

| | |
|---------------------------|--------------|
| Reference | CC001 |
| Executive Director | Sam Evans |
| Cabinet Member | Cllr O'Brien |

Section A

| | |
|----------------------------------|----------------|
| Service Area | All / Finance |
| Budget Option Description | Vacancy Factor |

Budget Reduction Proposal – Detail and Objectives

Bury Council has a budgeted employee costs of £89.7M in 2021/22. This is made up of Salary costs £62.4M, NI £5.8M, Pension £12.0M and other expenses of £9.5M.

Due to the turnover of staff a percentage of posts within a service will remain vacant for a period of time whilst the recruitment process takes place.

Staffing budgets are currently calculated at top of grade to prevent incremental drift and future proof the service over the period of the MTFs but no vacancy factor is included.

The budget from these vacant posts are utilised by the service in funding any shortfalls of income or overspends within the service. Budget management needs to identify and be proactive to prevent these without the reliance on vacant posts. Work has been done by HR on the establishment recently, so service managers have more information available for managing their staffing budgets.

It is therefore acceptable that a Vacancy Factor is included in all staffing budget except ringfenced funds such as HRA and DSG. Special cases may be excluded on submission of a business case.

Potential savings can be released to support the long term MTFs and are dependent on the % applied as the Vacancy Factor. The figures below are based on the 2021/22 Budgets and include NI and Pension as these would be reduced in line with Salary. There would be no move to reduce other costs at this time.

| % Vacancy Factor applied | Total reduction in budget £M |
|--------------------------|------------------------------|
| 1% | 0.80 |
| 2% | 1.60 |
| 3% | 2.41 |
| 4% | 3.21 |
| 5% | 4.01 |

| | 2022/23 | 2023/24 | 2024/25 |
|----------------------------------|---------|---------|---------|
| Budget Reduction (£) – See above | £1.2M | | |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|--|
| Is the proposal One-Off or Ongoing? | On going |
| Which Budget Principle does the option relate to? | Internal Transformation – Let's do it well |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

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|---|
| Property |
| None. |
| Service Delivery |
| There is no change to the numbers of staff employed. If an area has special requirements for interim staff, a business case will be submitted in advance. |
| Organisation (Including Other Directorates/Services) |
| No impact. |
| Workforce – Number of posts likely to be affected. |
| No impact. |
| Communities and Service Users |
| No Impact. Where vacant posts support service users there will be no change to the recruitment of these posts. |
| Other Partner Organisations |
| No Impact. Where vacant posts support partner organisations there will be no change to the recruitment of these posts. |

Section C**Key Risks and Mitigations**

| Risks | Mitigations |
|--|--|
| Some posts rely on vacant posts to fund overspends elsewhere in service. | Services will be encouraged to manage types of spend independently and not use savings from vacant posts to mask potential where savings are not being achieved. |
| Some posts require interim resource whilst a new perm post is being recruited to. | Where a post cannot be vacant a business case for the funding for that interim will be required until a permanent member of staff can be recruited too. |
| Poor budget management around the funding of staff could lead to confusion. | Clarity of staffing structures due the work done by HR, aligned Budgets held on the finance system leading to improved budget management. |
| As staffing budgets decrease the ability to manage a service with reduced budget also decreases. | Savings of £1.2M proposed rather than the £1.6M which would equal 2%. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|---|
| Finance Business Partner teams to deep dive into staffing budgets to allocate the saving. | 28 th February 2022 |
| Business Partners to update services with the new allocations for staff. | Before 1 st April 2022 (CT approval all budgets to be sent out with Budget Holder statements). |

Section D

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|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E***Financial Implications and Investment Requirements***

| Investment requirements – Revenue and Capital |
|---|
| No investment required |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|--|--|---------------------------------|--|
| Yes | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|--------------|
| Reference | CC002 |
| Executive Director | Sam Evans |
| Cabinet Member | Cllr O'Brien |

Section A

| | |
|----------------------------------|---|
| Service Area | Finance |
| Budget Option Description | Re-alignment of budgets due to unpaid leave |

Budget Reduction Proposal – Detail and Objectives

There has been a recurrent 3 days unpaid leave for all staff included as a previous saving for the MTFs. Whilst the reduction in staffing costs has been credited to the in-year expenditure the budget this doesn't reflect the amounts which should be included in the budget.

The proposal would be to ensure all the services have the correct value. The current budget and actuals are shown below by Department. Whilst the amount of reduction (saving) in the staffing budget was £274,548 last year, the budget was only £102,700.

| Directorate | 2018/19 Budget | 2018/19 actual savings | 2019/20 Budget | 2019/20 actual savings |
|-----------------------------------|------------------|------------------------|------------------|------------------------|
| Business, Growth & Infrastructure | £ 200 | £ 19,099 | £ 200 | £ 16,824 |
| Children & Young People | £ 40,910 | £ 69,818 | £ 39,500 | £ 59,256 |
| Corporate Core Finance | £ 17,400 | £ 31,483 | £ 13,600 | £ 25,005 |
| Corporate Core Services | £ 3,700 | £ 36,652 | £ 7,300 | £ 36,122 |
| Department of Operations | £ 35,000 | £ 88,709 | £ 35,500 | £ 81,552 |
| Non-Service Specific | £ - | £ 1,468 | £ - | £ - |
| One Commissioning Organisation | £ 5,300 | £ 59,631 | £ 6,600 | £ 55,790 |
| Grand Total | £ 102,510 | £ 306,860 | £ 102,700 | £ 274,548 |

By undertaking a re-alignment, we would make budgeted savings of £100,000 per year plus allowing for potential movement in the size of the workforce.

| | 2021/22 | 2022/23 | 2023/24 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | 100,000 | 100,000 | 100,000 |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | On going |
| Which Budget Principle does the option relate to? | Internal transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| None |
| Service Delivery |
| None |
| Organisation (Including Other Directorates/Services) |
| None |

| |
|---|
| Workforce – Number of posts likely to be affected. |
| None |
| Communities and Service Users |
| None |
| Other Partner Organisations |
| None |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|--|---|
| The risk is that the budget manager may be using underspends in staff to offset overspends elsewhere in their service. | Budget holder needs to manage the budget within the envelopes they are given. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|----------------------------|
| This will be a re-alignment which will be undertaken within finance | 1 st April 2022 |

Section D

| | |
|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|-------------------|-----------------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E

Financial Implications and Investment Requirements

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|--|
| Investment requirements – Revenue and Capital |
| No investment required |

| | | | |
|--|--|---------------------------------|--|
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| As shown above, this is a re-alignment and has no impact on the actuals within the budget. It will be delivered in full for April 2022 | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|----------------|
| Reference | CC003 |
| Executive Director | Lynne Ridsdale |
| Cabinet Member | Cllr Rafiq |

Section A

| | |
|----------------------------------|----------------|
| Service Area | Corporate Core |
| Budget Option Description | Adult Learning |

Budget Reduction Proposal – Detail and Objectives

The proposal to reduce the costs within the Adult Learning Service is as follows:

- New staffing structure following the departure of the previous Head of Service in April 2021

Future savings may be drawn from:

- Co-delivery with Bury College reducing staffing structure and overheads such as building costs
- *Currently the service hires space from the Library Service which it is charged for. This would be a saving but would conversely affect the income of the Library Service.*

| | 2022/23 | 2023/24 | 2024/25 |
|---------------------------------|---------|---------|---------|
| Budget Reduction (£'000) | £50K | | |
| Staffing Reduction (FTE) | | | |
| Adult Learning Service | 1 | | |

| | |
|---|---------|
| Is the proposal One-Off or Ongoing? | Ongoing |
| Which Budget Principle does the option relate to? | Other |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| Should the decision be taken to relocate the Adult Learning Service there is the potential for reduced liabilities and savings on revenue costs such as energy, utilities and building maintenance, FM etc. The building could then become part of the Bury Town Centre developments led by Business, Growth and Infrastructure. |
| Service Delivery |
| Currently the service is well run based on recent Ofsted Inspections and feedback from the main funders: GMCA and the Employment & Skills Agency, however exploring options to co-deliver with Bury College could reduce the costs of running the service and offer greater resilience in terms of access to tutors and student support services. The service would also benefit from the marketing spend of the College in promoting adult learning. |
| Organisation (Including Other Directorates/Services) |
| This change to delivery would need to be considered within the context of: <ul style="list-style-type: none"> - Delivering the neighbourhood model and whether the College would have the flexibility to offer outreach provision in the same way as the in-house service. - Ambitions with the new Skills Strategy and whether these are best served through integrated or in-house delivery models. |

| |
|---|
| Workforce – Number of posts likely to be affected. |
| Current vacancy following the retirement of the Head of Service. Management responsibilities dispersed across other members of the team. New structure in development. Could impact 4/5 roles. |
| Communities and Service Users |
| Outreach provision currently delivered through libraries in addition to the courses run at the main site in Bury. Consideration would need to be given to the impact of relocating provision in terms of accessibility for target cohorts. Provision targeted at employment support and life skills which at the moment complements the offer from Bury College rather than duplicating. |
| Other Partner Organisations |
| Impact on Bury College and other providers of adult learning. |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|--|--|
| Ability to deliver outreach provision at accessible sites as this is not currently part of the Bury College offer | Work with Bury College to look at suitability of alternative venues and broadening provision. |
| Workforce 'buy-in' / Employee relations | Effective communications strategy, TU consultation. |
| Continued funding of this type of adult learning in the borough should commissioning organisations object to the model. | Early engagement with GMCA and ESA |
| Damage to reputation should the quality of the adult learning offer be judged to have declined as a result of the model. | Early engagement with Ofsted on the proposed model and commitment to quality standards within the co-delivery model/SLA. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|---------------------|
| Adult Learning Strategy approved | October 2021 |
| Options for new operating model and delivery structure agreed | February-March 2022 |
| Proposals as basis for consultation | April 2022 |

Section D

| | |
|---|-----|
| Consultation Required? | Yes |
| Individual consultations within programmes as proposals are brought forward | |

Section E

Financial Implications and Investment Requirements

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|---|
| Investment requirements – Revenue and Capital |
| The ability to make savings on this budget code will need to be approved by Finance as the service is predominantly externally funded through grants from the GMCA and ESA. |

| | | | |
|---|--|---------------------------------|--|
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|----------------|
| Reference | CC004 |
| Executive Director | Lynne Ridsdale |
| Cabinet Member | Cllr Rafiq |

Section A

| | |
|----------------------------------|--|
| Service Area | Corporate Core |
| Budget Option Description | Council security and call-out services |

