

Town Hall  
Lord Street  
Southport  
PR8 1DA

To: Members of the Council

Date: 10 December 2010

Our Ref:

Your Ref:

**Please contact:** Steve Pearce

**Contact Number:** 0151 934 2046

**Fax No:** 0151 934 2034

**e-mail:**

steve.pearce@sefton.gov.uk

Dear Councillor

**COUNCIL - THURSDAY 16TH DECEMBER, 2010**

I refer to the agenda for the above meeting and now enclose the following report which was unavailable when the agenda was printed.

<b>Agenda No.</b>	<b>Item</b>
13.	<b>Transformation Programme and Further Options</b> Report of the Chief Executive

Yours sincerely,

M. CARNEY

Chief Executive

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# Agenda Item 13

**REPORT TO:** Cabinet  
Council

**DATE:** 16<sup>th</sup> December 2010

**SUBJECT:** Transformation Programme and Further Options

**WARDS AFFECTED:** All

**REPORT OF:** Margaret Carney  
Chief Executive

**CONTACT OFFICER:** Margaret Carney  
Chief Executive and S151 Officer  
0151 934 2057

**EXEMPT/CONFIDENTIAL:** No

## **PURPOSE/SUMMARY:**

The report makes recommendations on the relative priority of Council services in the light of the forecast savings required following the Government's Comprehensive Spending Review. This prioritisation informs the identification of further budget options which will reduce the 2011/12 – 2013/14 budget gap.

## **REASON WHY DECISION REQUIRED:**

Following the Government's Spending Review, the Council continues to forecast a significant budget gap over the next three years and decisions are required to ensure that any actions taken to eliminate the gap can be implemented in a timely way. Given the scale of the forecast savings, the future shape of the Council must be determined by reference to the relative priority of the services it provides and the outcomes it is seeking.

## **RECOMMENDATION(S):**

### **Cabinet is recommended to**

- a) Note progress to date
- b) Agree the assessment of critical, frontline and regulatory services as defined in appendices A, B & C
- c) Consider the associated savings as defined in appendix D and make appropriate recommendations to Council
- d) Consider the tactical savings options at appendix E and make appropriate recommendations to Council
- e) Cabinet is asked to approve the proposed changes to the MTFP assumptions, note the illustrative assumption that Corporate and Departmental Management and Admin can be reduced by 25% and make appropriate recommendations to Council
- f) Mandate officers to commence a consultation process with employees and Trade Unions with a view to reaching an agreement on the Terms & Conditions issues outlined in paragraph 4.4, including the issue of relevant statutory and contractual notifications, if appropriate to achieve change
- g) Authorise officers to prepare for implementation immediately, pending final decisions of Council
- h) Note that the proposals contained in this report will not meet the forecast deficit and that further proposals will be presented to the Cabinet meeting in January

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## **Council is requested to:**

- a) Note progress to date
- b) Agree that the savings options identified in appendix F to achieve savings of £2.4m be progressed (*these matters have previously been approved by Cabinet 28<sup>th</sup> October 2010 and are submitted to Council for approval*)
- c) Agree that the savings options (external funding review) identified in appendix G be progressed (*these matters have previously been approved by Cabinet 25<sup>th</sup> November 2010 and are submitted to Council for approval*)
- d) Agree that the savings options (tactical savings Table A) identified in appendix H be progressed (*these matters have previously been approved by Cabinet 25<sup>th</sup> November 2010 and are submitted to Council for approval*)
- e) Agree that the savings options (tactical savings Table B) identified in appendix H be progressed (*these matters have previously been approved by Cabinet 25<sup>th</sup> November 2010 and are submitted to Council for approval*)
- f) Subject to the consideration of Cabinet on 16 December agree the assessment of critical, frontline and regulatory services as defined in appendices A, B & C.
- g) Subject to the consideration of Cabinet on 16 December approve the associated savings as defined in appendix D
- h) Subject to the consideration of Cabinet on 16 December agree the tactical savings options as recommended by Cabinet at appendix E
- i) Subject to the consideration of Cabinet on 16 December agree changes to the MTFP
- j) Subject to the consideration of Cabinet on 16 December agree to mandate officers to commence a consultation process with employees and Trade Unions with a view to reaching an agreement on the Terms & Conditions issues outlined in paragraph 4.4, including the issue of relevant statutory and contractual notifications, if appropriate to achieve change

### **KEY DECISION:**

No. This report is not a key decision in itself but forms part of the process for setting the Council's budget and Council Tax.

### **FORWARD PLAN:**

Yes. Setting the Council's budget and Council Tax is included on the forward plan.

### **IMPLEMENTATION DATE:**

Subject to the decision of Council on 16<sup>th</sup> December 2010

**ALTERNATIVE OPTIONS:**

Not to agree the issues identified will increase budgetary pressures on the Council.

**IMPLICATIONS:**

**Budget/Policy Framework:**

**Financial:**

The options and actions proposed in this report will support the Council's budget setting process for 2011/12 and seek to reduce the currently predicted MTFP budget gap of ~£58m over the period 2011/12 – 2013/14.

<b><u>CAPITAL EXPENDITURE</u></b>	<b>2010/ 2011 £</b>	<b>2011/ 2012 £</b>	<b>2012/ 2013 £</b>	<b>2013/ 2014 £</b>
Gross Increase in Capital Expenditure	N/a	N/a	N/a	N/a
Funded by:				
Sefton Capital Resources	N/a	N/a	N/a	N/a
Specific Capital Resources	N/a	N/a	N/a	N/a
<b><u>REVENUE IMPLICATIONS</u></b>				
Gross Increase in Revenue Expenditure	N/a	N/a	N/a	N/a
Funded by:				
Sefton funded Resources	N/a	N/a	N/a	N/a
Funded from External Resources	N/a	N/a	N/a	N/a
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

**Legal:**

Formal budgetary decisions must be made at full Council.

**Risk Assessment:**

Early decision making in relation to budget issues will help to mitigate the impact of the consequential changes by giving sufficient time to undertake the required formal consultation / notification processes. Particular risks associated with activity funded from external sources is contained within the report

**Asset Management:**

There are no direct implications contained in the report. However there may be indirect implications which will be assessed as implementation progresses

**CONSULTATION UNDERTAKEN/VIEWS**

Strategic Director Health & Well Being,  
 Strategic Director Children, Schools & Families,  
 Strategic Director Communities,  
 Director of Corporate Services,  
 Assistant Chief Executive,  
 Head of Personnel,  
 Head of Finance.

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## CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community			√
2	Jobs and Prosperity			√
3	Environmental Sustainability			√
4	Health and Well-Being			√
5	Children and Young People			√
6	Creating Safe Communities			√
7	Creating Inclusive Communities			√
8	Improving the Quality of Council Services and Strengthening local Democracy			√

### **LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT**

Report to Cabinet 3<sup>rd</sup> December 2009 *Transformation Programme Update - Strategic Budget Review*

Report to Cabinet 8<sup>th</sup> July 2010 *Strategic Budget Review and Budget 2010/11*

Report to Cabinet 5<sup>th</sup> August 2010 *Consultation Framework on Budget Reductions*

Report to Cabinet 2<sup>nd</sup> September 2010 *Prioritisation And Strategic Budget Review*

Report to Cabinet 30<sup>th</sup> September 2010 *Transformation Programme Update, Prioritisation And Strategic Budget Review*

Report to Cabinet 28<sup>th</sup> October 2010 *Transformation Programme Update and Initial Budget Savings*

Report to Cabinet 25<sup>th</sup> November 2010 *Transformation Programme and Further Options*

## 1. Background

- 1.1 Members will be aware from previous reports to Cabinet that the Council has forecast a budget gap of £58.5m over the next three years. This forecast is based on information contained in the Government Spending Review
- 1.2 The forecast savings represents approximately 26% of the Council's controllable budget. The table below identifies the phasing of the required savings.

