

**Manchester City Council
Report for Resolution**

Report To: Executive – 16th February 2011
Communities and Neighbourhoods Overview and Scrutiny
Committee – 17th February 2011
Resources and Governance Overview and Scrutiny Committee –
28th February 2011

Subject: Budget Proposals for the Neighbourhood Services Directorate

Report of: Director of Neighbourhood Services

Summary

This report provides Members with information on the proposed changes to the Neighbourhood Services directorate as part of the proposals for the budget and Medium Term Financial Plan. This report forms part of a suite of reports to the Executive and Resources and Governance Overview and Scrutiny Committee for consideration at their meetings in relation to the budget and level of Council Tax.

This report is also provided to assist Overview and Scrutiny Committees which have decided to look at particular draft business plans within the responsibilities of the Director of Neighbourhood Services. The Communities and Neighbourhoods Overview and Scrutiny Committee have asked to review Highways, Parking, Waste, Libraries and Leisure Business Plans and this report will support the updating of those Business Plans.

Subject to decisions on the Council's budget and Medium Term Financial Plan, the proposals in this report will be built into Business Plans for all services within the Neighbourhood Services directorate.

Recommendations

Executive is recommended to

1. Approve the proposals in this report to be included in the budget to be recommended to Council, and
 2. Note that if the proposals outlined in this report are agreed by Council further reports will be submitted to the Executive as specified in the body of the Report
-

Wards Affected: All

Community Strategy Spine	Summary of the contribution to the strategy
Performance of the economy of the region and sub region	Implementation of the budget proposals will seek to protect economic, social and environmental development of the City.
Reaching full potential in education and employment	All services within the directorate aim to support individuals, families and communities achieve best outcomes.
Individual and collective self esteem – mutual respect	Individual respect and community resilience is a key theme within the Neighbourhood Focus Strategy.
Neighbourhoods of Choice	Creating sustainable neighbourhoods where people want to live, work and to stay as they become more economically independent is key to the budget strategy.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy – Yes. Where appropriate Equality Impact Assessments will be undertaken.
- Risk Management – Yes. A risk management approach will be taken for all the proposals outlined in this report.
- Legal Considerations – Yes. These are reflected within the report.

Financial Consequences – Revenue and Capital

The proposals set out in this report form part of the draft budget submitted to the Executive, Communities and Neighbourhoods Overview and Scrutiny Committee and Council.

Contact Officers:

Name: Vicky Rosin
Position: Director of Neighbourhood Services
Telephone: 0161 234 4051
E-mail: v.rosin@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Report to Executive on 22 December 2010 re Provisional Local Govt Settlement.

Report to Executive on 19 January 2011 on Financial Settlement 2011/12 + 2012/13, workforce issues.

Final Local Government Financial Settlement from CLG 31 January 2011

Personnel Committee Report on 19 January 2011 – Neighbourhood Services

Directorate - Proposed amendments to the Senior Management Structure

1.0 Introduction

Budget Overview

- 1.1 The Neighbourhood Services (NS) directorate comprises 19 diverse universal, specialist and trading services with a complex budget - £217M gross / £108M net employing 2654 FTE staff. The cash limit budget, before savings and growth proposal, and FTE staff for 2011/12 is shown below.

2011/12 Cash Limit Budget (before saving and growth proposals)

Neighbourhood Services	Gross Budget £'000	Net Budget £'000	FTE Number
Business Units	80,042	11,153	1,665
Neighbourhood Delivery Teams	91,486	60,910	465
Community Based Services	37,411	29,472	456
Support Services & Environmental Strategy	8,125	6,432	68
TOTAL	217,064	107,967	2,654

- 1.2 The budget and Medium Term Financial Strategy (MTFS) for the directorate is committed to protecting the economic, social and environmental development of Manchester, with the focus on creating sustainable neighbourhoods where people want to live, work, and will stay as they become more economically independent. This has been a critical factor in supporting the population growth in the City.
- 1.3 The directorate has led the implementation of the Neighbourhood Focus Strategy, to develop, deliver and commission high quality, responsive and accessible services which meet the needs of residents in the most cost effective and efficient manner. Whilst supporting growth and investment our services also seek to build capacity within neighbourhoods, empowering residents, developing skills and resilience to shape their future and their communities.
- 1.4 However, the scale of the financial challenge facing the Council, particularly over the next two years, brings major challenges to Neighbourhood Services. Whilst the transformational change programme being progressed provides new and integrated models for service delivery, for collaboration with partners and innovative ways of funding priority interventions, the budget reductions required cannot be met by such changes and by greater efficiency alone.
- 1.5 The existing Analyse and Improve Manchester (AIM) Programme within NS has already identified and started to achieve significant efficiency savings and the transformation programme provides additional proposals which will

accelerate and add to the AIM programme. These savings are insufficient in the light of the local government financial settlement however and further cost and service reductions have had to be identified.