Budget Reduction Proposal – Detail and Objectives

Bury Council operates a number of different services providing 24/7 security and response:

- The Control Room within Bradley Fold, under the leadership of the corporate core
- Carelink services within the OCO which provides emergency response to vulnerable care users in children and adult's services
- Building porter services within the Operations department

It is proposed to bring together all of these services into one operation which will be managed within the Corporate Core and commissioned by departments, to achieve efficiencies from a single service.

| | 2021/22 | 2022/23 | 2023/24 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | 0 | £200k | 0 |
| Staffing Reduction (FTE) | C7FTE | 00 | 00 |

| | |
|---|---------------------------|
| Is the proposal One-Off or Ongoing? | Ongoing revenue reduction |
| Which Budget Principle does the option relate to? | Transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| | |
|---|--|
| Property | Single control room provided at Bradley Fold. |
| Service Delivery | Single 24/7 security and response service provided corporately and deployed in departments. |
| Organisation (Including Other Directorates/Services) | Restructure across corporate core; OCO and Operations All budgets, staffing and resources centralised |
| Workforce – Number of posts likely to be affected. | C7 FTE staff |
| Communities and Service Users | No change |
| Other Partner Organisations | No change |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|-------------------------------|--|
| Employee relations disruption | <ul style="list-style-type: none"> consultation |
| Capacity to deliver | <ul style="list-style-type: none"> designated lead within corporate core; current service managers empowered to deliver |

Key Delivery Milestones: *Include timescales for procurement, commissioning changes etc.*

| Milestone | Timeline |
|---|-------------|
| New service model designed; Delivery plan developed | March 2022 |
| Approval by Members | June 2022 |
| Consultation – staff & service users | July 2022 |
| Implementation | August 2022 |
| Savings achieved (subject to notice periods) | August 2022 |

Section E: *Financial Implications and Investment Requirements*

| Investment requirements – Revenue and Capital |
|---|
| None currently known |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|--|--|---------------------------------|--|
| | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|---------------|
| Reference | CYP001 |
| Executive Director | Isobel Booter |
| Cabinet Member | Cllr Tariq |

Section A

| | |
|----------------------------------|---------------------------------|
| Service Area | Children, Young People & Skills |
| Budget Option Description | Personal Budgets |

Budget Reduction Proposal – Detail and Objectives

To review all personal budget plans in place either as a direct payment to the family on a payment card or through a broker arrangement. There are currently 114 personal budgets with a budget spend of £867,490 in 2020/21.

To audit all aspects of plans to determine how they are being used, whether the funding provided is appropriate according to the assessed levels of need, and to quality assure the plans to ensure the best potential outcomes for the child/young people are being achieved and recorded.

To reconcile all plans to bank accounts and recover any unspent funding and to revise the families ongoing personal budget allocation to reflect their current needs and usage.

To review assessment of need process for personal budgets including resource allocation tools and the terms of reference of the children with disabilities and complex care panels.

To ensure families are aware that the award and level of personal budget will be subject to review dependent to their ongoing assessed needs and is not in perpetuity.

To work with Bury2gether to co-produce policy and processes for personal budgets and ensure that families are engaging through the Local Offer and to review personal budgets process to enable easier access at targeted level to reduce demand for the specialist.

To work with health and education to have a system wide process for personal budgets that is fair and transparent.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | £150k | £100k | £100k |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|----------------|
| Is the proposal One-Off or Ongoing? | Ongoing |
| Which Budget Principle does the option relate to? | Transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

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|-------------------------|
| Property |
| N/A |
| Service Delivery |

There will be a review of the number of panels including for short breaks and personal budgets to ensure effectiveness including the policies so that families are clear about the criteria and their contractual/service level agreement obligations.

There will be updated awareness training for social workers and family support workers so that families are encouraged to use personal budgets in support of independence.

Rigorous budgetary control measures and brokerage are in place to ensure a robust system of management.

Audit and reconciliation will be undertaken by the commissioning team.

Review of needs and levels of support will be led by the children with disabilities team with the commissioning team in support.

Organisation (Including Other Directorates/Services)

N/A

Workforce – Number of posts likely to be affected.

None

Communities and Service Users

Bury2gether; families; Children with SEND; Children with Disabilities

Other Partner Organisations

N/A

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|--|--|
| Parental perception. | Co- produce with Bury2gether and co-design personal budget policy which is a statutory obligation to co-produce. |
| Lack of awareness of the policy and processes for personal budgets which impacts on the volumes of complaints. | Ensure that the personal budget policy and criteria are up to date and are clear to families on the Local Offer. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|--|-----------------|
| Reduced Personal Budget costs: | 2022/23 onwards |
| Review current personal budget plans and identify where other funders to contribute | April 22 |
| Ask health to screen proposed cases for funding eligibility and then submit to panel for agreement | April 22 |
| Audit payments mid-year | Sept 22 |
| End of year reconciliation | April 23 |

| | |
|--|--------|
| Review of processes/systems for personal budgets with a task and finish group including health and education | Mar 22 |
|--|--------|

Section D

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|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E

Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|---|
| None |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|--|--|---------------------------------|--|
| The review and reduction to personal budget allocations / clawback of unused funding will secure the saving on the budget from 2022/23 | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|---------------|
| Reference | CYP002 |
| Executive Director | Isobel Booler |
| Cabinet Member | Cllr Tariq |

Section A

| | |
|----------------------------------|---------------------------------|
| Service Area | Children, Young People & Skills |
| Budget Option Description | Short Breaks |

| Budget Reduction Proposal – Detail and Objectives |
|--|
| <p>Review all high-cost packages of care for children with disabilities within the existing policies.</p> <p>Review of the team structure in respect of reviewing to establish permanent posts and rely less on agency workers to make savings.</p> <p>New short breaks was offer in place from September 2021 – proposing to undertake an in year review of commissioned services and identify any savings that can be made where a reduced take up which impacts on volume and the contract value.</p> <p>To review the outcomes of new services in the contract for time limited participation and skills programmes for early indications of positive transitions and cost savings.</p> <p>To utilise the positive behaviour support commissioned service to support families on the edge of care as in crisis and make savings to the system by cost avoidance of high cost residential placements.</p> <p>To work alongside health to introduce the Ealing model to Bury (which is a positive behaviour support service which will involve CAMHS and will include consistent training being delivered across the workforce) and move away from a fully reliant offer on short breaks commissioned services.</p> <p>Ensure all contributions from other agencies involved, specifically Health (CCG) are appropriate and maximised where possible. Full review of all packages currently being charged to CYP in respect to outcomes and in accordance with EHCP assessed needs.</p> <p>To engage with Bury2gether to review Short Breaks model in Bury, enhance targeted short break offer and universal short break offer to reduce dependency on high cost leading to consultation.</p> <p>To review children’s with disabilities panel processes to ensure that needs led provision and reviews of packages are built in so that monitoring is undertaken to ensure packages are meeting the need at the current time.</p> <p>Review the role of the complex care panel and pool budgets to ensure that health and education contribute to high-cost placements including children with disabilities where therapy and educational support and intervention are provided.</p> |

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|----------------|----------------|----------------|
| Budget Reduction (£k) | £150k | £100k | £100k |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | Ongoing |
| Which Budget Principle does the option relate to? | Internal Transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

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|--|
| Property |
| N/A |
| Service Delivery |
| <p>Following a review of the high cost packages; this may then impact on how service is delivered through more service integration. However no immediate impact other than ensuring regular review and contract management against need and EHCP</p> <p>To consider possible tripartite funding through Complex Care Panel so budgets are pooled to ensure that health and education contribute to high-cost placements where therapy and educational support and intervention are provided.</p> <p>To review universal and targeted provision for children with disability to ensure that needs can be met without always specialist involvement.</p> <p>To ensure that staff and families have a full awareness and understanding of the new Short Breaks Offer so that needs are met appropriately.</p> |
| Organisation (Including Other Directorates/Services) |
| OCE/ Children's and Education. |
| Workforce – Number of posts likely to be affected. |
| None initially but could lead to further review of SEND and Children with Disabilities services. |
| Communities and Service Users |
| Bury2gether; parents; Children with SEND; Children with Disabilities. |

Other Partner Organisations

N/A

Section C

Key Risks and Mitigations

| Risks | Mitigations |
|---|--|
| Limited risks as better contract management and better oversight should lead to more child centred planning and needs led packages. | |
| Families and staff have limited awareness and understanding of the Local Offer to signpost to services. | Ensure that the universal and short breaks offer is promoted and clear to families on the Local Offer. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|--|--------------------|
| Reduced Short Breaks and complex package costs | 2022/23 onwards |
| Map out universal and short breaks services within local offer by setting up a multi-disciplinary task and finish group | By February 2022 |
| Mapping of current packages by social worker to universal and short breaks offer dependent on current assessment of needs | By March 2022 |
| Take packages where change required to appropriate panel (disability resource and complex care panels) for agreement and joint ownership | April 2022 onwards |

Section D

| | |
|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E

Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital

Revenue investment required as an Invest to Save model to provide overnight support rather than respite for those families at the edge of care. It is expected to be funded going forwards through savings achieved.

Initial investment would be to recruit a salaried foster carer and paid per child per night for an overnight stay rather than the child go into respite care.

It would be a service only for Children's with Disability and include attending CIN reviews.

It would be a targeted service in support of crisis management, and preparing for adulthood, for those families at edge of care to reduce the likelihood of the child being placed away from the family home, and also it fits with Ealing model.

Finance Comments – Will the proposal deliver the savings and within the agreed timescales?

The reduction to high cost short breaks placements will secure the saving on the budget from 2022/23.

| | | | |
|----------------------------------|--|---------------------------------|--|
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|-------------------|
| Reference | CYP003 |
| Executive Director | Isobel Booter |
| Cabinet Member | Cllr Tamoor Tariq |

Section A

| | |
|----------------------------------|----------------------------|
| Service Area | Social Care & Safeguarding |
| Budget Option Description | External Placement Budget |

Budget Reduction Proposal – Detail and Objectives

Reduce expenditure by reviewing the number of children in high-cost residential children home placements and Independent Foster Agency (IFA) placements where appropriate and safe to do so.

Review the role of the complex care panel and pool budgets to ensure that health and education contribute to high-cost placements where therapy and educational support and intervention are provided.

Increased focus on recruitment of Bury foster carers and increasing the number of children placed with approved Bury foster carers, including reviewing and transferring children already placed in short-term IFA placements into Bury foster care places where possible.

