pupils and students with Special Educational Needs life-skills so that they can use public transport independently. This programme will reduce the need for much more expensive private transport and, where appropriate, the need for Pupil Escorts.

What changes are we undertaking to allow us to reach this savings targets?

We will work with a training provider who will teach young people how to be comfortable and safe when they use public transport. Public transport fares are substantially cheaper than the fares levied by private transport providers.

Will front line services be affected – what changes will residents see and when will this take place?

No front-line services will be affected as the only change will be what type of transport is used.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Back-of-office functions will be designed to ensure minimal cost and administration.

Does this mean additional charges for this service?

No – training course provision is free to the family.

Does this budget proposal result in redundancies?

No, savings will be achieved through vacancy management.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes –families will be individually consulted about their specific position.

Supporting vulnerable people: Children's Social Care

Proposal	2013/14	2014/15	Total
Loss of three social care posts from a team working across Children's Services of 60.	£104,000	-	£104,000

Why are we proposing these savings?

We are in the unfortunate position where we have to put forward this option in order to meet savings requirements.

What changes are we undertaking to allow us to reach this savings targets?

Making a 5% reduction in the number of front-line Social Care posts.

Will front line services be affected – what changes will residents see and when will this take place?

Yes – reduced level of support to vulnerable residents.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

Not applicable.

Does this budget proposal result in redundancies?

Three posts are being made redundant and these will be managed by the non-filling of vacancies and voluntary means.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes - appropriate contact for eligible users of the service will be maintained.

Supporting vulnerable people: Short break provision

Proposal	2013/14	2014/15	Total
Review of short break provision for children.	-	£200,000	£200,000

Why are we proposing these savings?

To meet savings requirements.

What changes are we undertaking to allow us to reach this savings targets?

Reducing the number and level of support packages available.

Will front line services be affected – what changes will residents see and when will this take place?

Yes, and these proposed reductions will come into effect at the beginning of the 2014/15.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Appropriate contact for eligible users of the service will be maintained.

Supporting vulnerable people: Children's Centres.

Proposal	2013/14	2014/15	Total
Reduce funding for Children's Centres.	£250,000	-	£250,000

Why are we proposing these savings?

In previous and current financial years, most Children's Centres did not spend the whole of their budget allocation while still maintaining service delivery to residents.

What changes are we undertaking to allow us to reach this savings targets?

Reducing the Children's Centres' budgets to their current levels of required spending.

Will front line services be affected – what changes will residents see and when will this take place?

No change in the services being provided.

Will any geographical area be particularly affected by this proposal?

No

What back of office changes are proposed to achieve this target and minimise impact on front line services?

None

Does this mean additional charges for this service?

No

Does this budget proposal result in redundancies?

No

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Appropriate contact for eligible users of the service will be maintained.

A strong local economy: Planning and development

Proposal	2013/14	2014/15	Total
Cease specialist services within Planning for master planning, urban design initiatives and ecology.	£40,000	£15,000	£55,000

Why are we proposing these savings?

These areas of work are not statutory obligations and the Council is proposing alternative of undertaking this work.

What changes are we undertaking to allow us to reach this savings targets?

Two dedicated posts will be lost.

Will front line services be affected – what changes will residents see and when will this take place?

There will be a reduced in-house capacity to support development opportunities in and around our town centres. The response to ecology issues will no longer be available in-house but access to advice will be available from the Greater Manchester Ecology Unit. These changes will come into effect during 2013.

Will any geographical area be particularly affected by this proposal?

The areas most affected will be town centre locations and areas of open land with ecology interests.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

Yes. Two posts have been identified as at risk.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes.

A decent place to live: Environmental Services Review

Proposal	2013/14	2014/15	Total
Further savings from the Environmental Services Review. This includes changes to licensing recharges, reduction in projects to tackle climate change, reduction in environmental health activities and restructure of management.	£240,000	£46,000	£286,000

Why are we proposing these savings?

To better manage environmental health issues within the budget constraints.

What changes are we undertaking to allow us to reach this savings targets?

The service will be restructured to reduce the number of teams/management and services re-organised to respond to priority issues with reduced staffing levels.

Will front line services be affected – what changes will residents see and when will this take place?

There will remain a commitment to providing services and the re-organisation will be designed to minimise the impact and ensure that priority services are maintained. The changes will be implemented during 2013.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

There are only minimal back office elements to this service.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

Yes.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes.

Maintain opportunities for high quality education and training: Denominational schools transport

Proposal	2013/14	2014/15	Total
Savings from the ongoing review into transport arrangements for denominational schools	£102,000	£174,000	£276,000

Why are we proposing these savings?