Budget Year	Forecast Budget Gap	% of Controllable Budget
2011/12	£38m	16.7%
2012/13	£17m	7.3%
2013/14	£4m	1.7%

It can be seen from the above that the required savings are front-loaded. At the time of writing this report the Government has not issued its Finance Settlement for local government. If it is received in advance of the meeting a verbal update will be given to Cabinet. However given the scale of savings it is imperative that the Council continues to make timely decisions to reduce its spending.

- 1.3 In addition to identifying savings Cabinet at its meetings on 2<sup>nd</sup> September 2010, 30<sup>th</sup> September, 28<sup>th</sup> October and 25<sup>th</sup> November agreed a prioritisation process be undertaken relating to activity and approved the commencement of a number of negotiations relating to adult social care and some staff terms and conditions. Cabinet also noted that tactical savings options would be brought to future meetings.
- 1.4 This report presents further tactical savings for approval by Council and recommends the categorisation of activities as critical, frontline and regulatory and associated savings

## 2. Transformation Programme Update

- 2.1 The 6 Strategic / Organisational Design project work-streams ("*Big Ideas*") continue to progress including briefing with the overseeing Elected Member groups. The ongoing prioritisation process will mean that over the next few months it will be necessary to refocus the objectives and adjust the timescales of some or all of these projects.
- 2.2 In addition to the "Big Ideas" there are now a further two reviews being undertaken –

- Neighbourhoods and Safer Stronger Communities –

The Council has over recent years developed an approach to Area Management and co-ordination and activities aiming to develop safer and stronger communities. These activities are funded from a cocktail of funding including Area Based Grant, core funding and partnership contributions. A review is currently being finalised which considers how the desired outcomes in these areas can be achieved in the current economic climate. The total current cost of these activities is £3m. The outcome of the review will be reported in January.

- Economic Development

The Economic Development Division currently undertakes activity in 3 general work areas; Employment & Skills – Business Growth; and Regeneration

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Initiatives including Low Carbon. The Division is funded by a combination of internal Sefton core budgets (currently supporting 14 permanent posts) and a variety of specific external funding streams (currently supporting 53 fixed term contract posts).

Following a fundamental review of the services provided and the funding mechanisms utilised, it is now proposed that the activities of the Economic Development Division be directly funded from successful bids for external funding and it be allowed to reinvest “over achievements” of external funding into maintaining and further developing service provision.

The outcome of the review is to, broadly, continue the current Economic Development activities but results in a core budget estimated saving of ~£725,000, generated by using the existing and predicted external funding streams to support both the core posts of the Division (which will reduce from 14 posts to 8) and the Employment & Skills; Enterprise & Business Growth; and Regeneration/Low Carbon activities (reduced from 53 posts to 50), for a period of 2-3 years, dependant on the extent to which existing external funding bids are successful. Additional future external funding streams will be explored and developed to support the continuation of the work of the Economic Development Division after this time.

By reconfiguring the funding to the Economic Development Division in this way the Division will benefit directly from its own successes, maintain the Council’s support for important areas of activity and significantly contribute to bridging the Council’s current budget gap. Full details of the review and the future funding streams are available should Members wish to view them.

The Council currently commissions organisations in the voluntary, community and faith sector to deliver schemes which support the work of the Economic Development Division. The Division will work with the Voluntary, Community and Faith Sector (VCF) *Big Idea* review to explore how to address the potential of funding opportunities to commission such work in the future.

In addition to these reviews the Voluntary, Community and Faith Sector (VCF) Big Idea Project has continued to be progressed. This will enable the Council to understand the impact on the sector of a reduction in external funding and available resources to commission services and to provide grants to VCF organisations. There have been a number of Cabinet and Council decisions to date which will result in a reduction in both Council delivered activity and commissioned activity from VCF and other organisations. The Cabinet and Council in January 2011 will be asked to consider the outcome of this review.

2.3 A further “*Informing Sefton*” briefing has been published advising staff of the decisions made by Cabinet 25<sup>th</sup> November 2010 with a further personal message from the Chief Executive published on 8<sup>th</sup> December 2010. In addition to this staff briefings have taken place and over 1600 staff have attended these meetings so far.

2.4 In September 2009 and June 2010 exercises were undertaken seeking Expressions of Interest for Voluntary Early Retirement/Voluntary Redundancy (VER/VR). The subsequent VER/VRs agreed have resulted in the following savings being generated:-

Year	Savings £000
2010/2011	2,524
2011/2012	767
2012/2013	46
<b>Total</b>	<b>3 337</b>



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The above savings have been incorporated into specific savings proposals contained elsewhere in this report. The opportunity to express an interest in VER/VR remains open to the workforce and is positively promoted. The list of declined and pending expressions of interest have again been circulated and active measures will take place to progress those expressions where the financial case can be substantiated.

## 3 **Prioritisation**

- 3.1 At its last meeting Cabinet considered a number of recommendations regarding the externally funded activity and resolved that the Council be recommended to give approval to options in respect of externally funded activity totalling £3.4m (Appendix G). Cabinet may recall that whilst the savings identified assumed full achievement in 2011/12, further work was being undertaken to revise the actual phasing of the savings. This work has confirmed that CM57 (Detrunking) will have an impact in 2011/12 and 2012/13 only. Consideration is still being given to the phasing of savings associated with CS – 14-19 Partnership saving, it is unlikely that the full saving will be achieved in 2011/12 although they should be achieved in 2012/13.
- 3.2 The review of externally funded activity has been comprehensive and is now nearing conclusion.
- 3.3 In addition to this officers have been progressing the prioritisation of Council activity based on ensuring that impact on services at the frontline and those, which are critical to vulnerable people, is minimised. Elements of externally funded activity have been included in this process.
- 3.4 Appendix A identifies those services categorised as critical, Cabinet is asked to agree the assessment of these services as critical.
- 3.5 Appendix B identifies those services categorised as frontline, Cabinet is asked to agree the assessment of these services as frontline.
- 3.6 Appendix C identifies those services categorised as regulatory, Cabinet is asked to agree the assessment of these services as regulatory.
- 3.7 Appendix D identifies savings proposals associated with critical, frontline and regulatory services. Cabinet is asked to consider these savings proposals and make appropriate recommendations to Council. While these activities represent the highest priority activity for the Council as previously agreed no service is exempt from efficiency and therefore officers will continue to seek to identify further opportunities to reduce the costs of critical, frontline and regulatory services over the coming weeks.