Increased focus on the recruitment of supported lodging hosts and stepping down young people from residential provision when appropriate into a semi-independent and supported lodging provision.

Continuing focus on recruitment of foster carers/Supported Lodging hosts and a review of the permanence and recruitment strategy.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£k) | £200k | £200k | £200k |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|--|
| Is the proposal One-Off or Ongoing? | Ongoing |
| Which Budget Principle does the option relate to? | Transformation Demand reduction through Public Service Reform |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| N/A |
| Service Delivery |
| Complex Care Panel processes for multi-agency placements will need to be reviewed to support and also review practices to ensure that there is a proactive approach to sharing budgets and also reviewing the packages agreed at panel. |
| Organisation (Including Other Directorates/Services) |

| |
|---|
| N/A |
| Workforce – Number of posts likely to be affected. |
| N/A |
| Communities and Service Users |
| |

| |
|------------------------------------|
| Other Partner Organisations |
| N/A |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|--|--|
| Insufficient Bury Foster Care placements | Promote in-house foster care in Bury |
| No in-house residential children's home provision, reliant on commissioned services. | Step children and young people into foster care or semi-independent provision when appropriate to do so. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|--|---------------------|
| Reduced IFA and Residential placement costs. | 2022/23 onwards. |
| Phase 1. Initial desk top review of top 24 high cost out of area placements and provide an options appraisal . | By January 2022. |
| Phase 2. Review of single funded packages at children's social care budget placement panel. | Jan 2022 onwards. |
| Phase 3. Review of Complex Care Panel processes and new terms of reference developed. | By April 2022. |
| Phase 4. Review of jointly funded packages at complex care panel. | April 2022 onwards. |

Section D

| | |
|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|-------------------|-----------------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E

Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|--|
| None |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|---|--|---------------------------------|--|
| The reduction and review of the high cost residential and independent foster care placements will secure the saving on the budget from 2022/23. | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|-------------------|
| Reference | CYP004 |
| Executive Director | Isobel Booler |
| Cabinet Member | Cllr Tariq Tamoor |

Section A

| | |
|----------------------------------|---------------------------------|
| Service Area | Children, Young People & Skills |
| Budget Option Description | Early Retirement / Pensions |

Budget Reduction Proposal – Detail and Objectives

The service holds a budget of £1.200m for the former pension liabilities of teachers within further Education. This is a historic liability which dates back to the 1990s. A review of the budget has identified that it is over provided for and an immediate saving of £0.100m can be delivered from a budget realignment.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£k) | £100k | £100k | £100k |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|---|
| Is the proposal One-Off or Ongoing? | Ongoing |
| Which Budget Principle does the option relate to? | Carbon Neutral/Digital/Demand Reduction/Economic Growth/Internal Transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| n/a |
| Service Delivery |
| n/a |
| Organisation (Including Other Directorates/Services) |
| n/a |
| Workforce – Number of posts likely to be affected. |
| n/a |
| Communities and Service Users |
| n/a |
| Other Partner Organisations |
| n/a |

Section C
Key Risks and Mitigations

| Risks | Mitigations |
|---|-------------|
| Pensions do not cease as forecast in-year | |
| | |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|-----------------------------|----------|
| Quarterly budget monitoring | 2022/23 |

Section D

| | |
|------------------------|-----|
| Consultation Required? | n/a |
|------------------------|-----|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E

Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|--|
| No investment required |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|---|--|---------------------------------|--|
| <p>Saving proposal is subject to pensions ceasing in-year, there is no costs associated to this proposal which is forecast based on previous years trajectory of spend and age profile of the pension liabilities.</p> <p>The proposal should deliver the full saving in 2022/23 and subsequent financial years .</p> | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|------------------|
| Reference | CYP005 |
| Executive Director | Isobel Booler |
| Cabinet Member | Clr Tariq Tamoor |

Section A

| | |
|----------------------------------|---------------------------------|
| Service Area | Children, Young People & Skills |
| Budget Option Description | Early Help |

Budget Reduction Proposal – Detail and Objectives

To use Troubled Families money against wage of portfolio leads who deliver against this programme which amounts to £124k.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£k) | £124k | | |
| Staffing Reduction (FTE) | | | |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | One off |
| Which Budget Principle does the option relate to? | Internal Transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|--|
| Property |
| None -this is an efficiency for one year's budget against grant funding though Troubled Families money which is used to support staffing costs for the manager and portfolio lead. |
| Service Delivery |
| None |
| Organisation (Including Other Directorates/Services) |
| None |
| Workforce – Number of posts likely to be affected. |
| None |
| Communities and Service Users |
| None |

| |
|------------------------------------|
| Other Partner Organisations |
| None |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|-----------------------------------|-------------|
| There is no risk to this proposal | |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|--------------|---------------|
| 22-23 budget | 31 March 2023 |

Section D

| | |
|------------------------|--------------|
| Consultation Required? | Not Required |
|------------------------|--------------|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E

Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|---|
| None |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|---|--|---------------------------------|--|
| The review and maximisation of external grant funding for Early Help functions will secure the saving on the budget from 2022/23. | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|-----------------|
| Reference | OPS001 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Alan Quinn |

Section A

| | |
|----------------------------------|--------------------------------|
| Service Area | Waste Management and Transport |
| Budget Option Description | Trade Waste Income |

Budget Reduction Proposal – Detail and Objectives

To increase the number of trade waste customers as well as ensure the retention of existing customers. Implement effective marketing campaigns, relationship management strategies, high quality service and competitive pricing.

The Council currently provide a successful in-house trade waste service with a current business profit target of £124,000.

The services are provided to approximately 1,100 customers including local businesses, schools, shops, restaurants, public houses, Council buildings and other organisations. The number of tonnes expected to be collected and disposed of in 21/22 is c4500 tonnes.

The budgeted cost of running the service is currently £736,000 and a budgeted income target of £903,000 making a budgeted surplus of £124,000. However, as a result of Covid and the closure of most businesses the budgeted surplus for 21/22 was reduced to £72,700 to reflect the expected reduced income whilst business recovered.

The last figures we had from the GMCA indicated the likely cost per tonne for Trade Waste will be £115.98/tonne from April 2022.

Based on the projections we are expecting to deliver 4,500 tonnes of trade in 21/22 and set this to increase slightly following further COVID recovery and increase in business to 4,700 tonnes of trade waste in 22/23.

The current cost to dispose of trade waste is £89 per tonne and c£400k per annum.

Based on the proposed waste disposal charge, this would make the total bill for disposal next year £545,106. With the increase in waste built in should come increased income to offset so if based on the 4,500 tonnes it would be £521,910.

Therefore, the charges to existing trade customers are likely to be increased in 22/23 to allow for increased disposal charges.

Therefore, it is important to have effective customer retention strategies in place as well as providing a high-quality service.

The option to increase business to new customers will also be fully explored by expanding the business database, marketing strategies and selling the benefits of maximising recycling with the trade sector.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | £20k | | |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|-------------------------------------|----------|
| Is the proposal One-Off or Ongoing? | On-going |
|-------------------------------------|----------|

| | |
|---|-------------------------|
| Which Budget Principle does the option relate to? | Internal Transformation |
|---|-------------------------|

Section B

What impact does the proposal have on? Set out any impacts (positive and negative) on performance and costs

| |
|--|
| Property |
| None. |
| Service Delivery |
| Improved services delivery and customer service standards. Excellent relationship management and customer retention. Establish robust performance targets. |
| Organisation (Including Other Directorates/Services) |
| None |
| Workforce – Number of posts likely to be affected. |
| None |
| Communities and Service Users |
| None |

| |
|------------------------------------|
| Other Partner Organisations |
| None |

Section C

Key Risks and Mitigations

| Risks | Mitigations |
|---|---|
| Increase in the cost to dispose on waste could affect our competitiveness | Maximise recycling opportunities, understand our competitors and maintain commercial advantage |
| Customer may generally be attracted to other providers | Excellent relationship management and customer retention, build customer loyalty through high quality service provision |
| Further increases in levy/disposal costs | Keep the budgets, charges, and income under constant review |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|-------------------------------|-------------------------|
| Review existing service | Jan 2022 |
| Development plan in place | Feb 2022 |
| Business growth and retention | April 2022 to Sept 2022 |

Section D

| | |
|------------------------|--|
| Consultation Required? | |
|------------------------|--|

Section E

| | Start Date | End Date |
|--------------|------------|------------|
| Staff | Jan 2022 | March 2022 |
| Trade Unions | Jan 2022 | March 2022 |
| Public | | |
| Service User | | |
| Other | | |

Financial Implications and Investment Requirements

| |
|--|
| Investment requirements – Revenue and Capital |
| |

| | | | |
|--|--|---------------------------------|--|
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| Price changes can be implemented from April 1 st and there will need to be a focus in business retention to at least maintain the same level of business at the higher rates. | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|-----------------|
| Reference | OPS002 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Alan Quinn |

Section A

| | |
|----------------------------------|--|
| Service Area | Streetscene – Pest Control |
| Budget Option Description | Increased Income Target & Efficiencies |

Budget Reduction Proposal – Detail and Objectives

The Pest Control service has total 2021/22 budget of £263,000, which is met from income targets as follows:

| Income 2021/22 | £ |
|------------------------------|----------------|
| Private Persons | 101,000 |
| External Contract | 75,000 |
| Recharge to Six Town Housing | 15,000 |
| Internal Contracts | 60,000 |
| Non-Contract Internal | 8,500 |
| Other | 3,500 |
| Total | 263,000 |

The Operations Department restructure, which came into effect in August 2020, incorporated the Pest Control Service into Streetscene. This provided the opportunity to create efficiencies within the Pest Control Service, which will be realised during 2022/23. These efficiencies include reduced accommodation costs from relocating the service from Hurst Street to Bradley Fold Depot.

In addition to these efficiencies, we aim to increase the private income generated by the service in 2022/23 through improved marketing of the service.