- 1.6 Efficiency savings have been delivered in 2010/11 of **£3.7M**. The savings targeted within Neighbourhood Services were a further **£16.7M** for the period 2011/12 to 2012/13. Prior to the settlement, savings amounting to **£13M** of this original target had been identified and verified as achievable, incorporating a planned reduction of 238 full time posts.
- 1.7 The post settlement savings identified for the directorate are a total of **£31.2M**, an increase of **£18.2M** in the overall savings identified. This incorporates a further reduction of 157 full time posts, taking the total to 395.
- 1.8 The proposals set out in this report to achieve these savings will refocus the resources of the Neighbourhood Services directorate. Whilst our commitment to delivering high quality services to Manchester residents, supporting safe, clean, sustainable neighbourhoods and providing or commissioning excellent community amenities, is at the heart of this budget, it will be immensely difficult given the scale and severity of the budget settlement and reductions in front line services are therefore inevitable.

2.0 Reducing and Refocusing Resources

A. Leadership For Reform

- 2.1 At the heart of the transformation programme within Neighbourhood Services is the delivery of public sector reform, the promotion of a 'one council' approach, giving residents greater clarity in relation to services provided in their localities, with more self service and improved accessibility. The 19 different services will be integrated into 4 broad operational arrangements – Neighbourhood Delivery Teams (NDT), Community Services, Business Units and Back Office / Business Support. Where appropriate staff will be deployed around 5 Strategic Regeneration Framework (SRF) areas and 14 identified localities. The new model for the directorate will facilitate joined up working, an integrated management structure with less layers of management, operating to common goals, bringing buy-in from staff, committed to delivering excellent customer services.
- 2.2 We will work with GMP and with Registered Providers to strengthen and integrate the leadership role in our neighbourhoods, co-locating our teams and refocusing budgets to reduce duplication, maximising the investment in sustainable neighbourhoods.
- 2.3 Our libraries, leisure and sports facilities play a key role in local communities attracting public and private investment, supporting residents to develop skills and self reliance. As part of the transformation of Neighbourhood Services, we are developing a more integrated approach to delivering community services, in particular sport, leisure and library services but also including cultural services, youth activities and play. Again, co-location where

appropriate, sharing staff resources and an integrated leadership and management model.

- 2.4 The integration of community services will provide a more consistent and accessible spatial offer to residents within each of the SRF areas. There has been considerable investment in the library and leisure centre estate in recent years and this enables us to make proposals later within this report for the rationalisation of a number of libraries and leisure centres.
- 2.5 Our leadership role within AGMA has been demonstrated through our Environmental Strategy team who have been leading the development of a Greater Manchester (GM) Climate Change Strategy and proposals to provide a GM Environmental Service are being considered. We are developing a model of Civil Contingencies to deliver these functions at a GM level and similarly supporting the investigation into the feasibility of a GM Library Service.

B. Universal Services

- 2.6 Neighbourhood Services provide a wide range of universal services both to internal and external customers. These include services that trade and fully recover costs and those for which there is support through the revenue budget. As part of the transformation programme these services are being reviewed to ensure provision is cost effective and meets the requirements of client departments / external customers and residents and will be combined where appropriate and delivered through business units. These include Fleet Management, Building Cleaning, Town Hall and Catering services, Community Transport, Bereavement Services, Markets, Pest Control and Parking.
- 2.7 As part of planned efficiencies, Business Units had already identified **£1.4M** savings. This included changes to the Community Transport Service to better align it to client needs, efficiencies within the parking service, and extension of CCTV and bus lane controls.
- 2.8 Given the severity of the budget shortfall following the settlement a further **£4M** has now been identified. Business Units' services carry out a wide portfolio of services for other Council departments and external partners and further savings will be made in the following areas:-
- Savings totalling **£350K** will be realised from changes to the Pest Control service.
 - Tariff charges will be revised in Bereavement Services and running costs reduced.
 - Public conveniences will be closed saving **£295K** with the exception of Mount Street which will be subject to a charge.
 - Street Scene Service repairs to the sweeper fleet will be undertaken in-house and additional income will be generated through changes to taxi MOTs. Catering Services, Town Hall Services and Furniture and General Stores will all be subject to structural reviews, particularly of management teams.
 - A reduction of services traded internally within the Council from Business

Units has been targeted to reduce the Council expenditure by **£3M** from 2012. These savings will be realised by other Council departments as services are withdrawn.