To remove the discretionary provision of free home to school transport for pupils attending voluntary aided faith schools within Bury and in neighbouring local authorities, this will remove the discrimination against pupils attending non-faith schools.

What changes are we undertaking to allow us to reach this savings targets?

The local authority will continue to provide free transport passes to those pupils whose parents/carers are in receipt of the maximum Working Tax Credit or their child is eligible for free school meals.

All those outside of these criteria will no longer be subsidised by the local taxpayer and will have to pay for their child getting to school from their own resources.

Will front line services be affected – what changes will residents see and when will this take place?

No front-line services will be affected as the only change from September 2013 is to who pays for the service - the individual or the local taxpayer.

Will any geographical area be particularly affected by this proposal?

This is dependent upon where the pupil lives and where the location of the faith school is that they attend.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

None, as staff will still be required to assess the eligibility of pupils and to administer the free home to school transport scheme for all eligible pupils attending either faith or non-faith schools.

Does this mean additional charges for this service?

Pupils that are not eligible for free transport passes will in future have to pay the transport provider themselves.

Does this budget proposal result in redundancies?

No – savings on non-staff costs will actually safeguard jobs going forward.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Appropriate contact for eligible users of the service will be maintained.

Managing roads and the transport network: Highway Services Review

Proposal	2013/14	2014/15	Total
Further savings from the highway review including reduced highway maintenance, joint working, management restructure and reduced maintenance of street furniture	£224,000	£203,000	£427,000

Why are we proposing these savings?

These savings are a result of a review of Highway Services that will produce efficiency savings, new ways of working and options towards meeting corporate savings targets.

What changes are we undertaking to allow us to reach this savings targets?

Highways maintenance will be reduced, together with expenditure on street furniture. Joint working with other local authorities, use of new materials and techniques, investing in efficient LED street lighting, and the review of highways senior management.

Will front line services be affected – what changes will residents see and when will this take place?

Over the next four years street lighting in many residential areas will change to LED type lighting, whilst maintaining recommended lighting levels. Residents may see changes to the way we maintain roads.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

New techniques and materials will be developed to ensure that road repairs last longer and are more effective, together with streamlining back office procedures through increased IT.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

This will result in reductions to highway maintenance, street lighting and senior management. Where possible this will be through voluntary retirement/severance.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Managing roads and the transport network: Car parking charges

Proposal	2013/14	2014/15	Total
Additional car parking charges including removal of 15 minutes free parking and introduction of £1.00 fixed fee for Sunday parking	£50,000	-	£50,000

Why are we proposing these savings?

To address budget pressures and to meet corporate savings targets.

What changes are we undertaking to allow us to reach this savings targets?

The 15 minute free parking in Bury town centre will be removed and Sunday parking charges will be introduced in Council-managed car parks at a fixed fee of £1.00.

Will front line services be affected – what changes will residents see and when will this take place?

Residents will be required to pay for at least 30 minutes for on-street car parking, together with paying no more than £1.00 to park on Sundays.

Will any geographical area be particularly affected by this proposal?

Bury town centre.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

Yes. This will affect both on-street parking and Sunday parking charges.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Keep Bury clean and green: Parks and Countryside Review

Proposal	2013/14	2014/15	Total
Further savings from Parks and Countryside Review including removal of the Ranger service, self management of outdoor sports facilities and allotments, no maintenance of football pitches, reduced grounds maintenance and budgets for items such as paths, railings, bowling greens and buildings. Replace bedding with sustainable planting and changes to playground inspections.	£300,000	£130,000	£430,000

Why are we proposing these savings?

These savings are a result of a review of Parks and Countryside Service that will produce efficiency savings, new ways of working and options towards meeting savings targets.

What changes are we undertaking to allow us to reach this savings targets?

The changes will remove the Ranger service, increase self management of outdoor sports facilities, remove football pitch maintenance, review bowling greens, reduction in parks infrastructure maintenance such as buildings, paths and railings. Seasonal bedding will be replaced with permanent planting. There will be reduced grounds maintenance standards and less grass cutting. We will also review how playground inspections are provided.

Will front line services be affected – what changes will residents see and when will this take place?

Yes. There will be reduced support to community groups and volunteers. There will be a much reduced events and activities programme and football clubs would be required to carry out general pitch repairs. Residents will see less grass cutting, particularly in rural areas and a general reduction in grounds maintenance standards.

Will any geographical area be particularly affected by this proposal?