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3.8 The table below summarises the forecast costs of critical, frontline, regulatory services over the next three years assuming that all the savings identified at Appendix D are approved;

2010/1	2011/1	2012/1	2013/1
1	2	3	4
£m	£m	£m	£m

**Forecast Resources Available for Sefton Services 234.414 208.294 198.162 200.305**

## Priority Services

Critical	127.609	127.449	132.259	133.249
Front Line	22.816	21.530	22.207	23.173
Regulatory	14.061	10.573	10.478	10.378

**Total Priority** 164.486 159.552 164.944 166.800

Note 1: whilst the phasing of savings proposed has been considered, further work is currently being undertaken to confirm the actual phasing of all savings.

Note 2: this forecast assumes that all proposals contained in appendix D of this report will be accepted by Cabinet and Council.

Note 3: the achievement of the associated proposals has been risk assessed and any issues identified will be reported to Cabinet at the appropriate time.

3.9 All other services of the Council are currently categorised as "Other". This category has been split into General Corporate and Departmental Management and Administration and all Other Services. The relative priority of these "Other" Services is currently being assessed and will be reported to a future meeting of Cabinet.

In parallel with this work high level decommissioning plans are also being developed.

## 4. Tactical Savings Options

4.1 At its last meeting the Cabinet noted that in addition to the major transformation projects a series of tactical savings options continue to be developed and where necessary disaggregated. Appendix E contains those options, which are ready for consideration at this stage or have previously been deferred. These total £4m and Cabinet is asked to consider these options and recommend those to be implemented. Appendix E identifies the activity and the impact of the reduction or change to charging policies.

4.2 Further work has been undertaken over recent weeks to assess the assumptions included in the Medium Term Financial Plan (MTFP) given the current financial context. Other than inflation relating to critical services and any contractual obligations services are being asked to contain price inflation within their existing budgets, hence the associated MTFP provision has been deleted. Given the current financial position the Council is facing, the additional contributions to General Balances and Earmarked Reserves have been withdrawn. The increase in these balances will be considered in future years. The MTFP has assumed that additional pressures that will be faced by demand led services would continue. The changes that the Authority is currently making to help balance the budget is expected to reduce the

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potential additional burden from 2013/14. The allowance for growth has therefore been eliminated. This pressure will need to be closely monitored in future years. The proposed changes, are summarised below–

<b>MTFP Assumptions</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Assumption</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Delete Other Price Inflation Provision	-0.6	-1.2	-1.8
Delete Demand Led Pressures Growth in 2013/14	0.0	0.0	-1.0
Delete Contribution to Balances	-0.5	-0.5	-0.5
Delete Contribution to Earmarked Reserves	-0.2	-0.2	-0.2
<b>TOTAL</b>	<b>-1.3</b>	<b>-1.9</b>	<b>-3.5</b>

- 4.3 In addition to the above it is also suggested that the costs of Corporate and Departmental Management and Support should be reduced by 25% over the next two years including the impact of the approved Integration Workstream. Cabinet is asked to approve the proposed changes to the MTFP assumptions and to note the illustrative assumption that Corporate and Departmental Management and Admin can be reduced by 25%.
- 4.4 As Cabinet will be aware employee Terms & Conditions are potentially a way of achieving savings and also mitigating the potential effect of compulsory redundancies. Officers are seeking a mandate to commence a consultation with employees and Trade Unions with a view to seeking agreement on Terms & Conditions issues which will provide a saving of £3m in 2011/12 rising to £4m 2012/13. Further changes will of course be considered after that period. It is intended that following consultation that a further report is tabled providing options to be considered by Cabinet. If agreement is not possible Cabinet should be aware that a process will need to be followed which would involve the issue of relevant statutory and contractual notifications. However, a further report will outline this process, if necessary.
- 4.5 A high-level equality impact assessment has been completed on the enclosed savings proposal and no disproportionate adverse impacts have been identified. The impact assessment has identified the need to establish the monitoring of take up in some services and the need to have clearer communication with those services users and staff affected. Specific equality impact assessments, including appropriate service user consultation, will be undertaken which involve the delivery or commissioning of services to people with protected characteristics, in order to mitigate the impacts of reductions or cessation in services.
- 4.6 Cabinet may recall that whilst the savings agreed/recommended at its meetings on 2<sup>nd</sup> September 2010, 30<sup>th</sup> September, 28<sup>th</sup> October and 25<sup>th</sup> November assumed full achievement in 2011/12, further work was being undertaken to revise the actual phasing of savings. This work has confirmed that -

CS4 Schools ICT – This is a one-off saving for 2010/11 only

CS5 - Post 16 Transport – This will have an impact of £140k in 2011/12, with £240k being the ongoing saving from 2012/13

CM22 – This will reduce HMRI support reduces the recharge to the capital budget and therefore no revenue saving achievable

CM23 - Increase Charge to Schools for Energy Advice- This will commence from 2012/13

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CM24 - Charge schools for Environmental Education or stop service - This will commence from 2012/13

CM35 – Reduce subscription to Mersey Partnership - This had already been built into the Medium Term Financial Plan and so does not represent a saving

CM36 & CM38 – Restructuring of Environment Team and European Officer - These savings will now be managed within the Business and Economic Review

These updates are reflected in Appendices F, G and H.

## **5. Public Consultation and Engagement**

- 5.1 Consultation has commenced in relation to specific service reductions and cessation, with service users. This needs to be complemented with a programme of consultation and engagement with the Sefton Community. This will take the form of informing the community of the priorities of the Council, as detailed in section 3 above. In addition, Officers are exploring methods of consulting the community in relation to reductions in these priority service areas, and the prioritisation, reductions/cessation of other services which the Council currently provides. The results of this consultation and engagement will be reported to the Cabinet and Council as part of its budget setting process, to ensure that the community are aware of and can influence the decisions that will be made in coming months about the services the Council provides, and commissions on behalf of the community. This formal engagement process will commence shortly and will be publicised on the Councils website, through the media, and utilise other means to ensure the community are fully aware that they can influence decisions about future services.

## **6. Conclusion**

- 6.1 Leading up to and following the Governments Spending Review the Council has been planning significant reduction in its costs and the corresponding service activity. Key to this work has been the assessment of the relative priority of existing Council priorities. The significant savings required over the next four years will require tough and far reaching decisions regarding services cessation, reduction and change in order to meet the financial objectives set by Government. Even where service activity is prioritised it is imperative that this is undertaken in the most efficient way and therefore it is essential that all opportunities to achieve savings continue to be fully explored.
- 6.2 This report outlines the key priorities for the Council and continues the process of identifying savings, Proposals with a significant value are identified in the report and the overall impact on the forecast savings will depend on which options are approved. Subject to the consideration of the Cabinet and Council, this stage of the process will determine how much resource will be available to fund the other services currently provided by the Council.