Review of Fees and Charges

- 2.9 In order to deliver maximum efficiencies, the directorate will comprehensively review all fees and charges to ensure that full inflationary rises are reflected where services are charged for. An annual review process for all fees and charges will also be undertaken in future as part of the business planning process. Such changes are subject to consultation and this will be progressed as a key part of the review. In order to ensure a more efficient and effective on street parking service it is proposed to move towards a cashless metering service where customers pay using their mobile phone and credit card. Other authorities have identified significant efficiencies secured whilst maintaining a fully functional service.
- 2.10 A strategic review has also been undertaken of how the existing approach to parking impacts on traffic flow and congestion, particularly in the City Centre. The review has taken into account changing trends concerning traffic flow, including increased visitors to the City Centre on a Sunday and during an extended rush hour, the wider availability, siting and price of car parks, existing and predicted levels of demand for parking, and the availability, accessibility and quality of alternative public transport provision. In considering whether to take such action the Council has an obligation to exercise its functions so as to secure expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities on and off the highway taking into account the factors contained in section 122 Road Traffic Regulation Act 1984.
- 2.11 A further study will be carried out to inform the final decision on this proposal. The study will consider the existing and predicted levels and demand for parking; the availability and pricing of on and off street parking places; the extent of the congestion problem at the times when it is proposed that the controlled parking zone will operate; the availability, accessibility and quality of alternative public transport and the extent of competing demands for road space and kerb space. Introducing charging for Council owned district centre car parks will be introduced where it will not simply displace parking to residential areas. These proposals will be the subject of a formal consultation process and a further report to the Executive.
- 2.12 The review of charges will be complemented by changes to enforcement to ensure the effective management of on street parking as well as aiding traffic flow throughout the City Centre and along key radial routes and to ease congestion. This will include the introduction of further CCTV cameras to monitor bus lanes targeted at identified hotspots. This proposal will follow the required statutory process. Where enforcement is difficult or sensitive consideration will be given to introducing CCTV cameras to aid enforcement, particularly in areas of the City where congestion is a significant and growing issue. This will be supported by changes to the deployment of Civil

Enforcement Officers to ensure greater efficiency and reduced duplication of the resource.

- 2.13 Final decisions on these proposals will be based on legitimate traffic grounds only. If implemented, the income and efficiencies generated as a result of these changes is estimated to be **£2M**. However, the Executive must note that any increase must be based on transport needs and therefore the final amount that may be generated will be subject to the outcome of the strategic review.

C. Targeted Services

- 2.14 Evidence from participation in the Ardwick Better Life Chances pilot has demonstrated how Neighbourhood Services can contribute to the reduction of dependency and support for families with complex needs. These interventions should not be, or be seen to be, confined to social care and health services; it must include hard enforcement services and the role of NS in joining these up across Registered Providers (Social Housing), Private Sector Housing, Community Safety and Neighbourhood Policing will be critical if we are to make our social intervention work.
- 2.15 There is a risk that our targeting of complex families could lead to perceptions that our support is provided to residents in neighbourhoods who least deserve it when all other public services appear to be being reduced. The role of the new Neighbourhood Delivery Teams will be essential in providing integrated enforcement services to challenge the behaviour of the families concerned. The transfer of the Anti-Social Behaviour Action Team into Neighbourhood Delivery Teams will support the effective use of our compliance functions targeted on specific neighbourhoods, families or individuals.
- 2.16 The NDTs will align and co-locate with the Regeneration Teams to ensure a stronger and more targeted approach to maintaining neighbourhoods as attractive places to live. This is key to challenging the atmosphere of hostility to self reliance created by some families in some neighbourhoods and in keeping people in Manchester when they become productive.
- 2.17 Our Community Services have worked closely with Children's Services to ensure the development of an integrated neighbourhood offer to young people as part of the Valuing Young People Strategy and will respond to specific targeted commissioning of youth provision as Children's Services withdraw from their current role as a direct provider of Youth Services.

D. Neighbourhoods

- 2.18 Neighbourhood Delivery Teams (NDT) bring operational and enforcement services together under one management structure. This will be further enhanced through the integration of key elements of the Crime and Disorder function into Neighbourhood Services as part of NDT. The savings identified from the development of the NDT as part of AIM and transformation activity prior to the settlement totalled **£5.3M**.