It is anticipated that the following efficiencies/increases in income will be achievable in 2022/23:

| Efficiencies/Income 2022/23 | £ |
|------------------------------------|---------------|
| Reduced building costs * | 5,000 |
| Increased Private Income | 15,000 |
| Total | 20,000 |

* Excludes costs that will still be incurred by Bury Council should Hurst Street not be re-let e.g. rates and rent.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | £20k | £k | £k |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | On-going |
| Which Budget Principle does the option relate to? | Internal Transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| Reduced property costs through building rationalisation. |
| Service Delivery |
| Increased income generated from private works. |
| Organisation (Including Other Directorates/Services) |
| None |
| Workforce – Number of posts likely to be affected. |
| None |
| Communities and Service Users |
| None |

| |
|------------------------------------|
| Other Partner Organisations |
| None |

Section C

Key Risks and Mitigations

| Risks | Mitigations |
|-----------------------------------|--|
| Hurst Street will not be re-let. | Fixed buildings costs which will still be borne by Bury Council should the building not be re-let have been excluded. Hurst Street is being actively marketed by colleagues in Property Services. |
| Increased Income is not realised. | Improved marketing |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|----------------------------------|-----------|
| Relocate service to Bradley Fold | Apr. 2022 |

Section D

| | | |
|------------------------|----------------------------|-----------------|
| Consultation Required? | Yes (completed April 2021) | |
| | Start Date | End Date |
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E***Financial Implications and Investment Requirements***

| |
|--|
| Investment requirements – Revenue and Capital |
| N/A |

| | | | |
|---|--|---------------------------------|--|
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| <p>Premises related costs, such as Utilities and Repairs and Maintenance will reduce from the co location within Bradley Fold and release the £5k – providing the move happens before 1st April, which it is scheduled to do. If the Hurst Street unit can be re-let, then further budgets for Rent and Rates can be removed, releasing a further £13k.</p> <p>The proposed income increase represents c.5% of existing levels and will be achieved through offering a weekend and evening service as well as utilising any spare capacity during normal service hours.</p> <p>The combination of the premises savings and income will achieve a £20k budget reduction in 22/23.</p> | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|--------------------------|
| Reference | OPS003 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn / Cllr Morris |

Section A

| | |
|----------------------------------|--------------------------------------|
| Service Area | Public Protection |
| Budget Option Description | Increase income in Trading Standards |

Budget Reduction Proposal – Detail and Objectives

To increase income in Trading standards through Trading Standards Primary Authority Agreement work, increase in Approved Body glass verification work (<https://www.gov.uk/uk-market-conformity-assessment-bodies/bury-metropolitan-borough-council>) and intelligence support work to generate £10k additional income per annum.

Existing Public Protection budgets will be amended to remove underspent budget lines leading to a £10k annual saving.

Public Protection functions are statutory and are unable to be reduced any further.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | £20k | £0k | £0k |
| Staffing Reduction (FTE) | 0 | 0 | 0 |

| | |
|---|----------------------------------|
| Is the proposal One-Off or Ongoing? | On-going |
| Which Budget Principle does the option relate to? | Demand Reduction/Economic Growth |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| None. |
| Service Delivery |
| Trading Standards staff will need to carry out Primary Authority work as part of their job role to generate the required income. This work has started in 2021/22 and this has demonstrated additional income is achievable from 2022/23. |
| Staff will ensure regulatory functions are undertaken alongside income generating work including |
| <ul style="list-style-type: none"> - Approved Body glass verification through off site audit and verification work - Site visits to premises to undertake glass verification inspection and audits - Serving Primary Authority Agreements with partnership businesses to provide assured advice, audit and inspection - Trading Standards North West intelligence support work. |

| |
|---|
| Organisation (Including Other Directorates/Services) |
| None |
| Workforce – Number of posts likely to be affected. |
| None |
| Communities and Service Users |
| None |

| |
|------------------------------------|
| Other Partner Organisations |
| None |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|---------------------------------|--|
| Income levels not achieved | <ul style="list-style-type: none"> - Monthly monitoring to ensure remain on track. - Historical data shows the reductions should be achievable. - Continue to explore further Primary Authority work the Council could undertake or develop - Continue to explore/develop further 'Notified Body' Glass Verification work from other companies - Sub-contracting inspectors to expand 'Notified Body' Glass Verification work |
| Budget reductions not delivered | <ul style="list-style-type: none"> - Monthly monitoring to ensure remain on track. - Historical data shows the reductions should be achievable |
| Loss of skills | <ul style="list-style-type: none"> - Planned review of service to look at resilience planning and addressing skill gaps. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|-----------------|
| Primary Authority agreement signed and work has commenced | Ongoing |
| Glass Verification work continues to be undertaken | Ongoing |
| TSNW Intelligence support continues to be undertaken | Ongoing |

Section D

| | |
|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | N/A | |
| Trade Unions | N/A | |
| Public | N/A | |
| Service User | N/A | |
| Other | N/A | |

Section E***Financial Implications and Investment Requirements***

| Investment requirements – Revenue and Capital |
|---|
| N/A |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|---|--|---------------------------------|--|
| <p>£10k has been identified from deleting or reducing unused budget lines and the Trading Standards Primary Authority work already being undertaken will achieve £10k. As such, the savings can be delivered in full from 1 April 2022.</p> | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|--------------------------|
| Reference | OPS004 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn Cllr Rafiq |

Section A

| | |
|----------------------------------|---|
| Service Area | Operations |
| Budget Option Description | Traded Services Review – Schools Caretaking and Cleaning |

Budget Reduction Proposal – Detail and Objectives

The Building and Caretaking team currently services 80 schools and administration buildings across Bury.

The service currently has around 280 staff working either as cleaners, caretakers, or site managers, all of which is managed centrally by a service lead and 3 area co-ordinators.

Historically, the service has always performed very well and has contributed to the Council's overall budget.

Since being included in the Commercial Services division several changes have been made including:

- A new co-ordinator was appointed in December 2020, who is being funded from the additional relief income to support business development and the improving of Health and Safety across the service.
- The introduction of a training officer post, which is currently vacant, which is funded from additional relief income. This post supports the improvement of Health and Safety in the service and to provide a more consistent and higher standard of service.

The COVID emergency has increased additional relief income and although it is forecasted that it will drop slightly as restrictions ease, the additional income will continue as cleaning standards within schools and admin buildings have increased and further cleaning hours are necessary. Some premises have requested additional cleaning / hours be included into their service level agreements.

The service budget is currently £189,000, of which approximately £105k relates to central overheads, creating a small subsidy of £84k that is proposed to be included as part of a saving option.

To enable this and to protect the income further, the service will pass the additional costs of the living wage and increased overheads, through the SLA to the service users with a view that there is increased Health and Safety provision due to the introduction of the Training Officer and the additional Area Co-ordinator.

| | 2021/22 | 2022/23 | 2023/24 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | | £84k | TBC |
| Staffing Reduction (FTE) | | | |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | On going |
| Which Budget Principle does the option relate to? | Internal transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|--|
| Property |
| No impact. |
| Service Delivery |
| No change in the service delivery. |
| Organisation (Including Other Directorates/Services) |
| Impact on schools budgets and Education team due to increased costs within SLA |
| Workforce – Number of posts likely to be affected. |
| None |
| Communities and Service Users |
| No impact |
| Other Partner Organisations |
| Schools and Admin Buildings will have an annually reviewed SLA as normal. |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|--|---|
| Decreased subsidy could create an overspend in the service, if costs and SLA's are not managed effectively | There are robust and continued checks and audits on all SLA's. The Caretaking and Cleaning team have a good client relationship with all their building managers. |
| A sudden drop in additional cleaning requests may increase budget pressures. | Due to the current COVID emergency and response, this is unlikely. |
| A reduction in the number of schools that use the service either through increased costs in the SLA or increased Academisation in light of the Education White paper | To ensure communication with schools around increased costs and assurance around the quality of service |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|----------------------------|
| The decision to approve the £84k saving is made | New Financial year 2022/23 |

Section D

| | |
|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|-------------------|-----------------|
| Staff | N/A | |
| Trade Unions | N/A | |
| Public | N/A | |
| Service User | N/A | |
| Other | N/A | |

Section E

Financial Implications and Investment Requirements

| |
|--|
| Investment requirements – Revenue and Capital |
| None |

| | | | |
|---|--|---------------------------------|--|
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|--------------------------|
| Reference | OPS005 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn Cllr Rafiq |

Section A

| | |
|----------------------------------|---|
| Service Area | Operations |
| Budget Option Description | Traded Services Review – Schools Catering |

Budget Reduction Proposal – Detail and Objectives

Many of the Schools within Bury have seen their budgets come under increasing pressure, resulting in several of them sourcing other providers for their catering services. Bury Council's catering service has seen 14 catering contracts outsourced since 2015, with an associated loss of income leaving only 52 Primary Schools and 6 High Schools and circa 350 staff. This means the competition now have a foothold in the Borough and ready reference sites.

To counteract this threat there is a need to adopt a more commercial, proactive, and flexible approach to our existing budget holding clients. A new organisation structure has been implemented to improve contact and communications with schools and governing bodies.

Bury's Catering Service assure the community that responsible and compliant school food services meet corporate health objectives around obesity reduction, healthy eating awareness and long-term lifestyle improvement for the borough's youngest residents.

The service played an essential part in the COVID response, providing meals for key worker children and those in isolation, and is continuing to provide a service despite restrictions within the schools as the COVID emergency continues, which is increasing budget pressure within the service. The current forecast is that the service will overspend by £100k.

The service is beginning to influence change, however additional innovation and a service review is necessary to; continue competing with private sector caterers, increase the uptake of school meals, change the perception of the quality of the meals and service or investigate alternative viable business models for the future to support budget reductions and create efficiency savings.

COVID has caused a drop in meal uptake, however it is expected to improve. Unfortunately, Bury's schools catering service is currently being further impacted negatively due to Brexit, supply chain issues, increased food costs, increasing workforce and staffing costs as well as ongoing resourcing and recruitment challenges.

Due to the many challenges the service faces, the following changes are proposed:

- Invest to save: Continue with the installation of School Grid, an end-to-end kitchen management system to generate an additional £95k annual income and reduce food wastage as well as reducing IT costs as the current Kitchen Management system will be phased out. The introduction of School Grid allows the service to insist on 3-year Service Level Agreements with the individual schools, which will not only improve the stability of the service, but will allow for more interaction with parents to add value to what is offered within the service. It has been proven to increase meal uptake of up to 10% from a recent trial of the system within 3 of Bury's schools.
- Introduction of a Meals per Labour hour formula to support the rebalancing of staff across the service to tackle over and understaffing for a more efficient service.