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6.3 The table below summarises the progress to date towards achieving the forecast level of savings, assuming all the proposals presented in this report are approved. Whilst steady progress is being made, a significant gap remains. This position will be updated once the Cabinet has considered the proposals. It should be noted that this is illustrative at this stage as the savings on both Management and Admin and Terms and Conditions are indicative at this stage pending a settled report to a future meeting

	2011/12	2012/13	2013/14
	£m	£m	£m
<b>Forecast saving</b>	<b>38.1</b>	<b>55.8</b>	<b>59.4</b>
<b>Approved Savings</b>			
<b>September 2 Cabinet</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b>October 28 Cabinet</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>
<b>November 25 Cabinet</b>			
<b>Tactical</b>	<b>1.5</b>	<b>1.6</b>	<b>1.6</b>
<b>External Funding</b>	<b>3.1</b>	<b>3.5</b>	<b>2.8</b>
<b>Changes Proposed 16 December:</b>			
<b>Priority Services Savings (Appendix D)</b>	<b>9.2</b>	<b>10.0</b>	<b>10.8</b>
<b>Additional Tactical Savings (Appendix E)</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
<b>Other Services Savings (see note 6)</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>
<b>Corporate and Departmental Support savings (in addition to £1m integration workstream savings)</b>	<b>1.9</b>	<b>4.8</b>	<b>4.8</b>
<b>Terms and Conditions</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>
<b>MTFP Assumptions</b>	<b>1.3</b>	<b>1.9</b>	<b>3.5</b>
<b>Savings Required</b>	<b>8.2</b>	<b>20.1</b>	<b>22.0</b>

Note 4 – whilst the savings identified assume full achievement in 2011/12, further work continues to confirm the actual phasing of the savings with consideration being given to required decommissioning activities.

Note 5 - the table above includes the savings relating to CM18 Refuse Collection AWC Zoning (£100k) and the restructure of Children's Social Care Management (£72k) both approved at Cabinet 28<sup>th</sup> October 2010.

Note 6 – Other services savings include Economic Development Review (£725k), CSF - Music Service (£37k), CSF - Other Courses (£22k), E & TS - Pest Control £30k.

6.4 Whilst these figures are provisional, pending the detailed local government settlement it is clear that reductions of this magnitude will have a significant impact on the services the Council can continue to provide. Even if all the proposals identified in this report are approved a significant gap still remains and therefore it is essential that the prioritisation of other services provided by the Council must be undertaken. It can be seen that the value of priority services identified in this report is significant when compared to the forecast available resources. This will result in the need to radically prioritise all other services to meet the Governments financial objectives

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The Cabinet and Council meetings in the new year will consider further radical changes to service delivery in advance of setting the budget in February.

At the time of writing this report the Government is yet to announce its settlement for Local Government. This will confirm the grant for Sefton and will enable the MTFP to be reviewed again. As yet there is no further information on whether the Government intends to change its method of distributing grant. In recent weeks there has been a suggestion that the Government may review its requirement for local government savings to be frontloaded although this has not been confirmed. This may give the Council more time to plan further savings. However there remains a risk that the Council's grant position may be worse than forecast due to demographic factors and/or the Government decides to change the distribution formula. If the local government settlement is analysed prior to the meeting, a verbal update will be given.

## 7. Recommendations

### **Cabinet is recommended to**

- a) Note progress to date
- b) Agree the assessment of critical, frontline and regulatory services as defined in appendices A, B & C
- c) Consider the associated savings as defined in appendices D and make appropriate recommendations to Council
- d) Consider the tactical savings options at appendix E and make appropriate recommendations to Council
- e) Cabinet is asked to approve the proposed changes to the MTFP assumptions, note the illustrative assumption that Corporate and Departmental Management and Admin can be reduced by 25% and make appropriate recommendations to Council
- f) Mandate officers to commence a consultation process with employees and Trade Unions with a view to reaching an agreement on the Terms & Conditions issues outlined in paragraph 4.4, including the issue of relevant statutory and contractual notifications, if appropriate to achieve change
- g) Authorise officers to prepare for implementation immediately, pending final decisions of Council
- h) Note that further proposals will be presented to the Cabinet meeting in January

### **Council is requested to:**

- a) Note progress to date
- b) Agree that the savings options identified in appendix F to achieve savings of £2.4m be progressed (*these matters have previously been approved by Cabinet 28<sup>th</sup> October 2010 and are submitted to Council for approval*)
- c) Agree that the savings options (external funding review) identified in appendix G be progressed (*these matters have previously been approved by Cabinet 25<sup>th</sup> November 2010 and are submitted to Council for approval*)

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- d) Agree that the savings options (tactical savings Table A) identified in appendix H be progressed (*these matters have previously been approved by Cabinet 25<sup>th</sup> November 2010 and are submitted to Council for approval*)
- e) Agree that the savings options (tactical savings Table B) identified in appendix H be progressed (*these matters have previously been approved by Cabinet 25<sup>th</sup> November 2010 and are submitted to Council for approval*)
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- j) Subject to the consideration of Cabinet on 16 December agree to mandate officers to commence a consultation process with employees and Trade Unions with a view to reaching an agreement on the Terms & Conditions issues outlined in paragraph 4.4, including the issue of relevant statutory and contractual notifications, if appropriate to achieve change

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**Children, Schools & Families**

Service Area	Current Year – £m	2011/12 - £m	Description of Activity
Assessment/ Contact Children	2.991	2.991	<b>Contact, Referral and Assessment:</b> All new information relating to the safeguarding of children in Sefton is routed through the Social Care Customer Service Team (SCCAT). A Social Care decision maker based within the SCCAT service provides initial screening, decision making and prioritisation of referrals through to social care. Similarly a decision maker based within the Family Crimes Investigation Unit provides the same service in relation to the increasingly high level of domestic violence referrals. Initial assessments of these referrals are undertaken by three community based Social work Teams. These teams deal with approximately 149 referrals a week relating to a range of significant to serious concerns and allegations relating to the safety of children. In the 12 months to end November 2010, the service dealt with over 15,000 contacts, 2500 referrals and made Initial Assessments on 2135 children.
Substance Misuse Advice, Support and Help (SMASH)	0.125	0.125	Specialist multi-disciplinary substance misuse (including alcohol) service for young people aged 18 years and under. Support for the children (aged 4-14) of adult substance misusers. 1 FTE post is dedicated to work with the children of mis-using adults.
Statemented Children	0.095	0.095	This pays for additional specialist tuition prescribed in statements of special educational need through a statutory process (£15k and therapy contracts, specialist teachers and a specialist education programme (£80k)
Children with Disabilities	1.197	1.197	Social work team to assess, support and safeguard 200 -250 most severe and complex disabled children with currently 20 Looked After Children (LAC). Assessment results in care packages / direct payments are regularly reviewed and monitored by the team. Packages for children account for £2.94m of this amount.
Child Protection Plans and Children in Need	0.159	0.159	Child Protection Plans: There are currently 242 children in Sefton who are subject of multi agency child protection plans having been assessed as either at risk of or having suffered significant harm. The purpose of the plan is to ensure that the child's safety is maintained whilst the risk of harm in the future is reduced. In addition we have a duty to provide ongoing assessment and services to 272 children subject of child in need plans in order to safeguard them and promote their welfare whilst maintaining them within their families. As part of Local Authority safeguarding duties care proceedings are initiated in circumstances where a child is suffering or likely to suffer significant harm. Currently this service has 22 children and young people subject of care proceedings.