- 2.19 In addition to this, planned efficiency savings in Highways and Private Sector Housing have also identified **£250K** and **£647K** respectively.
- 2.20 The outcome of the settlement has required a re-appraisal of the size and make up of the NDT structure. This will also mean a reduction in the nature and frequency of services carried out by the locality teams. A further saving of **£822K** is proposed to be secured through reducing management posts, operational and compliance posts.
- 2.21 Additionally, deeper and more radical proposals have been required to meet the new budget targets following the budget settlement and these include:
- **Waste and Recycling service**
Service changes and improvements have had a positive impact and driven up recycling rates. Further changes are necessary however to continue to increase recycling and reduce the cost of the levy paid to the Waste Disposal Authority. These will include prioritising recycling collection over residual waste collection, rolling out a new approach co-ordinating bulky, flytip and passage clearance, charging for replacement waste bins, charging for more than two bulky refuse requests per year, changing the process around missed bins and reducing by one the number of collection rounds. In total these changes will secure savings of **£2.73M** including the reduction in the cost of the levy. We will undertake Equality Impact Assessments where necessary.
 - **Private Sector Housing Service**
Additional staffing efficiencies from the transaction, access, administration and policy and performance teams will realise further efficiencies of **£328K**.
 - **Street Management**
Further savings will be found from not implementing any uncommitted Neighbourhood Funding Requests, particularly those related to environmental works, realising savings of **£298K**. Other changes include savings in Street Scene Services, particularly through revising shift patterns to move away from night time street cleaning and a reduction in the frequency in some street cleaning rounds where current standards allow. This and other savings from previously funded WNF services will achieve **£796K**. Further savings relate to revising the opening hours of the vehicle pound, reducing street washing by 50% and increasing the charges for badge fees for handing out flyers - **£231K**.
 - **Highways Services**
Additional changes to the service to realise a further **£1.908M** to take account of the significant reduction in capital funding, with further changes to network management and a review of funding arrangements for school crossing patrols and road safety education activity to encourage schools to take direct responsibility for these services.

Community Services

- 2.22 The savings identified from the development of Community Services, in particular the sport, leisure and library services, as part of AIM and

transformation activity prior to the settlement totalled **£2.7M**.

- 2.23 The severity of the outcome of the settlement has required a reassessment of the service offer that can be provided with a need to both further rationalise the building offer and reappraising the services that can be provided within a reduced estate.
- 2.24 A strategic indoor leisure review has identified a number of community facilities which are failing to meet fit for purpose standards because of their age and poor condition and which have considerable investment needs as well as high maintenance costs. As a result of this review it is proposed to close Levenshulme Pool, particularly because of the condition of the building which requires substantial capital investment and its lower usage figures. There is capacity at the Manchester Aquatics Centre and the newly built Wright Robinson Community & Dry Sports Leisure Facility. This would give a saving of **£294K**. Miles Platting Pool will close when the proposed new Joint Service Centre, scheduled to open late 2012, is available. The Leisure Services facilities are delivered through Trust arrangements and the legal implications of any proposals will need to be carefully considered. In particular the Council has lease arrangements with the Trust(s) and also management arrangements for the provision of the services that will need to be reviewed. Subject to the approval of this proposal in principle a full consultation exercise will be carried out which will include an equality impact assessment and consideration of re-provision in due course. The outcome will be reported to Executive for a final decision.
- 2.25 Proposed alternative management arrangements will be developed for Arcadia, Ardwick, Ten Acres, Debdale Sailing Centre and Abraham Moss Leisure Centre. It is anticipated these options could generate savings of **£1M**.
- 2.26 Further savings options have been identified by the rationalisation of buildings within Outdoor Leisure as well as savings within the grounds maintenance contract along with changes to service delivery. Additional savings have also been identified within Sports Development, Active Lifestyles, Major Sports Events and through further changes to the implementation of the Community Services model amounting to **£0.8M**.
- 2.27 The proposal to develop a new cultural facility at First Street provides an opportunity for early integration between the Library Theatre Company and Cornerhouse with associated efficiencies as a result of removing duplication, particularly of back office activities and accommodation costs with a saving of **£143K**.
- 2.28 The Libraries and Information Service has been transformed in recent years and two thirds of Libraries in Manchester have received capital investment over the last 7 years. In 2010 alone 5 new or refurbished libraries were opened. Furthermore, Central Library is undergoing major refurbishment as part of the Town Hall Transformational Project. 2011/12 will also see a new library in Victoria Avenue which will replace the current Higher Blackley Library. This investment has led to a vast improvement in usage and customer

and resident satisfaction as well as a shift towards greater use of self service technology and take up of web based library services. As part of the planned savings through AIM and transformation **£841K** savings have been identified.