This will allow for better resourcing of staff, reduced administration tasks, and result in less need for workforce cover from Bury Aces or agencies, reducing the overall workforce cost.

| | 2021/22 | 2022/23 | 2023/24 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | | £100k | TBC |
| Staffing Reduction (FTE) | | | TBC |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | On going |
| Which Budget Principle does the option relate to? | Internal transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| As the service operates with a service level agreement, there is no impact on property. Considerations will need to be made around kitchen equipment and asset transfer if considering alternative service providers. |
| Service Delivery |
| |
| Organisation (Including Other Directorates/Services) |
| School grid will require minimal support from IT during the roll out, but this has already been planned. |
| Workforce – Number of posts likely to be affected. |
| |
| Communities and Service Users |
| No impact on communities and service users other than a change in provider, if the decision is to outsource. Improved meal uptake and health benefits as School Grid roll out is continued. |
| Other Partner Organisations |
| The opportunity for other Local Authorities to be involved in the service, private sector caterers and individual schools for an inhouse provision. |

Section C

Key Risks and Mitigations

| Risks | Mitigations |
|---|---|
| Delay in School Grid Roll out will result in a delay of additional income to mitigate further subsidy in the service. | Continue with the School Grid Roll out and the introduction of 3-year Service Level Agreements. |

| | |
|---|---|
| A reduction in the number of schools that use the service either through increased competition in the market or increased Academisation in light of the Education White paper | Engagement and communication with school leaders, Governors and MAT CEOs. |
|---|---|

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|------------------------------------|--------------|
| Begin Service Review | January 2022 |
| Continue with School Grid Roll Out | January 2022 |

Section D

| | |
|------------------------|---|
| Consultation Required? | There may be consultation required as a consequence of rebalancing staff across the service |
|------------------------|---|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | TBC | |
| Trade Unions | TBC | |
| Public | TBC | |
| Service User | TBC | |
| Other | TBC | |

Section E

Financial Implications and Investment Requirements

| |
|--|
| Investment requirements – Revenue and Capital |
| |

| | | | |
|--|--|---------------------------------|--|
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| School Grid would have potential to generate extra income through increasing demand for the service, as well as reducing food wastage, impacting positively on the unit cost per meal. | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|------------|
| Reference | OPS007 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn |

Section A

| | |
|----------------------------------|--------------------------------------|
| Service Area | Waste and Transport |
| Budget Option Description | Changing Waste Caddy Liner Provision |

Budget Reduction Proposal – Detail and Objectives

At present, Bury residential properties (c83,000) are provided with waste caddy liners (provided in rolls of 52 liners) for their domestic Kitchen Caddies. A rough estimate of households that use their brown bin for food recycling is 70,000 (reduction due to a higher percentage of terraced properties that do not have a brown bin). Using 70,000 properties and using 265,000 rolls pa = 3.8 rolls per household per year. Unfortunately, we do not have an accurate figure of how many households participate in food waste recycling so the number per household could be higher or lower.

Each roll contains 52 liners. (The yellow tag is roughly 13 liners before the end of the roll – i.e., when 75% used). There is no restriction on the number of rolls of liners that are provided to residential properties at present. From September 2020 to September 2021, stores have issued 4420 boxes/cartons to waste management.

Therefore, the total used is 265,200 rolls. Rolls come in boxes/cartons of 60 (4420 x 60). The cost of 1 roll is 80p and for a box of 60 = £48. Therefore, 265,200 rolls at 80p per roll = **£212,160**.

The current budget for waste liners is **£159,000** per annum. This budget is overspent by **£53,000** per annum. If the budget is £159,000 this would equate to 198,750 rolls. (i.e., a reduction of 66,450 rolls just to get down to budget).

To achieve a budget saving of **£50,000** we would need to get down to a budget of **£109,000**

It is proposed to adjust the distribution of food waste caddy liners to one roll of 52 liners per year, rather than replacement on demand. Larger households will be targeted for extra rolls when needed. This proposal will achieve a saving of £0.050m.

| | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|---------|---------|
| Budget Reduction (£) | £50k | | |
| Staffing Reduction (FTE) | 0 | 0 | 0 |
| Is the proposal One-Off or Ongoing? | On-going | | |
| Which Budget Principle does the option relate to? | Demand Reduction | | |

Section B

What impact does the proposal have on? Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| None. |
| Service Delivery |
| Larger households will be targeted for extra rolls when needed. |
| Organisation (Including Other Directorates/Services) |
| One-off requirement for Comms and Marketing support. |
| Workforce – Number of posts likely to be affected. |
| None. |
| Communities and Service Users |
| Brown bins will continue to be collected as normal. Residents will need to purchase their own liners when the one roll provided free has been used. These are widely available via supermarkets. |
| Other |
| |

| |
|---|
| Other Partner Organisations |
| Discussions around the proposal need to take place with the GMCA so the implications on contamination and disposal can be fully understood. |

Section C

Key Risks and Mitigations

| Risks | Mitigations |
|---|--|
| Waste contamination – leading to increased waste disposal levy costs | Further recycling campaigns |
| There are penalties in the levy charging mechanism that apply if a LA makes a decision that has a negative impact on the recycling rate of more than 1% | The impact of the proposed change needs to be modelled based on best available information from authorities that have supplied liners and removed them |
| Residents adopting a different approach re: purchasing liners | Awareness re: |

| | |
|--|---|
| | <ul style="list-style-type: none"> - where affordable liners can be purchased from. - The type of liners that can be used |
|--|---|

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|----------|
| Approval to proceed | 23/02/22 |
| Public engagement | 31/03/22 |
| Implementation of 1 x delivery per residential property | 31/05/22 |

Section D

| | |
|------------------------|-----|
| Consultation Required? | Yes |
|------------------------|-----|

| | Start Date | End Date |
|--------------|------------|------------|
| Staff | | |
| Trade Unions | | |
| Public | March 2022 | April 2022 |
| Service User | | |
| Other | | |

Section

Financial Implications and Investment Requirements

| |
|--|
| Investment requirements – Revenue and Capital |
| |

| | | | |
|--|--|---------------------------------|--|
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| <p>Changing to 1 roll per household would reduce the cost to c.£64k, leaving sufficient to target extra rolls at larger families (and/or where contamination of residual waste is found). This surplus would contribute toward the costs of communicating the change, and the costs – if any – of distributing to each household.</p> <p>There is a clear risk that this initiative could lead to higher levels of residual waste and have a direct, adverse, impact on the option of increased recycling to generate savings from the levy.</p> | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|--------------------------|
| Reference | OPS008 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn Cllr Rafiq |

Section A

| | |
|----------------------------------|---------------------------|
| Service Area | Operation |
| Budget Option Description | Modernise utility billing |

Budget Reduction Proposal – Detail and Objectives

- All current energy budgets to be removed from all departments and consolidated budgets set up for all corporate sites under the new Corporate Landlord function in Operations.
- There will also be separate budgets set up for Six Town Housing and Persona who have agreed to adopt this method. There will be an annual SLA and charge set up for both organisations.
- All existing paper invoices will be removed, EDI billing will be arranged with all three suppliers.
- To do this there will be a comprehensive data cleansing exercise carried out to consolidate all accounts
- In preparation for the project, all accounts have been brought onto monthly billing which has enabled tighter control of budgets and data.
- All EDI invoices will be processed through the Councils Energy Management System (EMS) which has the capability to validate every separate charge on an invoice. Parameters would be pre-set so any charge that is out of tolerance would be flagged with the energy unit and investigated.
- All invoices, data and cost would be stored on the EMS which is backed up daily so there is no risk of losing data.
- By adopting this process there would be no requirement to involve Northgate or to store any information on Information at Work
- Once all invoices have been validated for accuracy, the EMS can either interface with the council's financial system (unit 4) and send all invoices for payment or an electronic file can be sent to Accounts Payable for input onto unit 4.
- Currently Accounts Payable use a finance officer to carry this process out manually. This would not be required with the new system.
- As certain sites have charges created internally for separation of bills such as the parks, access to any accounts on the Council's EMS can be set up as required.

| Proposed Savings | £ |
|--|--------------------------|
| Finance-Officer reduction - to be considered as part of finance review | TBC |
| Avoidable costs of duplicated invoice payments, late payment charges and payment of incorrect invoices-subject to further forensic analysis. Assume 1%/1.5% corporate saving | £31,800 / £47,700 |
| End charges from North Gate for the scanning and indexing of 5,300 invoices and credits per annum onto 1@W | TBC |
| Introduce management charge for external accounts to adopt the system (income) | TBC phase 2 |
| Management fee to be charged for the new water supply contract (income) | £6,665 |
| Remove estimated invoices through installation of AMR water meters | TBC |
| Total project savings identified to date | £38,465 / £54,365 |

| | 2021/22 | 2022/23 | 2023/24 |
|--------------------------|---------|--|---------|
| Budget Reduction (£) | | £50k plus reduction in finance (tbc as part of Finance Review) | tbc |
| Staffing Reduction (FTE) | | TBC as part of Finance Review | |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | On going |
| Which Budget Principle does the option relate to? | Internal transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| All property utility bills would be centralised under the Corporate Landlord function AMR water meters to be fitted Reduction in consumption through monitoring of utility bills Improved energy efficiency Reduction in Council's Carbon emissions |
| Service Delivery |
| A change in the payments system. Instead of bills being paid manually by Finance Officers, bills will be centralised under the proposed Corporate Landlord function and changed to EDI payments (e payment) linked to Energy Management System (EMS) and Unit 4. |
| Organisation (Including Other Directorates/Services) |
| Impact on Finance Team- reduce headcount required – TBC as part of Finance restructure (subject to formal job consultation process). Will need to upgrade the Council's EMS Finance package Centralise bill payments under new Corporate Landlord function. Individual Depts no longer responsible for payment of utility invoices |
| Workforce – Number of posts likely to be affected. |
| Finance Team- reduce headcount required – TBC as part of Finance restructure (subject to formal job consultation process). |
| Communities and Service Users |
| No impact on communities and service users in first phase – back-office efficiency and improvement. |
| Other Partner Organisations |
| Opportunity in 2023/24 for STH and Persona to collaborate. Future opportunities for other third-party organisations e.g. schools and academy trusts |

Section C
Key Risks and Mitigations

| Risks | Mitigations |
|---|---|
| Delay in setting up Corporate Landlord may delay delivery of this saving as is dependent on CL function | Progress the development of the Corporate Landlord function asap |
| Resource to do the data cleansing work and transfer of files may not be identified | Input from Finance Team required |
| Departments may resist centralisation of bill payment | Sell the benefits of a corporate approach including time saved |
| Removal of responsibility from departmental job descriptions may lead to resistance from Departments | Wrap up in future restructures and reviews. Initial analysis required |
| Resource to manage new processes in CL. | Wrap up in development of new CL function |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|--|
| Data backup | ongoing |
| Engagement with services and Departments | Feb 22 |
| Data cleansing | Feb/March 22 |
| Job consultation as part of wider Finance Team consultation | Align to Finance Team restructure timescales |
| Bring invoices into EMS | March 22 |
| Upgrade EMS Finance package and link to Unit 4 | April 22 |
| Implement new processes with 3 utility providers | May 22 |
| End scanning and indexing with Northgate | June 22 |
| Go live | June 22 |

Section D

| | |
|------------------------|---|
| Consultation Required? | Job consultation required as part of the wider Finance Team restructure |
|------------------------|---|

| | Start Date | End Date |
|--------------|--|---|
| Staff | Feb 22 | End March 22 |
| Trade Unions | Align to Finance Team restructure Inform TU as part of monthly update | Align to Finance Team restructure Feb 22 |
| Public | Not required | |
| Service User | Not required | |
| Other | Phase 2 Persona, schools and STH | September 22 |

Section E

Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital

- To create the new system there is a requirement to upgrade the Council's EMS finance package. This is a one-off cost to create a software platform so monthly billing can be automatically transferred from the Council's EMS to Unit 4. This cost is £950.
- There will be a training requirement to prepare the energy unit/finance staff to manage the new system. This will be a one-off cost of approximately £800 for one days training at Bury Council offices.