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Service Area	Current Year – £m	2011/12 - £m	Description of Activity
Child & Adolescents Mental Health Services (CAMHS) Tiers 3 & 4	0.427	0.277	Community multi disciplinary specialised services for Children and Young People with more severe, complex and persistent mental health disorders, with most severe cases e.g. eating disorders, children who have been sexually abused requiring day units or highly specialised outpatient teams. Most of funding is ABG with only £62k core. ABG CAMHS grant subject to £150k reduction in April 2011. Nationally 10% of children aged 5 -15 have a clinically diagnosable mental health problem.
Children in Care	17.890	17.874	<p>Children in Care includes all services for Looked After Children (including expenditure on Agency placements and foster care). Fostering Agencies are a regulated service under the Care Standards Act 2000 and the Fostering Regulations 2002. Fostering Agencies are Inspected by OFSTED against 32 National Minimum Standard. Fostering Agencies are required to recruit, approve, train and support foster carers. Fostering Agencies are required To provide foster carers with expenses to care for the children they look after (this is not a wage). Fostering Agencies are required to standardise assessment processes (through contracts with carious agencies such as British Association for Adoption and Fostering BAAF or Fostering network) and to have in place independent Fostering panels. Adoption Agencies are a regulated service under the Adoption and Children Act 2002 and the Adoption Regulations 2004, they are inspected by OFSTED against 31 national Minimum Standards. Adoption Agencies are required to recruit, approve, train, and support Prospective adopters and to support approved adopters. They are also required to link, match and place children for adoption. There are other functions that are a legal requirement that can be provided directly or commissioned. Commissioned services include arrangements with agencies for overseas adoptions. Adoption Agencies are required to provide adopters with Adoption Support Plans that will include financial allowances. Adoption Agencies are required to standardise assessment processes through contracts with various Agencies such as British Association for Adoption and Fostering BSSF, and have in place Independent Adoption Panels. The work of the Adoption Agency is also inspected against Decision timescales.</p> <p>Children’s homes provide placement choice for those children who cannot cope with or who do not wish to live within, a substitute family and for older children for whom fostering is not deemed appropriate (for example the child presents with challenging behaviours that pose risks to others). Children’s homes are a regulated service under the Care Standards Act 2000 and are inspected by OFSTED against 36 National Minimum Standards 2002. There are 4 children’s homes within Sefton offering a total of 24 placements. One children’s home Kirwan House is due to close in April 2011 (loss of 5 placements). ). The closure will achieve a £100,000 savings on running costs of the provision. There is one further</p>

Service Area	<u>Current Year – £m</u>	<u>2011/12 - £m</u>	Description of Activity
			<p>children’s home offering services to disabled children on a short-term basis.                      Looked After Children’s Social Work Teams – duties include:</p> <ul style="list-style-type: none"> <li>- Regular visits to the child</li> <li>- Promoting and monitoring the child’s health education emotional and social wellbeing while in placement including contact with significant family members.</li> <li>- Planning for the child (going home to the family, being placed with foster carers long-term or adoption)</li> <li>- Reviewing those plans</li> <li>- Presenting the plans to court</li> <li>- Commissioning legal services for the child</li> <li>- Working with the birth family</li> <li>- Contributing to matching children with adopters</li> <li>- Developing the adoption plan</li> </ul> <p>Scope of the Service – there are currently 378 looked after children managed by three teams (including the Leaving Care Team) Leaving Care Service – provision must include:</p> <ul style="list-style-type: none"> <li>- The provision of an assessment and plan for young people in the care of Sefton MBC at 16 describing how they will be helped to make the transition from being in care to being independent</li> <li>- The provision of accommodation (commissioned from private sector/social landlords or specialist providers)</li> <li>- Assistance with the costs of education employment or training</li> <li>- The provision of a named person, the Personal Advisor, who must maintain contact with the young person and provide practical, emotional and financial advice and guidance</li> </ul> <p>Depending on a number of factors including when the young person leaves care (between 16 and 18), and their circumstances this support may carry on to their 21st or even 24th birthday. Currently the Leaving Care Team provides this service as well as forming part of the Looked After Children Service, working with those young people between 16 and 18 who are still in care.</p> <p>Scope of the Service - Currently there are 53 young people in care and accommodated over 16 who are receiving a service from the Leaving Care Team.</p> <p>There are 110 former looked after children receiving a service from the Leaving Care Team. This includes all children with disability, agency and care packages. In 2011/12 anticipated inflationary increases have also been captured as well as full year effect of any in year placements from 2010/11.</p>

Service Area	<u>Current Year – £m</u>	<u>2011/12 - £m</u>	Description of Activity
Legal Fees/ Other Fees and Services  Page 102	0.634	0.684	Duty to provide care arrangements: Local Authorities are required by legislation to provide accommodation for children who require it under section 20 of the Children Act 1989. Sec 31 Children Act 1989 – Legal requirement for the Local Authority to make applications to the court where a child is suffering or likely to suffer significant harm, to place the child with respect to whom the application is made in the care of a designated local authority. Emergency Protection Orders - Sec 44 Ch Act 2989 – duty to undertake emergency action (EPO). Police Protection Orders (S46 Ch Act 1989) – immediate protection of a child where there is insufficient time for the local authority to seek legal order. Regulation 38 – Fostering regulations 2002 – emergency and immediate placement of a child, by the local authority, with a relative /friend. Private law Proceedings – the court can at anytime direct the Local Authority to provide reports under sec 7 and sec 37, in respect of the welfare of the child. Failure to comply could result in contempt of court and/or the making of an order to the Local Authority in respect of children subject of private proceedings. Private Fostering - Where a local authority receive notification under regulation 3 they must, for the purposes of discharging their duty under section 67(1) of the Children Act (welfare of privately fostered children) ensure the safety and welfare of that child.
Emergency Duty Team	0.210	0.210	<b>EDT:</b> The Emergency Duty Team provide a borough wide out of hours service, of one social worker per shift, to ensure an emergency response to children and families and vulnerable adults in crisis. This includes all serious child protection interventions, vulnerable adult/elderly abuse, emergency mental health intervention, youth offending and emergency housing. This service operates 365 days per year and includes all out of hours periods and Bank Holidays.
Family Centres	1.626	1.626	<b>Family Centres:</b> The four Family Centres provide support and assessment services for children and their families who have been assessed as who have suffered or are at risk of significant harm or children who have become looked after. The direct work and specific assessments undertaken by the Family Centres provide critical information for courts and for the planning for those children who are most at risk or who have suffered serious neglect and abuse. In addition they provide a range of supervised contact activities for those children who require this level of protection or as directed by the courts. The family centres provide services to these children and families outside of core hours including weekend cover to maintain these children safely in the community and to facilitate court directed interventions.

Service Area	<u>Current Year – £m</u>	<u>2011/12 - £m</u>	Description of Activity
Ind Review Officers	0.391	0.391	<p><b>The Independent Reviewing Service</b> has responsibility for chairing Multi-Agency meetings about children who are at risk of significant harm or who are looked after by the Local Authority. As at 24.11.09 there are 242 children subject to Child Protection Plans and 378 children who are looked after by Sefton Council. In addition to the above duties, Independent Reviewing Officers currently chair meetings in respect of children where there are concerns relating to them being missing from care, in danger of sexual exploitation or where they have come to harm whilst being looked after. The Independent Reviewing Officers also chair complex meetings when there have been sudden unexpected deaths of children, when fabricated or induced illness is suspected or where there are large scale child protection investigations involving groups of children. The Independent Reviewing Officers also attend a variety of multi-agency meetings including MAPPA and MARAC. The Service has direct input into the Local Safeguarding Children’s Board and has responsibilities relating to Serious Case Reviews. The Independent Reviewing Service has the lead role in quality assuring the services offered and delivered to the children and young people who are looked after by the Local Authority or are subject to Child Protection Plans.</p>
Youth Offending Team	0.811	0.811	<p>A statutory service providing a range of intervention and prevention services for those young people at risk of offending, pre-court disposals, managing community based and detention &amp; treatment orders for those in custody. Youth Offending Service is a multi-agency service hosted within the local authority.</p>
Targeted Youth Support	0.080	0.080	<p>Targeted Youth Support (TYS) supports vulnerable young people aged 8-18 (24 for young people with a disability) to ensure that their needs are identified early to address their difficulties and prevent their problems from escalating to statutory services. YYS receives referrals through the CAF, from social care, YOT, police, schools, parents and young people themselves. YYS is also used as an exit strategy by specialist services. The majority of referrals are in the 12-16 age group. This service activity is funded from variety of external funding sources along with £80k contribution from Positive Activities for Young People (ABG) funding and donations from Children's Fund.</p>
Resource Centre for Children With Disabilities	0.022	0.022	<p>Team of Play leaders / play workers and casual staff providing short breaks for disabled children at weekends, after school and in school holidays in response to needs assessed by Disabled Children Social work team. The service works with around 230 children with the most complex health and learning needs.</p>