- 2.29 However, the settlement outcome has necessitated a full review of library provision and the services delivered from libraries. Efficiencies from facilities management, a reduction in the book fund and seeking alternative funding for homework club provision will save **£733K**.
- 2.30 Further savings of **£1.357M** must be found from the Library Service and this will require a full review which will take into account the recent investment in new libraries, usage, the proximity and accessibility of other provision, and also the condition of the building stock to determine opportunities for future reprovision and different delivery models taking into account the long term library strategy. The review will look at current opening hours and mobile library services.
- 2.31 As a result of investment and new libraries that opened over the last year, the review will consider the closure of Clayton and East City Libraries following the opening of the new Beswick Library (Sept 2010); the closure of Rackhouse Library following the opening of the new Brooklands Library (Oct 2010); the closure of Barlow Moor Library and to consider options for community provision; the relocation of Hulme Library is proposed to either Moss Side Leisure Centre or to the Zion Centre. Miles Platting Library will close when the new Joint Service Centre opens (late 2012).
- 2.32 All proposals will have to be considered against section 7 of the Public Libraries and Museums Act 1964 that requires a local authority to provide "comprehensive and efficient public Library Services for all persons desirous to make use thereof" having regard to "the general requirements and any special requirements both of adults and children." Proposals will also have to be considered against wider legislation such as the Equality Act 2010 to ensure equality of opportunity for service users. The outcome of that consultation together with an equality impact assessment and consideration of local needs will be reported back to Executive for a final decision.

E. Core

- 2.33 The Business Support Unit currently incorporates Civil Contingencies, Customer and Community Engagement, the development and implementation of the Neighbourhood Focus Policy and Environmental Strategy and has a small administration capability. These services are being reviewed as part of the wider review of neighbourhood and corporate back office support services. These functions, along with a review of the current locations which services operate from will deliver **£1.37M** savings over the two year period as part of the MTFP.
- 2.34 Following the settlement further cross cutting savings and channel shift efficiencies will deliver **£1.72M**. Proposals to seek alternative sources of income and downsize the Environmental Strategy Team will generate **£475K**

savings. Developments of Greater Manchester models for both Civil Contingencies and the Environmental Service are under consideration.

- 2.35 A schedule of the proposed savings identified in this report is provided at Appendix 1.

3.0 Partnerships

- 3.1 A benefit of the development of Neighbourhood Delivery teams, which are key to the directorate's transformational programme, will be the strengthening of partnership working at both a strategic and neighbourhood / operational level. Opportunities to align, reduce duplication and ultimately integrate with neighbourhood policing (for example) are the subject of more detailed work and piloting with GMP. Co-location and sharing back office or support functions provide opportunities for further savings and are being investigated.
- 3.2 Registered Providers undertake a range of activity within neighbourhoods across the City and there is a recognition and willingness to reduce duplication and work collaboratively with Neighbourhood Services to secure more effective and efficient working.
- 3.3 The relationships with the Manchester Sport and Leisure Trust, Velodrome Trust and Wythenshawe Forum Trust have been significant in terms of the investment and development of the Indoor Leisure offer across the City. A wide range of other sport organisations also work closely with the directorate and work is ongoing to ensure that the opportunities for economies of scale and eliminating duplication are being implemented. This work will focus across the directorate's sports partnerships in the areas of overhead costs, executive/back office functions and IT & communications. This will be achieved in the context of continuing to build on the City's priorities, such as high quality major events, sport development and quality facilities and programmes.
- 3.4 The directorate works with and commissions services from a wide range of third sector providers including the Environmental Sector and Climate Change organisations supporting the development of the City Council's Climate Change strategies. This work is closely aligned to securing energy and other budget savings and will remain a key priority for the Council.
- 3.5 The level of funding previously provided to third sector organisations is projected to decrease by approximately half in 2011/12 as a result of the overall funding reductions. However, further opportunities for the involvement of the third sector will be presented through the pursuit of alternative management arrangements for a number of the current facilities operated directly by the directorate.
- 3.6 The commitment made by volunteers and community activity to the priorities of the City and in particular to the work of the directorate are well recognised, most notably through the annual 'Proud of' awards. Community guardians, sports events / clubs, volunteers, friends of parks groups and environmental

campaigners all provide an essential resource which will become ever more essential as the resources available within the City are reduced. The Sports Volunteers Bureau model, which has recruited and deployed over 1100 new volunteers over the last 12 months and its links to work experience and apprenticeships will be developed as a Community Services wide resource and will be further developed across the directorate.