Total cost £1750

Finance Comments – Will the proposal deliver the savings and within the agreed timescales?

The savings are to come from utility bills across the whole Council, not just Operations Department, and will therefore require some liaison and coordination to ensure the savings are reflected fully in the budget files.

The projected savings from better management of bills are subject to risk, but the evidence from other LA's who have undertaken a similar process would suggest that the level of savings stated are achievable. Adding a management fee for the Water Contract is simple enough to achieve, it is just a matter of the timing as to when the contract is rolled out.

The timescales should be met as there is a well worked out plan to bring this on stream by June 2022, and the management fee for the Water contract is already in hand.

| | | | |
|----------------------------------|--|---------------------------------|--|
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|-------------------------|
| Reference | OPS009 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn Cllr Gold |

Section A

| | |
|----------------------------------|---------------------------------------|
| Service Area | Operations and OCO |
| Budget Option Description | Merge the Ops and OCO Equipment Store |

Budget Reduction Proposal – Detail and Objectives

Operations operate a store located at Bradley Fold. It is used to store salt, cones, barriers, road work equipment, highways equip, bin supplies etc. The stores occupies a large building which is part of the corporate estate. The current depot is comprised of three sections covering a total area of around 52000 Sq. Ft (buildings only) (300K Sq. Ft Total area)

The stores and transport office occupies 13500 + 400 sq. Ft of portacabins

The garage a further 28000 sq. Ft and the grit shed is 10600 Sq. Ft

Annual budgeted operating costs relating to the whole depot are:

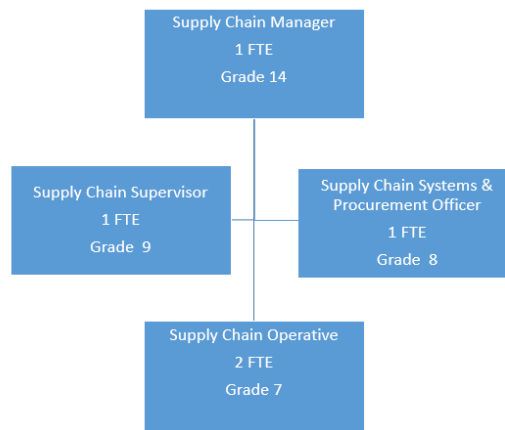
| Item | Cost £ |
|--------------------------------|----------------|
| Cleaning and domestic supplies | 46,800 |
| Energy | 57,400 |
| Rates | 49,800 |
| Repairs and maintenance | 21,300 |
| Water | 31,000 |
| Supplies and Services | 40,300 |
| Total | 206,300 |

Within the Supplies and Services element, there is a £16k repayment to the Energy Conservation fund, which ceased in 2021/22 and can therefore be included in the savings for 22/23.

There are 5 FTE in the Ops store as follows:

| Job title | Salary including on costs |
|--|---------------------------|
| Supply Chain Manager | £55,073 |
| Supply Chain Supervisor | £36,479 |
| Supply Chain Systems and Procurement Officer | £32,205 |
| Supply Chain Operative | £28,598 |
| Supply Chain Operative (vacant) | £28,598 |
| Total | £180,953 |

The total employees budget is £187,200



There is currently one vacancy in the store, a Grade 7 Operative £21,748 (£28,598 including on costs)

The OCO also operate a 11,420 sq. ft store, known as ICES located in a non-Council owned building on the Bridge St Industrial Estate. The provision of equipment and aids enables the council and the NHS to meets its duties as described in the following legislation:

- The Care Act 2014
- The National Health Service Act 2006
- The Children Act 1898
- The Chronically Sick and Disabled Persons Act 1970
- The Children and Families Act 2014

The store houses equipment and adaptations to help with the following:

- Mobility
- Moving and handling
- Bathing
- Showering
- Using the toilet
- Access (wheelchairs, ramps, stair lifts, lifts)
- Pressure relieving
- Sleeping/ getting into bed

The requirements of the ICES are:

- Accessible car parking and access to the building
- Toilets and Welfare facilities
- Creation of reception, meeting room, office and training room
- Installation of cleaning, drying and decontamination areas
- Central heating, drainage etc.
- IT systems.

Current annual running costs are as follows:

| Item | Cost |
|-----------------------------|------------------|
| Rent | £58,000 |
| Service charge | £6,500 |
| Business rates | £21,000 |
| Insurance | £2,500 |
| Utilities and running costs | £23,700 |
| Total | £ 111,700 |

There is the option of serving a six month break clause, but for it to be accepted there has to be no breaches of the lease. All rents , rates, service charges and all other outgoings have to be paid up to date(utility bills), and a crane service agreement, that the crane has been maintained.

The rents are paid on a monthly basis according to the lease, therefore a six month notice period we will need to ensure payments until the end of the six months

Or possibly the 7 month, if notice is given mid-month, the rental if over paid should be reimbursed if break-clause accepted and unit vacated and left in a good condition of repair (and reinstatement).

There is also a licence of alterations, works undertaken to make the units fit for the purpose of its use.

These works may be required to be removed and the unit left in the original condition, i.e.. removal of the mezzanine floor. Therefore cost of these works will have to be considered and carried out to the satisfaction of the landlord.

The other option to consider is an assignment of the lease to another company/organisation, who will take it on as is possibly and agree the payment of the rents, rates etc.

It is staffed as follows:

| Job title | Salary including on costs |
|-------------------------------|---------------------------|
| ICES Manager | £41,219 |
| ICES Technician/supervisor | £32,851 |
| Driver/fitter | £25,902 |
| Driver/fitter/store operative | £25,902 |
| Driver/fitter/store operative | £25,902 |
| Support Services Officer | £19,730 (4 days) |
| Admin Officer | £25,395 |
| Admin Assistant | £25,395 |
| Total | £222,296 |

Summary of current costs:

| Service area | Premises £ | Staffing £ | Total £ |
|----------------|----------------|----------------|----------------|
| Ops | 206,300 | 180,953 | 387,253 |
| ICES | 111,700 | 222,296 | 333,996 |
| Total £ | 318,000 | 403,249 | 721,249 |

Proposal:

The proposal is to merge the two stores into one location at Bradley Fold and complete a restructure that creates a new integrated team and reduces workforce costs. Total budget is £721,249. A £150k saving is a 20% reduction in the budget.

It is proposed to deliver this saving over 2 years because of the amount of property work that would be required at Bradley Fold. The intention is to restructure the team in Year 1 and to complete the property move and savings in year 2 once the new management team is in place. There would be a matrix management arrangement in place between Ops and ASC.

There are 3 property options:

Option1. Move the ICES Store into the Ops store

This option is the quickest and probably the cheapest.

Option 2. Move the ICES store into another unit at Bradley Fold

This option is unlikely as property Services have advised there is nothing suitable and vacant at Bradley Fold

Option 3. Consider moving both stores onto a different site at Bradley Fold

A discussion with Property Services has advised the following:

It would make sense to utilise the already demolished 26-28 and incorporate the area currently utilised by Highways as a dumping ground so a thoroughfare can be created with a route in and a route out. Additional buildings could be erected along the disused rail track should they be required which would lessen any noise impact on the adjoining housing estate from depot traffic.

This would enable the depot to maintain a one-way system for vehicles and the rest of the estate would remain as is until future development plans are agreed, the re-siting of the proposed new transformer and substation (£67K) to the depot confines would also free up an exit/entrance route for smaller vehicles and ensure depot operatives utilise the car park rather than tenant parking spaces elsewhere on the estate.

All options will require capital investment.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | £40k | £110k | £k |
| Staffing Reduction (FTE) | 3 | 0 | 0 |

It is proposed to deliver this saving over 2 years because of the amount of property work that would be required at Bradley Fold. The intention is to restructure the team in Year 1 and to complete the property move and savings in year 2

| | |
|---|--|
| Is the proposal One-Off or Ongoing? | On-going |
| Which Budget Principle does the option relate to? | Carbon Neutral and Internal Transformation |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| The two stores will be merged into one. Options will be looked at to agree whether the ICES store can be moved into the Ops store or whether further building work is required at Bradley Fold. |
| Service Delivery |
| Integrated management and supervision. Would need to separate out the public facing areas of the building |
| Organisation (Including Other Directorates/Services) |
| A new, integrated team will operate across the OCO and Ops, with a reduced management team. This will require a restructure and job consultation period to integrate the management and supervision functions and remove vacancies. |
| Workforce – Number of posts likely to be affected. |
| 1 or 2 – at manager and supervisor level and 1 vacancy in Ops Restructure may increase the salaries of the remaining manager and supervisor/s |

Communities and Service Users

The new facility will need to enable the small number of service users who visit ICES to continue to do so. They arrive by car as they are taking equipment away so they will need access to a parking space nearby.