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Appendix A

Service Area	Current Year – £m	2011/12 - £m	Description of Activity
Respite Children's	0.943	0.943	Overnight short break services for disabled children provided following disabled children social work team assessment at Springbrook (in house provision) and Nazareth House (commissioned service). Health services contribute £166k to service at Nazareth House.
Child & Adolescents Mental Health Services (CAMHS) Tier 2	0.170	0.170	Community / primary care single service e.g. primary mental health worker, psychologists offering consultation to families / other practitioners, outreach to identify severe / complex needs which require more specialist interventions and assessment and training to practitioners in universal services. Most of funding is ABG with only £62k core. <b>ABG CAMHS grant subject to £150k reduction in April 2011</b>
Specialised Transport Unit - Children's	3.176	3.176	Travel facilities that the Council provides to all client groups to enable access to specialist provision, i.e. Schools.
Common Assessment Framework	0.490	0.490	Common Assessment Framework (CAF) provides a standardised approach to conducting assessments of children's additional needs and deciding how these should be met promoting more effective, earlier identification of additional needs, particularly in universal services. The CAF also aims to improve integrated working by promoting coordinated service provisions. <b>CAF funding has also been used to support 3 Area Manager posts and these will be discontinued from April 2011.</b>
Social Care Commissioned Services	0.589	0.589	Service Level agreements with: Sefton Women and Children's Aid (SWACA), After Adoption, Homestart (Southport and Formby), Queens rd Neighbourhood Centre, Internal SLAs with H&SC re Training Unit (Ruthven Road and Customer Access Team).
Social Care - Central Management Costs: -			Administrative support to enable the delivery of safe and effective safeguarding of children and young people duties include recruitment of Foster Carers and on-going support activities for Looked After Children.
- Assessment	0.320	0.320	
- Family Centres	0.071	0.071	
- Independent Reviewing Officers	0.192	0.192	
- Child Protection Plans and Children in Need	0.325	0.325	
- Children in Care -	0.642	0.642	
- Emergency Duty Team	0.066	0.066	

Service Area	Current Year – £m	2011/12 – £m	Description of Activity
Senior Management Team plus 50% of LADO	0.466	0.334	Management and supervision of Children's Social Care Services. Cabinet has approved new senior management structure for Children's Social Care that will strengthen Safeguarding and Inspection requirements, as well as give capacity to move forward on more effective challenge on placement of LAC.

**Adult Social Care**

Service Area	Current Year – £m	2011/12 – £m	Description of Activity
Assessment & Care Management	7.112	7.112	All new information relating to the safeguarding of vulnerable adults in Sefton is routed through the Social Care Customer Access Team. The team then sign posts service user and customers to Voluntary, Community and Faith sector for a low level intervention service or if users assessed needs meet the critical / substantial care criteria as determined by the Fair Access to Care guidelines they are then referred to the appropriate Assessment or Care Management teams. These Teams include Adult Intake Assessment Team, Reviewing Team, Older people Elderly, Mentally Infirm, Hospital teams, Learning Disabilities, Mental Health. The Directorate currently receives on average 526 contacts per week equating to 27,000 contacts a year for social work assessments.
Residential Care Adults (incl Sefton New Directions)	20.523	20.523	Following assessment of need, people are either helped to live at home or require placement in rest/nursing homes. Predominantly within Sefton all provision is in the independent or private sector and Sefton has a total of 1700 placements in 160 nursing/rest homes in Borough. We make 300 residential placements per year. Our average age of admission is 85. Both this category and nursing care below includes £1.476m MTFP pressure growth to support anticipated increases in demand.
Nursing Care Adults	14.593	16.069	Following assessment of need, people are either helped to live at home or require placement in rest/nursing homes. Predominantly within Sefton all provision is in the independent or private sector and Sefton has a total of 1800 placements in 160 nursing/rest homes in Borough. We make 264 nursing placements per year.

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Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Non Residential Care (inc Sefton New Directions, Community Equipment Stores)	32.405	34.620	This facility wholly commissioned via the private sector enables people to be provided with a range of home based tasks that allow people to carry on living at home and remain largely independent. New Directions provide a range of service for all provider groups i.e. supportive living, adult placements day care all groups, respite, re-enablement. Includes community equipment and installations. The Community Equipment Service currently has over 16,920 service users who have 80,000 items of equipment loaned to them to maximise their independence and maintain dignity. Includes increase in income for 2011/12. This includes £2.215m MTFP pressure growth to support anticipated increases in demand.
Supporting People	6.757	6.757	This grant aided activity supports 60 providers to deliver contracted housing related services. These services cover older people, homeless, learning disabilities, mental health, offenders, substance misuse, young people at risk, teenage parents and people at risk of domestic violence. The services include accommodation based floating support and community alarm services. The services combined deliver support services in excess of 5000 clients at any one time. Services also include short-term provision which has a large throughput of clients, e.g. homeless hostels.
Supporting People Admin Team	0.241	0.241	A DOH inspection regime is in place to ensure that the expenditure concurs with the specific requirements of the supporting people grant. The Admin function is vital in that it commissions, monitors and regulates the services purchased in full accordance with the conditions from the grant. Failure to do so would place the grant in jeopardy. A review is currently being undertaken of this function to explore efficiencies.
Commissioned Services - Voluntary, Faith Sectors and Support to Carers	2.334	2.334	Lower level highly valued preventive services that are commissioned via a number of voluntary and third sector organisations e.g. Carers Centre, various Luncheon Clubs, domestic assistance services, Citizens Advice and other advocacy services. This expenditure is vital to enable people to access information streams on various matters thus allowing them to carry on living at home and postponing the time that they need to access higher levels of more personalised care. VCF prioritisation is running in parallel with this prioritisation process so it dovetails together, the activities associated with this budget are being considered by the VCF project.
Commissioned Services - other	2.094	2.094	Exceptional contracts for more people with long term complex mental health or Learning difficulty needs that are commissioned through highly specialised organisations, i.e. MerseyCare and other Mental Health providers. This budget area includes savings anticipated from recommissioned services