- 3.7 It is essential that our partners and community organisations are fully consulted on the key proposals being brought forward to respond to the budget reductions required and to ensure full account is taken of the impact on particular groups of residents. Equality impact assessments and associated reviews will be undertaken to address this.

4.0 Growth

- 4.1 Pre approved growth of **£3.1M** has been applied in respect of waste and recycling to take account of the increase in the levy as a result of the PFI arrangement with the GMWDA and **£2.4M** has been applied to Private Sector Housing to take account of the reductions in specific grants.
- 4.2 Further growth has been approved to mainstream the one off funding of **£1.85M** for Highways and **£1.2M** in respect of historic pension costs.

5.0 Impact on Residents, Communities and Customers

- 5.1 There can be no doubt that services will be reduced and residents, stakeholders and staff will find some of the proposals particularly difficult. We will ensure that the required consultation is carried out as comprehensively as possible and that every opportunity is taken to explain how the directorate intends to re-provide some of the services as opportunities and economic growth permits.
- 5.2 Equality impact assessments of all major reductions will be carried out.
- 5.3 We will use the opportunities provided through the reform of public services across the City, to maximise our role with partners, integrating the delivery of services to residents, in particular with Registered Providers and the Police.

6.0 People Impact

- 6.1 The overall scale of change within Neighbourhood Services through the planned delivery of the TOM was already anticipated to be significant requiring a reduction of 238 FTE posts. The revised projection forecasts an additional 157 posts over the next two year period, giving a total reduction of 395 FTEs, 244 in 2011/12 and 151 in 2012/13. This includes the proposed FTE reductions which were reflected in the Personnel Committee report of 19 January 2011.
- 6.2 Continued engagement with staff and opportunities for them to participate in the transformation will remain a high priority. The full extent on the impact of

specific roles will not be fully understood until the details of the proposals have been worked up and engagement with staff in services has taken place. Initial discussions with Heads of Service indicate that these potential savings cannot be achieved without impact on service delivery.

6.3 The areas of biggest impacts are as follows:

- Neighbourhood Delivery remains one of the biggest priorities for Neighbourhood Services. The revised proposal which takes the overall FTE reduction to 197 will be delivered through developing generic roles within revised structures, enabling reductions to be achieved through increased flexibility. This will be supported by changes to service delivery. Reductions in Capital Funding and Working Neighbourhoods fund realise a reduction of 36 FTE across both Private Sector Housing, Waste and Recycling and Highways.
- Within Community Services budget proposals include an overall reduction of 106 FTE though delivery of the new model, revised management arrangements as well as changes to the mobile library service and the Library Theatre Company. There will be an impact on staff currently employed by SERCO in Leisure establishments where a reduction of circa 20 FTE will be required. We are currently discussing with SERCO to determine the best options for managing this reduction.
- The overall reduction in FTEs captured as part of the services identified in the Business Units programme is currently 25. This includes pest control as well as reductions in community transport. This number may increase depending on the services that other directorates commission in the future.
- A reduction of 26 FTE will be realised through the streamlining and rationalisation of back office functions across a range of administrative areas with a reduction of 5 FTE in the Environmental Strategy function.

6.4 Through detailed workforce planning further analysis will be undertaken to map the skills of the remaining workforce resulting from the take up envisaged through the VS/VER scheme.

7.0 Implementation and Risk Management

7.1 This report sets out a detailed response to the significant challenges presented as a result of the budget settlement. Our commitment to the vision of an effective, responsive and integrated directorate delivering high quality universal and specialist services to Manchester residents remains absolutely central to how we propose to implement the savings and service reduction proposals.

7.2 The proposals, as well as being subject to Equality Impact Assessments and consultation where required, will have detailed implementation plans, incorporated into the project management regime that underpins the transformation programme.