Other Partner Organisations

Section C Key Risks and Mitigations

| Risks | Mitigations |
|--|--|
| Won't be able to find a new building to meet needs of both services | Design and agree space requirements |
| Won't be able to separate out current Ops building at BF into clean and dirty areas | Design and agree operating model |
| Savings will fall unequally | Need to work up the costs of sharing a building and the new structure, |
| Capital investment required means return on investment doesn't stack up or takes a long time to pay back | Work towards the most efficient model |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|--|------------------------|
| Informal briefing TUs and staff | Jan 22 |
| Agree space requirements | Jan 22 |
| Design and agree new structure | Feb 22 |
| Write new job descriptions and person specifications | Feb 22 |
| JE papers to HR Team | Feb 22 |
| JE info sent to TUs | Feb 22 |
| JE Panel | Feb/March 22 |
| Final report sign off by Members | March 22 |
| Formal discussion with TU and staff | March 22 |
| Job consultation period | 30 days March-April 22 |
| Review staff feedback | End April 22 |
| Sign off proposals | End April 22 |
| Issue redundancy notices | End April 22 |
| Implement new structure | July 22 |
| Property decision- current Ops store or new stores at BF | June 22 |
| Agree new operating model for space and service delivery | Sept 22 |
| Decant of ICES | March 23 |
| Fit out of new store | March 23 |
| Go live | April 23 |

The timeline above reflects option 1, it will need to change for option 2.

Section D

| | |
|------------------------|--------------------------|
| Consultation Required? | 30 days job consultation |
|------------------------|--------------------------|

Section E

Financial Implications and Investment Requirements

| | | | |
|--|--|---------------------------------|--|
| Investment requirements – Revenue and Capital | | | |
| <p>Capital investment may be required if move to a new unit at Bradley Fold – see note from Property Services above</p> <p>Capital investment will be required to fit out the new joint store. Some of the fittings and equipment from Bridge Street can be moved</p> | | | |
| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
| <p>The Premises costs quoted for Operations Stores is the full cost for the whole of the Bradley Fold Depot. Further work would be required to determine how much, if anything material, would be saved by Stores function relocating elsewhere. The best option from a revenue point of view would be to co-locate at Bradley Fold as the costs from Bridge Street would be saved, and not much extra incurred.</p> <p>Proposal includes deleting a currently vacant post, which would save £29k and can be achieved from April 2022. The post has been vacant for a number of months. The £16k Energy Fund contribution is also an immediate saving.</p> <p>Restructuring the management of the services will release further savings, with timings determined by HR processes around consultation and notice periods.</p> | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|--------------|
| Reference | OPS010 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Simpson |

Section A

| | |
|----------------------------------|--|
| Service Area | Leisure and Wellness |
| Budget Option Description | Leisure and Wellness Programmes – Increased Efficiency |

Budget Reduction Proposal – Detail and Objectives

Background

To achieve the overall budget reduction Wellness will look to implement transformational change across its services. There are several transformational projects which require implementation and are intrinsically interlinked and aligned to each other to see exponential growth and income as well as efficiencies across the services. The following transformational projects are summarised as follows and the financial calculations have been worked out with the following acknowledgment that the Channel Shift and Management Information Systems (MIS) projects are aligned.

- **Transformation of Customer Journey**–Development of a more digitalised and online process for paying for activities. If enhancements to the existing website and the development of a more efficient app and management information system this would channel shift and make it easier for members and non-members to book and pay for all transactional activities online. This would then allow for some overall reduction in frontline posts. Working alongside other Operations Senior Leadership Team and relevant stakeholders to transform the overall digital experience of all customers development of a proof of concept to automate Leisure Calls through agreed business outcomes. Solutions will be developed working with an external IT Specialists to transform the service. Efficiency savings from reduced headcount in Leisure, additional income from turning pay as you go users into members, additional income from recruiting non-members to members, efficiency savings through reduction of applications, licences etc. If channel shift fully implemented reduction in 2 FTE frontline operational staff once fully implemented resulting in £50k saving which sits separately corporately. Also, recent investment proposal approved at Cabinet in September 2021 was agreed to support the recruitment of some additional interim receptionists to help with volume of calls, customer retention and membership sales.
- **Management Information Systems (MIS)** – The Head of Wellness alongside a separate task and finish group from across Wellness have been undertaking a comprehensive review of all the existing data management systems to deliver an improved Leisure and Live Well Booking System, reporting overall management systems to drive efficiencies ensure the services have the best system available to support growth and retention of all customers. The Service have secured some IT additional investment to help procure a new system. An audit has been undertaken considering baseline, needs and wishes across the teams. Currently across Wellness Services there are five MIS systems which includes Libraries. The first phase of work to support the channel shift will focus on Leisure and Live Well. After consideration the most efficient progress for Libraries will be to join the Greater Manchester Library MIS Consortium where there will be approximately £5,100 savings but these will be achieved in 2023/2024.
- **Marketing**– An Operational Decision was agreed and in December 2021 to appoint a Leisure Specialist to support the development of a Service Marketing Strategy, Plan and Campaigns to help increase the number of new members. There will also be a focus on the retention of existing members. The Marketing Support will create

additional leads and an increase in memberships. Cornerstone were successful and have started in January 2022 to support the team with the overall strategy and membership growth. Cornerstone also support three other Leisure trusts across GM.

- **Restructure** – The Wellness Head of Service is undertaking a review of the Management Structure. A review of all current vacancies and team structures will be embedded into the review.
- **Wellness Delivery Expenditure Budget Reductions** – A review across all Wellness Budgets has commenced and the following will be allocated as savings :
 - a. approximately **£100k** reduction will be allocated from expenditure budgets. A reduction in the overall Leisure staffing budgets which are currently underspent will contribute towards this target.
 - b. Reduction in vending budgets following a change to external provider **£20k**
 - c. Parks budget efficiency saving **£20k**
- **Income and Growth** – As of December 2021 Leisure had a baseline of 2713 live members. The target is to grow this to 4,000 by 31st March 2023 to drive additional membership income. Increase in income through membership growth and retention **£72k** – Marketing consultant now appointed. Recovery plan will be reviewed. Related to additional 220 members. This number will have to be higher to allow for achieving the growth over 12 months
- **Review of Programmes** – To review programmes across all three Leisure Centres and ensure the Leisure Management Team focus on optimisation for all activities in line with UK Active Guidance.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | £212k | £k | £k |
| Staffing Reduction (FTE) | 2 FTE | 0 | 0 |

| | |
|---|-------------------------|
| Is the proposal One-Off or Ongoing? | One-Off |
| Which Budget Principle does the option relate to? | Digital/Economic Growth |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|---|
| Property |
| None. |
| Service Delivery |
| None |
| Organisation (Including Other Directorates/Services) |
| Positive Reduced expenditure deficit and increased growth and income for Leisure Services |
| Negative Links to workforce wellbeing and the ability for the workforce to change the way they deliver the service within a short timescale. |
| Workforce – Number of posts likely to be affected. |
| Positive Reduced staffing costs for the Council. (Subject to channel shift model being fully implemented). |
| Negative Channel Shift - Potentially c2 FTE posts directly affected. |
| Communities and Service Users |
| Positive Where possible the channel shift will support an improved transactional customer experience. |
| Negative Behaviour change of the customer experience required as there will be a shift away and a perception of a less personalised experienced service specially for certain customers who require additional support. |
| Other Partner Organisations |
| <ul style="list-style-type: none">➤ GM Active➤ Public Health➤ Live Well➤ GM Moving➤ Other stakeholders |

Section C
Key Risks and Mitigations

| Risks | Mitigations |
|---|---|
| Staff Redundancies and Redeployment | Potential redeployment |
| Channel Shift Model not fully implemented | Work may have to be phased in line with other corporate work streams. |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|---|----------------|
| Full Cabinet Report and full governance process | Up to 8 months |
| Staff and Public Consultation | Up to 6 months |

Section D

| | |
|------------------------|-----|
| Consultation Required? | Yes |
|------------------------|-----|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

Section E

Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|--|
| |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|---|--|---------------------------------|--|
| <p>There are a significant number of vacancies across the service which can contribute to the target, which when taken with the other measure outlined would mean that this will be achieved in 2022/23.</p> <p>Savings within these services need to be set in the context of the income for Leisure lagging behind a temporarily reduced income target.</p> | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|------------|
| Reference | OPS011 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn |

Section A

| | |
|----------------------------------|---------------------------------------|
| Service Area | Waste Management |
| Budget Option Description | Increase Recycling and Minimise Waste |

Budget Reduction Proposal – Detail and Objectives

Minimise waste collected and increase recycling to reduce disposal levy costs.

Actions:

- Promote comingled recycling
- Promote paper and card recycling
- Love Food Hate Waste Campaign
- Right Stuff Right Bin Campaign
- 'Every Item Counts' and 'Every Household Counts' Campaign
- Promote Home Composting
- Reduced use of single use plastic campaign
- Reduce contamination
- Community recycling campaign with support from Community hubs, food banks and schools
- Promote waste minimisation campaigns e.g. re-use, bulky waste collections and charity shops.

Increased financial monitoring of waste disposal levy through closer working between Ops and Finance. This will tell us how we are performing- over/under and projected year end position. A monitoring spreadsheet has now been set up and at the end October 2021, it shows we are in line with 2021/22 projections. The position will be monitored monthly.

Levy Costs per tonne for 2021/22

| | Fixed cost per Tonne | Variable Cost per Tonne |
|-----------------|----------------------|-------------------------|
| Residual | £ 194.10 | £102.30 |
| Food and Garden | £33.00 | £46.96 |
| Comingled | £14.96 | -£5.86 |
| Pulpables | | £23.25 |

- Every 1% reduction in Grey bin (residual) waste saves £29k
- Every 1% of waste moved from Grey bin (residual) to Green bin (pulpables) saves £22.5k
- Every 1% of waste moved from Grey bin (residual) to Blue bin (comingled) saves £31k
- Every 1% of waste moved from Grey bin (residual) to Brown bin (bio waste) saves £15k

Recycling Rates 2020/21

The table below shows the recycling rates across Greater Manchester in 2020/21. This shows that Bury has the third highest recycling rate in Greater Manchester.

| Local Authority | Recycling rates |
|-----------------|-----------------|
| Trafford | 56.64% |
| Stockport | 55.95% |
| Bury | 52.84% |
| Tameside | 51.96% |
| Rochdale | 51.12% |
| Bolton | 50.98% |
| Salford | 46.38% |
| Manchester | 44.32% |
| Oldham | 40.02% |