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Appendix A

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
-Departmental Management- Heads of Service	0.330	0.330	Management and supervision of Adult Social Care Services
-Area Finance/ Finance Visiting Officers (support for services included as critical)	1.014	1.014	Part of the Area Admin activity involves the critical area of ensuring that providers, in accordance with Council policy, are paid promptly thus maximising cash flow. Another activity is the invoicing of service users for the contributions (the income stream allied to this function is £15m per annum) towards the cost of care which in turn supplements the Community care budget. Integral with these processes is the work of the Finance Visiting Officers, previously a social work task now undertaken by trained staff who visit users to maximise peoples benefits to ensure maximum contributions towards cost of care. This activity generated £2m additional income for users in 2009 /10.
Area Admin - Support for Social Work/ Occupational Therapy Teams included as Critical	0.584	0.584	Minimal cover for supporting statutory function. Occupational Therapy - -Provide statutory functions under chronically sick and disabled provide equipment and adaptations in order for people to live in homes and be discharged from hospital safely and efficiently. Also support disabled facilities grant process.
Specialised Transport Unit - Access (Charge from Optional Services into Adult Social Care)	2.185	2.185	Travel facilities that the Council provides to all client groups to enable access to specialist provision, i.e. day care.
Specialist Transport charged to Clients	-0.146	-0.146	
New Directions - PCT Contribution	-0.420	-0.420	The Council receives a contribution from the PCT towards the cost of operating the re enablement service. This funding is directly and successfully targeted at the prevention of delayed discharges from hospital

**Safer & Stronger Communities**

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Vulnerable Victims	0.138	0.138	A client facing service that works with very high-risk victims of hate crime, sexual and domestic violence in order to reduce the potential for both the victims, and their children, being seriously harmed. The service also co-ordinates a Multi Agency Risk Assessment Conference, MARAC [a victim centred safety plan co-produced with other partners] and the 'sanctuary scheme' [that increases the security of the victims home so as to enable victims to remain there more safely prevent leaving]
WNF funded Vulnerable Victims expenditure	0.081	0.081	
Drug Action Team	0.020	0.020	Delivers the national drug strategy within the Borough of Sefton and commissions drug treatment and wraparound support services for addicts and their families. It is estimated that there are approximately 2,000 problematic drug users (PDUs) currently resident within the borough, PDUs are defined as Heroin and Crack Cocaine users and almost 1,600 of these were in contact with treatment services last year. Treatment services are configured so as to promote abstinence, recovery and social re-integration via housing, education, training and employment. This is supported by £3.403m of external government grant committed for 3 years from 2011 plus contributions from partners.
WTF funded Drug Action Team expenditure	0.010	0.010	

**Other Services – Influenced but Contracted**

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Coroners Services	0.345	0.345	Provision of statutory Coroners service that investigates all sudden deaths in Sefton, Knowsley and St Helens. Cost represents Sefton's proportion of a shared service with Knowsley and St Helens.
Local Tax Collection / Housing Benefits (excluding central recharges)	3.730	3.730	Net cost of the processing of Housing and Council Tax benefit claims and the collection of Council Tax and NNDR.

**Adult Social Care**

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Welfare Rights	0.187	0.187	Welfare benefit and financial advice service. Annually the service enables over £7m of untapped welfare benefits to be identified for Sefton residents which where appropriate will contribute towards costs of Social Care and the Sefton economy in general.

**Leisure Services**

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Seaside Clearance - Crosby & Sefton Proms	0.087	0.087	This activity is currently incorporated into the general workings of the Coast and Countryside service. If this Service is reduced, sand and litter clearance from very public coastal footpaths (promenades) and beaches will still be necessary.

**Operational Services**

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Recycling	0.839	2.264	Kerbside collection of dry recyclables including food, and a 'Bring Site' collection service. The service is provided under contract and is due to be renewed in 2011, a significant cost increase is anticipated.
Refuse Collection	4.147	4.105	Residual (non-recyclable) waste collection service, via grey and green wheeled bins, or refuse sacks in certain areas, on an alternating or weekly basis.
Cleansing Administration and Running Costs	0.422	0.367	Management, supervision, back office support, equipment and supplies for all Cleansing Services.
Street Cleansing	3.789	3.730	Provision of a comprehensive cleansing service to maintain cleanliness of highway areas, pavements, retail areas and residential estates.
School Crossings	0.470	0.470	Provision of a school crossing patrol service at specific locations in accordance with the Councils current criteria/policy.

**Environmental and Technical Services Department**

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Gritting	0.440	0.440	Treatment of roads and footways during severe winter weather to prevent or mitigate against the formation of ice and snow to keep the highway network safe, operational and usable in severe winter weather. The "standing" or base cost of the service (e.g. provision of depot, provision and maintenance of vehicles, standby payment to contractor, standby weather monitoring) is approximately £190k. The remaining budget is required to fund actual gritting as necessary on basis of typical winter weather conditions.
Flood Defence	0.268	0.268	Address issues around coastal change (e.g. coastline erosion) and flooding from all sources, including: risk identification, assessment and management; development & implementation of Coastal and Flood Management Plans; construction and maintenance of coastal defence structures. Core-funded service also provides the Client function managing Highway Drainage elements of the contract with the external Partner, Capita Symonds. External funding delivers a mix of Sefton work and regional partnership work (e.g. regional monitoring programme) for North West Coastal Forum.
Highways Maintenance	6.844	6.154	To maintain the highway network to maximise the safe passage of people and vehicles. This includes maintenance of roads, footways, signs, guardrails, bollards. Resurfacing and reconstruction, weed spray etc.
Street Lighting	0.981	0.911	Maintenance and renewal of the street lighting stock to maximise the safe passage of people and vehicles throughout the borough. Street Lighting energy costs are classed as an uncontrollable budget and are not included here

**Other Frontline Services – Influenced but Contracted**

**Leisure & Tourism**

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Grounds Maintenance Inc Grass Cutting	2.358	2.445	Grounds maintenance of parks and green spaces (approx 215) and playgrounds (65) and sports pitches etc. Includes all operations to maintain the sites in a condition that is appropriate to end users and is acceptable to the public in terms of amenity and safety.
Trees In Parks	0.086	0.091	Maintenance of park trees. This service is entirely budget led and in the main, the current budget only allows reactive H & S work.
Cems & Crems - Grass Cutting & Grave Digging	0.401	0.401	Grave digging, burials, re-instatement and grounds management of cemeteries and crematoria at five sites (approx 1,800 burials).

**Environmental and Technical Services**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Grass Cutting	0.430	0.546	Maintenance of all grass verges, hedges and embankments on the public highway
Street Trees	0.194	0.204	Maintenance and management of all trees on the public highway.

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**Children, Schools & Families**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Safeguarding Children	0.140	0.140	This represents the Council's contribution to the Local Safeguarding Children Board (LSCB) and Child Death Review Panel
Special Educational Needs Assessment	0.290	0.245	To administer the LA's duty to identify and make a statutory assessment of those children who have special educational needs (SEN) and probably need a Statement and to agree and arrange provision for those pupils. To prepare cases for the SEN and disability tribunal and represent the LA at hearings. To agree entitlement for home school transport for those with SEN - we currently maintain 948 statements with about 100 new statements being produced each year. Each statement must be reviewed on annual basis
Education Psychologists	0.771	0.721	Statutory service providing frontline critical services to the most vulnerable children and young people (0 – 19) and their families / carers advising LA and schools re nature of SEN to enable appropriate provision to be put in place. Also works with families and others settings. This includes savings of £50,000 already taken by Council
Pupil Attendance (Employment)	0.105	0.105	To enforce school attendance through issuing parenting and education supervision orders. To identify, monitor and track children who go missing from school. To ensure designated teachers and schools generally comply with safeguarding training requirements and to ensure that Children and Young People are safeguarded when employed, performing on stage, modelling or engaged in paid sporting activities. To monitor and report on racist incidents in schools. The budget also includes funding for purchasing personalised learning / support packages for Children Missing education, Young Offenders and other vulnerable learners (£253k)
Pupil Attendance (Enforcement)	0.532	0.532	see above
School Improvement	0.875	0.803	Monitor and evaluate standards in schools. Intervene in schools causing concern. Undertake pupil assessment and NQT compliance in schools. Organisation of assessment moderation at Foundation Stage and Key Stage 1. Provide advice for school leaders and governors. Support Headteacher appointments. This includes savings of £72,000 already taken by Council.