- 7.3 There are a number of significant risks inherent in the proposals being brought forward, not least the deliverability and the capacity of the team in the coming year to drive the transformation agenda and manage the required service reductions. Key risks in managing the large scale reductions which will depend upon the speed and numbers by which the workforce reduces will need to be carefully monitored.
- 7.4 Several of the proposals relate to service reviews, for example school crossing patrols, homework clubs, community transport which will need to be advanced with schools to ascertain the level of commitment to sustaining these services which directly support their pupils.
- 7.5 The risk register which has been developed as part of the transformational change programme will be reviewed to incorporate the additional risks arising from the new savings proposals.

Appendix 1 - Detail of Proposal	Type of Saving	Amount of Saving		
		2011/12	2012/13	Total
		£,000	£,000	£,000

Neighbourhood Services				
BUSINESS UNITS				
Business Units - planned efficiencies in provision across all services and the maximisation of income	Existing AIM	839	9	848
Business Units - Pest Control: revised business model	Existing AIM	200	0	200
Business Units - efficiencies in Parking	Existing AIM	190	0	190
Business Units - efficiencies in Bus Lanes	Existing AIM	100	0	100
Business Units - efficiencies in CCTV	Existing AIM	100	0	100
Business Units - Parking: Six additional bus lane cameras	Further Efficiencies	27	0	27
Business Units - Parking: Six additional CCTV cameras	Further Efficiencies	61	0	61
Business Units - additional general efficiencies and income generation opportunities	Further Efficiencies	400	0	400
Business Units - review of all internally provided services to release savings to internal Council customers	Further Efficiencies	0	3,000	3,000
Business Units - Pest Control: further efficiencies within business model	Further Efficiencies	150	0	150
Business Units - Public Conveniences - closure of all current units (excluding Mount Street) and review of contract	Further Efficiencies	120	175	295
Parking / Fees and Charges				
Business Units - Parking: introduce full cashless system across the City immediately	Further Efficiencies	444	0	444
Business Units - Parking: reduced Civil Enforcement Officers	Further Efficiencies	300	0	300
Business Units - Parking: introduce Sunday charging, extend CPZ hours (7am-7pm) and increase on street charges following strategic parking review	Further Efficiencies	815	300	1,115
Business Units - Parking: introduce charging for district centre car parks following strategic parking review	Further Efficiencies	173	0	173
NEIGHBOURHOOD DELIVERY TEAMS				
Transformation of services through the implementation of the Neighbourhood Delivery Team model. Transformation includes current resources within Street Management, Private Sector Housing, Highways, Street Scene, Manchester Contracts and Public Protection.	Existing AIM	3,551	1,749	5,300
Highways - efficiency savings	Existing AIM	0	250	250
Private Sector Housing - general efficiencies around office utilisation, empty properties, tenancy advice and work in default activity.	Existing AIM	647	0	647
NDT - additional savings through further reductions to both management and front line staffing levels	Further Efficiencies	551	271	822
Waste and Recycling - implementation of service prioritisation proposals to maximise recycling	Further Efficiencies	1,000	797	1,797

Appendix 1 - Detail of Proposal	Type of Saving	Amount of Saving		
		2011/12	2012/13	Total
		£,000	£,000	£,000
Waste and Recycling - containerisation for 15,000 households	Further Efficiencies	150	0	150
Waste and Recycling - bulky, flytip, and passage clearance process changes	Further Efficiencies	200	0	200
Waste and Recycling - charging £25 for replacement refuse bins (excludes recycling bins)	Further Efficiencies	308	0	308
Waste and Recycling - missed bin process change, waste sacks provided in lieu of additional unscheduled bin collection	Further Efficiencies	50	0	50
Waste and Recycling - collection day changes to reduce 1 collection round	Further Efficiencies	150	0	150
Waste and Recycling - bulky waste charge for 3 or more collections per household per annum	Further Efficiencies	105	-28	77
Private Sector Housing - additional staffing efficiencies from transaction, access, administration and policy and performance.	Further Efficiencies	108	220	328
Street Management - reduce street washing, by 50%, to remove chewing gum (sub contract)	Further Efficiencies	100	0	100
Street Management - reduction in NFS schemes (grass cuttings, green spaces and promotions)	Further Efficiencies	298	0	298
Street Management - cancellation of new CCTV cameras	Further Efficiencies	21	0	21
Street Management - increase badge fees for handing out flyers from £5 to £15.	Further Efficiencies	50	0	50
Street Management - review of vehicle pound hours of operation	Further Efficiencies	60	0	60
Savings from WNF schemes now mainstreamed.	Further Efficiencies	796	0	796
Highways - efficiencies from a reduction in the capital programme	Further Efficiencies	1,000	0	1,000
Highways - Review funding for school crossing patrols in conjunction with Schools.	Further Efficiencies	0	626	626
Highways - Review funding for provision of road safety education service with Schools	Further Efficiencies	132	0	132
Highways - Network Management, implementation of GMRAPS (inspections) resulting in additional income	Further Efficiencies	50	100	150
COMMUNITY BASED SERVICES				
Implementation of transformation programme -efficiencies from implementing CBS staffing structure	Existing AIM	298	147	445
Community Based Services - further reduction in management posts	Further Efficiencies	66	34	100
Integration of Cultural Services management and other potential synergies from integrating other community service activities into the CBS model	Further Efficiencies	200	0	200
Leisure				
Leisure - general efficiencies from rationalisation of park buildings and contracted services	Existing AIM	125	25	150
Leisure - increase allotment rents and deliver efficiencies	Existing AIM	30	0	30
Leisure - review River Valleys structure and management model	Existing AIM	140	0	140