No

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Parks and Countryside management is also being reviewed and reduced as well as changes to the way facilities are managed by community groups.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

This will result in reductions within Grounds Maintenance, Rangers and Countryside maintenance. Where possible this will be through voluntary retirement/severance.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes.

Keep Bury clean and green: Street Cleansing

Proposal	2013/14	2014/15	Total
Reconfigure existing township based street cleansing teams to allow for a reduction in the resources of both personnel and potentially vehicles. Re-prioritise cleansing rounds based on known hotspots and reduced frequencies.	£140,000	-	£140,000

Why are we proposing these savings?

Through the Choices consultation you told us that this is not as important as other areas of work we undertake.

What changes are we undertaking to allow us to reach this savings targets?

We will review the frequencies of street cleansing and the geographical split of area teams together with reviewing the vehicles required to carry out street cleaning activity. We will also prioritise work, particularly in known hot spots.

Will front line services be affected – what changes will residents see and when will this take place?

Residents will see an overall reduction in street cleansing standards. However, this will be minimised where possible through efficient use of vehicles and allocation of resources.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

Street cleansing teams will be affected by this proposal.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes.

Promoting healthier lives: Leisure Review

Proposal	2013/14	2014/15	Total
Further savings from the Leisure Review including joint working with public health, reduce pool opening hours at quiet times, reduce parking refunds and review lifeguard provision when other qualified lifeguards present.	£60,000	£130,000	£190,000

Why are we proposing these savings?

These savings are a result of a review of Leisure Services that will produce efficiency savings, new ways of working and options towards meeting saving targets.

What changes are we undertaking to allow us to reach this savings targets?

We will review pool opening at the quietest times and review the provision of lifeguards when other qualified lifeguards are present. This will be in accordance with national guidelines. The refunds from car parking will be reduced and the crèche at Castle Leisure Centre will close. The café will remain open but will be reconfigured to be self service. The toning room at Castle Leisure Centre will also be reconfigured.

Will front line services be affected – what changes will residents see and when will this take place?

Residents will see changes to the car parking refunds, crèche facilities and café provision.

Will any geographical area be particularly affected by this proposal?

Castle Leisure Centre will be particularly affected.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Other areas such as self management of Goshen, energy efficiency and 'invest to save' initiatives will be implemented.

Does this mean additional charges for this service?

Car parking refunds would be reduced to either 50% or £1.00 maximum subject to further review.

Does this budget proposal result in redundancies?

Yes.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Promoting healthier lives: Age of Opportunities

Proposal	2013/14	2014/15	Total
Reduction in Age of Opportunities projects.	£140,000	-	£140,000

Why are we proposing these savings?

Whilst we recognise the lost opportunities of no longer funding innovative community based schemes through the Age of Opportunities programme, we will need to focus on targeting resources at our most vulnerable customers to ensure the fulfilment of our statutory duty of care.

What changes are we undertaking to allow us to reach this savings targets?

The Age of Opportunities programme will cease from April 2013.

Will front line services be affected – what changes will residents see and when will this take place?

Age of Opportunities projects are currently funded for one year only. This funding has been used to pump prime schemes and support them in becoming financially sustainable in their own right. Commitments from the current year's funding to support current schemes will continue until their 12 months is complete.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

Yes. One post is identified at risk.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Leisure and cultural opportunities: Library Service Review

Proposal	2013/14	2014/15	Total
Further savings from the library service review, which includes re-modelling of provision at Bury Central Library in Phase 1 and further changes in 2014/15 resulting from Phase 2 of the review. Further details of Phase 2 will be available in March 2013.	£150,000	£120,000	£270,000

Why are we proposing these savings?

The Library Review proposes a sustainable future for the Library Service.

What changes are we undertaking to allow us to reach this savings targets?

Phase 1 of the Library Review will remodel services at Bury Library. The report to Cabinet on 28th November provided the detail on Phase 1. Phase 2 will deliver further changes and savings to contribute to the overall savings target.

Will front line services be affected – what changes will residents see and when will this take place?

The current core library service provision and current opening hours will be maintained but there will be a reduction in capacity that may mean some work taking longer. In terms of Phase 1, implementation will be in 2013 and Phase 2 prior to 2014/15.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Back office savings have contributed to the savings e.g. improvements in procurement.

Does this mean additional charges for this service?

Perhaps for some specialist services e.g. Genealogical searches, but they will be in line with other service charges, with opportunities for concessions for some groups of users.

Does this budget proposal result in redundancies?

Yes.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Yes. All stakeholders will be consulted about the Phase 2 proposals. Formal employee consultation will also take place in line with agreed HR policies and procedures.