- A 4% increase in recycling in Bury would take the Council to the best position in GM.
- Current recycling rate in Bury is 28.29% from bio waste and 24.55% from dry recycling to make up the 52.84%.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------|---------|---------|---------|
| Budget Reduction (£) | £50k | £255k | |
| Staffing Reduction (FTE) | 0 | 0 | |

| | |
|---|----------------|
| Is the proposal One-Off or Ongoing? | On going |
| Which Budget Principle does the option relate to? | Carbon Neutral |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|--|
| Property |
| The proposal will impact on residents living in all properties in Bury as we target changing their behaviour to increase recycling and reduce waste. |
| Service Delivery |
| A borough wide communications campaign will be needed to target behaviour change. This will include: <ul style="list-style-type: none"> • Option to link to the climate change agenda and the wider benefits of recycling • Crew training to ensure they understand what goes in each bin and how to avoid contaminated loads • Social media campaign • Door knocking – to be targeted following analysis of round data to see where we can have the biggest impact. e.g., round collecting highest tonnes of residual per household • Community campaign with support from Community Hubs, Schools, Bury Market, Food Banks etc (need to engage with hubs and food banks) • Exploring campaigns and support available from GMCA |
| Organisation (Including Other Directorates/Services) |

| |
|---|
| Support from Corporate Core- Comms Team and Community Hubs. Comms to Carers via OCO. |
| Workforce – Number of posts likely to be affected. |
| None. |
| Communities and Service Users |
| Will need a comms campaign to target behaviour change and will need a community campaign with support from Community Hubs, schools, Bury Market, Food Banks etc |
| Other Partner Organisations |
| Team Bury approach required across schools, Six Town Housing (STH) properties etc. STH are keen to carry out joint working to increase recycling and minimise waste. GMCA – An approach will be made to the GMCA to see if any communication and behavioural change support can be provided by Recycle for Greater Manchester. |

Section C
Key Risks and Mitigations

| Risks | Mitigations |
|---|---|
| Recent comms from GMCA indicates there are likely to be significant pressure on the GM waste disposal levy costs due to: <ul style="list-style-type: none"> • Impacts of the National Waste and resources Strategy • The merger of SUEZ and Veolia This would result in an increase in waste disposal costs for Bury. | The initial term of the Suez contracts ends in 2026 and the GMCA and LAs we will need to come to a view on whether to utilise the optional 3 year priced extension, run a procurement in a much reduced market or consider an alternate delivery model. |
| The waste disposal budget is a corporate budget but the work to deliver the savings will be done in operations and the saving will need to be attributed to operations. | Discussions to take place with finance to confirm the savings can be attributed to operations. |
| Capacity to mobilise a presence in communities for door knocking, carers, Hubs and Food banks. | Super boost funding secured, integrate into people's roles, embedding into climate change activity, Council Change Agents. |
| Seasonal variances in weather can change the amount of bio waste that can be collected e.g. a hot wet summer makes the grass grow more! | Levy projections as accurate as possible based on previous experience |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|--|--------------------|
| Recruit into temporary posts to push behavioural change on the ground using comms collateral. | End February 2022 |
| Analyse data from routes to agree where to prioritise | End February 2022 |
| Develop Corp comms campaign and plan across all waste minimisation and recycling initiatives | End February 2022 |
| Engage residents through door knocking, briefings and activity by community hubs, carers, food banks etc | Throughout 2022/23 |

| | |
|---|--------------------|
| Work with schools and incentivise activity at home with rewards for schools | Throughout 2022/23 |
| Engagement with community cohorts e.g. faith groups and festivals | Throughout 2022/23 |

Section D

| | |
|------------------------|----|
| Consultation Required? | No |
|------------------------|----|

| | Start Date | End Date |
|--------------|---------------------------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | Through communication campaigns | |
| Service User | Through communication campaigns | |
| Other | | |

Section E

Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|---|
| <p>Funding has already been secured as follows to support this:</p> <ul style="list-style-type: none"> • 2 x contamination officers for a period of 2 years • 1 x additional Officer for one year to specifically work with Six Town Housing, other Registered Social Landlords and private landlords to tackle issues associated with communal waste bins and improve recycling <p>A small budget may be required for communications material.</p> |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|---|--|---------------------------------|--|
| If the actions taken have the desired effect on recycling rates, then the saving (which is 1.8% of the levy charge) should materialise. The staffing resource will be fully in place so the savings should be able to be achieved as per the timetable. | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|------------|
| Reference | Ops012 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn |

Section A

| | |
|----------------------------------|---|
| Service Area | Operations |
| Budget Option Description | Review of Transport with Driver Service |

Budget Reduction Proposal – Detail and Objectives

Background

This proforma sets out the scope for reviewing and making savings within the transport with driver service

- The main client for the service is Persona with transport provided to and from all day care centres. Additional transport to a very small (less than 5) home to school contracts and ad hoc internal parcel/post deliveries during the day
- The service provides transport to just over 400 Persona customers of which circa 130 are in wheelchairs. There are about 50 children and young people customers including 10 in wheelchairs
- The service has over 20 vehicles which includes up to 7 mini-buses located at specific venues
- The service employs 12 drivers of which 3 are from agency. There is 1 transport supervisor who drives on a regular basis.
- The total existing expenditure budget for the service is £655k which includes drivers, buses, mini-buses, fuel, central charges such as insurance and supervision

It is proposed to review the existing service provision which will also consider the longer-term Adult Care policy for admission into the service for customers. The review will also look at the efficiency of routes, the maximum time a customer should be on a bus at any one time, the maximum number of customers the service can provide and the minimum requirement for on-site mini buses.

The review will be carried out in consultation with Adult Care Services, Children's Services and Persona as well as consultation with staff and trade unions.

| | 2022/23 | 2023/24 | 2024/25 |
|---|-------------------------|---------|---------|
| Budget Reduction (£) | £100k | 0 | 0 |
| Staffing Reduction (FTE) | TBD | 0 | 0 |
| Is the proposal One-Off or Ongoing? | On-going | | |
| Which Budget Principle does the option relate to? | Internal Transformation | | |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|-----------------|
| Property |
| None. |

| |
|---|
| Service Delivery |
| <ul style="list-style-type: none"> • Reduced service provision with potentially less customers being transported • More efficient routes • Replacement of buses to be more efficient on fuel and maintenance • Review of other income generation opportunities • Potentially less minibuses based at centres or more efficient use of them |
| Organisation (Including Other Directorates/Services) |
| Impact on service provided to Adult Care Services, Children's Services and Persona |
| Workforce – Number of posts likely to be affected. |
| <ul style="list-style-type: none"> • 12 existing drivers • 1 existing supervisor who also drives • Workshop provision if less buses are required to be maintained |
| Communities and Service Users |
| <p>A reduction overall budget circa 15% resulting in</p> <p>Less vehicles Less drivers Less on-site mini-buses Service to less customers Efficiency savings in leasing costs of vehicles More efficient routes Replacement vehicles as the existing stock is now uneconomical</p> |

| |
|------------------------------------|
| Other Partner Organisations |
| Persona |

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|--|---|
| Risk income targets won't be met | Work closely with ACS and Persona to develop a workable reduced service |
| Resistance from customers to any changes | Ongoing consultation with Persona, other clients and customers |
| Increasing demand for the services | Ensure ACS policy in place for managing entry to and retention within the service |
| Older buses are now beyond economic repair and do not comply with carbon reduction requirement | Replace existing buses and hire in vehicles until final revised service is known |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|--|----------------|
| Engage with ACS, Staff, Children's and Persona | Feb -April 22 |
| Service Review | Feb – May 2022 |
| | |

Section D

| | |
|------------------------|--|
| Consultation Required? | Consultation with existing clients and customers |
|------------------------|--|

| | Start Date | End Date |
|--------------|------------|------------|
| Staff | Feb-2022 | May 2022 |
| Trade Unions | Feb 2022 | May 2022 |
| Public | | |
| Service User | March 2022 | March 2022 |
| Clients | Feb 2022 | March 2022 |

Section E

Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|---|
| Capital cost for the replacement vehicles which is already approved within the existing capital Vehicle Replacement Programme |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? | | | |
|--|--|---------------------------------|--|
| If the review only concludes in May, then allowing for implementation would mean that an annual saving in excess of £100k would need to be identified to be able to deliver the target. However, as there is an existing vacancy, then leaving that unfilled – pending the review – would generate an annual equivalent saving of c.£28k from the start of the year. | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |

| | |
|---------------------------|------------|
| Reference | Ops013 |
| Executive Director | Donna Ball |
| Cabinet Member | Cllr Quinn |

Section A

| | |
|----------------------------------|------------------|
| Service Area | Operations |
| Budget Option Description | Changes to posts |

Budget Reduction Proposal – Detail and Objectives

Background

This proforma sets out changes a small number of posts

The following are proposed:

HR changes:

1. The redesignation of a Head of Service post to a Project Manager. Change from SM2 to Grade 13 (£19,00 saving)
2. Capitalise 1 post in Highways (£50K)
3. Grounds Maintenance efficiencies (reduced use of agency staff, £20k)
4. Deletion of 1.5 vacancies (54,000)

| | 2022/23 | 2023/24 | 2024/25 |
|---|-------------------------|---------|---------|
| Budget Reduction (£) | £143k | | |
| Staffing Reduction (FTE) | 0 | 0 | 0 |
| Is the proposal One-Off or Ongoing? | On-going | | |
| Which Budget Principle does the option relate to? | Internal transformation | | |

Section B

What impact does the proposal have on. Set out any impacts (positive and negative) on performance and costs

| |
|--|
| Property |
| None. |
| Service Delivery |
| |
| Organisation (Including Other Directorates/Services) |
| None |
| Workforce – Number of posts likely to be affected. |
| Redesignation of 1 post in project management Capitalisation of 1 post in Highways Deletion of 1.5 fte vacancies |

Reduction in use of agency staff and further annualisation of working hours in grounds maintenance

Communities and Service Users

Other Partner Organisations

None

**Section C
Key Risks and Mitigations**

| Risks | Mitigations |
|-------|-------------|
| | |

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

| Milestone | Timeline |
|-----------|----------|
| | |
| | |
| | |

Section D

| | |
|------------------------|-------------------------|
| Consultation Required? | No all posts are vacant |
|------------------------|-------------------------|

| | Start Date | End Date |
|--------------|------------|----------|
| Staff | | |
| Trade Unions | | |
| Public | | |
| Service User | | |
| Other | | |

. Financial Implications and Investment Requirements

| Investment requirements – Revenue and Capital |
|---|
| Capitalisation of 1 post in Highways |

| Finance Comments – Will the proposal deliver the savings and within the agreed timescales? |
|--|
| |

| | | | |
|----------------------------------|--|---------------------------------|--|
| | | | |
| Signed Executive Director | | Cabinet Member Signature | |
| Signed Finance | | Name and Date | |