Appendix 1 - Detail of Proposal	Type of Saving	Amount of Saving		
		2011/12	2012/13	Total
		£,000	£,000	£,000
Leisure - rationalise management and governance arrangements across sport in the City	Existing AIM	137	141	278
Leisure - sports development efficiencies	Existing AIM	39	0	39
Leisure - increased income generation and reduced grants	Existing AIM	338	10	348
Leisure – events at Eastlands to be funded by rental income from MCFC	Existing AIM	205	0	205
Leisure - centralisation and rationalisation of back office / business support functions	Existing AIM	76	0	76
Leisure - review of Active Lifestyle programme	Existing AIM	50	25	75
Leisure - explore and implement revised management arrangements across the City for a range of leisure facilities	Further Efficiencies	173	808	981
Leisure - reduction to major sport events budget	Further Efficiencies	350	0	350
Leisure - reduction in grounds maintenance management	Further Efficiencies	75	0	75
Leisure - reduction in Green Flag budgets	Further Efficiencies	40	0	40
Leisure - closure of Levenshulme pool	Further Efficiencies	73	221	294
Leisure - reduction in funding for new children's play areas (approx. 50%)	Further Efficiencies	65	0	65
Leisure - cancellation of planned NFS schemes (contracted)	Further Efficiencies	100	-100	0
Libraries				
Libraries - reduced ICT replacement programme	Existing AIM	50	0	50
Libraries - development of generic roles	Existing AIM	53	98	151
Libraries - rationalisation of ICT facilitators (50% reduction)	Existing AIM	146	72	218
Libraries - remodelling of stock management function (approximately 40% reduction)	Existing AIM	182	90	272
Libraries - reduction in departmental book fund (approximately 15%)	Existing AIM	50	100	150
Libraries - further reduction to book fund (further 5%)	Further Efficiencies	50	0	50
Libraries - efficiencies within Facilities Management	Further Efficiencies	170	84	254
Libraries - homework support provision to cease or be directly funded by schools from July 2011	Further Efficiencies	322	107	429
Libraries - rationalisation of library service points following consultation, potential closure of Clayton, East City, Rackhouse, Barlow Moor and Hulme libraries	Further Efficiencies	99	295	394
Libraries - review of opening hours	Further Efficiencies	313	150	463
Libraries - review of mobile library service and options for reprovision for those most in need	Further Efficiencies	350	150	500
Library Theatre Company				
Library Theatre Company efficiencies	Existing AIM	30	0	30
Library Theatre Company - further efficiencies from renegotiated deals, reduced staffing and integration with Cornerhouse.	Further Efficiencies	96	17	113

Appendix 1 - Detail of Proposal	Type of Saving	Amount of Saving		
		2011/12	2012/13	Total
		£,000	£,000	£,000
SUPPORT SERVICES, ENVIRONMENTAL STRATEGY AND CROSS CUTTING				
AIM - Locations work stream	Existing AIM	0	500	500
AIM - Back Office work stream	Existing AIM	0	780	780
Civil contingencies - efficiencies in staffing	Further Efficiencies	45	45	90
Environmental Strategy - Staffing efficiencies and pursuing alternative income streams	Further Efficiencies	375	100	475
Channel Shift / Cross Cutting savings	Further Efficiencies	0	1,720	1,720
				0
Total Neighbourhood Services		18,157	13,088	31,245
Planned Service Transformation and Efficiencies	Existing AIM	7,576	3,996	11,572
Further efficiencies /acceleration of savings measures	Further Efficiencies	10,581	9,092	19,673
Total		18,157	13,088	31,245