Leisure and cultural opportunities: Art Gallery and Museum

Proposal	2013/14	2014/15	Total
A small reduction in the funding available for exhibitions at the Art Gallery and Museum as well as some back office savings.	£30,000	-	£30,000

Why are we proposing these savings?

Changes to the planning the programme of activities for the Museum and Art Gallery across the year will see a small reduction in exhibitions.

What changes are we undertaking to allow us to reach this savings targets?

Making a small reduction in the number and range of exhibitions and activities across the year.

Will front line services be affected – what changes will residents see and when will this take place?

There may be fewer international or nationally recognised exhibitions in Bury.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Savings also made on stationery, printing costs for example.

Does this mean additional charges for this service?

No

Does this budget proposal result in redundancies?

No

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Leisure and cultural opportunities: Civic Halls

Proposal	2013/14	2014/15	Total
Develop self management arrangements and increased income resulting from the outcome of the Civic Halls Review.	-	£35,000	£35,000

Why are we proposing these savings?

There has been a comprehensive review of the Civic Halls and the implementation of an action plan will generate savings and additional income.

What changes are we undertaking to allow us to reach this savings targets?

A range of actions include new pricing structures, marketing and the establishment of a new Civics Management group including external support.

Will front line services be affected – what changes will residents see and when will this take place?

No. Residents will see an increase in marketing activity during 2013.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not applicable.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Encourage strong and vibrant communities: CCTV and Control Rooms

Proposal	2013/14	2014/15	Total
Further savings from CCTV and control room review. New technology allows us to generate income by working in partnership.	50,000	-	£50,000

Why are we proposing these savings?

These savings follow a review of the CCTV Control Room whereby an 'invest to save' project will result in improving the existing CCTV Control Room, computer technology and the in-house capability.

What changes are we undertaking to allow us to reach this savings targets?

Refurbishment of the Control Room, transferring Bury town centre CCTV from the Mill Gate to Bury Council and pursuing opportunities for joint working and expansion.

Will front line services be affected – what changes will residents see and when will this take place?

Residents will not see any changes to the front line service.

Will any geographical area be particularly affected by this proposal?

Not applicable.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Improvement and development of in-house control room.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Emergency Control Room telephone arrangements will not change.

Encourage strong and vibrant communities: Community Safety

Proposal	2013/14	2014/15	Total
Reduction in community safety activities,	-	£10,000	£10,000

Why are we proposing these savings?

To contribute towards the Council's saving targets.

What changes are we undertaking to allow us to reach this savings targets?

Reconfiguration of Community Safety within the Communities Team and the development of the new Communities and Neighbourhoods Department.

Will front line services be affected – what changes will residents see and when will this take place?

Not applicable.

Will any geographical area be particularly affected by this proposal?

No.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

There will be no impact on front-line services.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

No.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Better informed and engaged community: Voluntary sector grants

Proposal	2013/14	2014/15	Total
Increased value for money from grants to voluntary sector organisations by delivery outcomes with a reduced level of funding.	£120,000	-	£120,000

Why are we proposing these savings?

To contribute towards the Council's savings targets.

What changes are we undertaking to allow us to reach this savings targets?

Ensuring that the Council derives maximum outcomes from the services it receives from third sector organizations.

Will front line services be affected – what changes will residents see and when will this take place?

There may be some changes in the way third sector services are delivered.

Will any geographical area be particularly affected by this proposal?

The impact will be borough-wide.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

The focus will be to ensure outputs and outcomes are maximised through effective monitoring of service delivery.

Does this mean additional charges for this service?

No.

Does this budget proposal result in redundancies?

Not applicable.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.

Better informed and engaged community: Community engagement

Proposal	2013/14	2014/15	Total
Changes to the way deliver community cohesion and community engagement activity.	-	£39,000	£39,000

Why are we proposing these savings?

To contribute to the Council's savings targets.

What changes are we undertaking to allow us to reach this savings targets?

A review of the way we deliver these services will be undertaken as a result of forming the new Communities and Neighbourhoods Department.

Will front line services be affected – what changes will residents see and when will this take place?

Not known at this stage.

Will any geographical area be particularly affected by this proposal?

Not known at this stage.

What back of office changes are proposed to achieve this target and minimise impact on front line services?

Not known at this stage.

Does this mean additional charges for this service?

Not known at this stage.

Does this budget proposal result in redundancies?

Not known at this stage.

Can I still make contact face -to-face or over the phone about these problems/ will I be consulted to see how these changes affect my personal circumstances (e.g. changes to care arrangements)?

Not applicable.