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Appendix C

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Complementary Education (Children Services Grant)	0.159	0.159	Provides education support for those children unable to attend school for more than 15 working days due to medical reasons or for pregnant and nursing young mothers during their maternity leave supporting children and young people helps sick children to access full-time mainstream provision as soon as they are able to cope. Service also fulfils LA statutory duty to monitor home educated provision
LEA - Schools	0.545	0.521	Balance of Local Authority Primary, Secondary and Special budgets. This includes costs regarding depreciation, hired transport, Zone tickets, general building repairs, necessitous clothing and income from Government Grant Deferred written off.
Primary Premature Retirement Compensation	0.844	0.544	Past liability for Teaching / Non-teaching voluntary early retirement (VER) pension contributions in support of staffing reductions plus funding to support voluntary redundancies (VR) in schools facing financial difficulties. £700,000 saving has been taken for 2011-12 and schools informed that any future severance costs must be met from school
Secondary Premature Retirement Compensation	1.026	0.626	Past liability for Teaching / Non-teaching voluntary early retirement (VER) pension contributions in support of staffing reductions plus funding to support voluntary redundancies in schools facing financial difficulties. budgets Schools informed that any future severance costs must be met from school budgets as a consequence of the £700,00 savings above
Special Premature Retirement Compensation	0.051	0.051	Teaching / Non-teaching VER pension contributions in support of staffing reductions plus funding to support VR in schools facing financial difficulties. Schools informed that any future severance costs must be met from school budgets as a consequence of the £700,00 savings above
Primary Pay Progression	0.170	0.170	Funding for teachers employed centrally such as SAYS / Music Service and Comp Ed. Full costs plus on-costs between TMS6 and UPS1 (some UPS2 and 3 funded if balance remaining)
Secondary Pay Progression	0.170	0.170	Funding for teachers employed centrally such as SAYS / Music Service and Comp Ed. Full costs plus on-costs between Teacher Main Scale 6 and Upper Pay Scale 1 (some UPS2 and 3 funded if balance remaining)
Continuing Education Post 16	0.257	0.257	Support for Further Education Students: SEN Transport £107,000 and £150,000 for early retirement and pensions costs for staff at Hugh Baird, Southport College and KEG College prior to 1993.
Parent Partnership (Special Educational Needs)	0.097	0.097	Statutory service offering information, advice and support to parents and carers of children and young people with SEN
Early Years (Sufficiency & Sustainability)	0.492	0.492	To secure sufficient childcare to enable parents to work; and to provide information to parents about childcare. This work supports improved economic sustainability as it promotes the uptake of Tax Credits for young, working families to access childcare. At its core, the Childcare Sufficiency Assessment provides an analysis of supply and demand that highlights the potential gaps in the

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Appendix C

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
			childcare market thus supporting an effective childcare market across the borough. There is a role to support the market and commission childcare where gaps are identified. The Family Information Service manages the Local Authority's Sefton Family Information Service and ensures that the Local Authority complies with Section 12 of the Childcare Act 2006. They are required to help families find services for children and young people aged 0-19 within the Sefton Borough. 153,00 is spent on central staff, 142,00 has provided sustainability funding and support for early years settings where there have been gaps in provision.
Sure Start (Early Years Outcomes Monitoring & Quality)	0.804	0.804	The Early Years Foundation Stage (EYFS) Framework is statutory for EYFS providers to deliver, and the Childcare Act 2006 places a duty on the LA to provide EYFS training to maintained and PVI settings; also to support childcare providers judged inadequate by Ofsted. The funding is intended to ensure that more children reach a good level of development at age 5 and that the gap between those children who do least well and the rest, narrows by that age - this includes those with special educational needs, those living in poverty and those from particular minority ethnic communities. Functions of the team include: implementing EYFS Framework; monitor, support and challenge all settings in quality of provision, safeguarding and welfare requirements; monitor childcare 0-19; provide information, advice and training to parents and childcare providers.
Early Years (Graduated Leader Programme)	0.456	0.456	For Private and Voluntary Institutions (PVI) settings to facilitate faster progress towards the employment of graduate leaders in PVI settings, especially 2 graduates in disadvantaged area settings. 2010-11 funding is the 3rd year of a three-year allocation till March 2011. The Government has given an in-principle commitment to making funding available until 2015 but details are still under consideration following the Spending Review and are not expected till Jan 2011. Funding has been allocated to commission Edge Hill to deliver training; rest of funding is allocated to PVI settings to support all settings to have and Early Years graduate by 2015.
Contracts and Commissioning Function	0.195	0.195	The Commissioning and Contracts team work with service managers undertaking all necessary functions and processes to put in place contract that ensure that services commissioned are safe, cost effective, viable and meet the needs of children, young people and their families. Contracts must also include mechanisms for evaluation, monitoring and review. The Team has an enhanced role in relation to Social Care and works with social care professionals to commission (procure) suitable placements and support services to meet the needs of looked after children. Key tasks are commissioning, procurement, contract compliance and cost efficiency. In addition they are responsible for writing contracts and specifications.

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Regulatory Services Categorisation for Cabinet Approval December 2010

Appendix C

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Primary/ Secondary Strategy	0.520	0.322	Recently rationalised to become a focused intervention team (operational form 1/1/11) to intervene in schools or aspects in schools causing concern. The focus of the work will be in the core areas of English and mathematics at both primary and secondary phase. There are currently 5 schools on the Schools Causing Concern register and a further 16 school getting additional support as part of the early intervention strategy which identifies schools potentially at risk of causing concern. There is one secondary school currently in a failing Ofsted category.
Choice Adviser (ABG)	0.033	0.033	The Choice Advice Service is a specialised impartial Service that supports Sefton Families in choosing and accessing a school place for their children. Providing the Service is currently a statutory duty. This service is of particular benefit to families who do not engage with the schools admissions service or the local authority and require additional support to ensure their children are appropriately catered for.
School Improvement Partners (ABG)	0.126	0.126	Partly funds service which provides the challenge and intervention role undertaken by Standards and Effectiveness Advisers and External School Improvement Partners. It is highly unlikely in the light of the recently produced Education White Paper if this funding will be available in 2011-12
School Intervention Grant (A)	0.049	0.049	Funding is used to provide a range of support for schools causing concern and allocated to schools for specific work to improve standards. It is highly unlikely in the light of the recently produced Education White Paper if this funding will be available in 2011-12
School Travel Advisers	0.026	0.000	This has ceased 31/12/10 as part of savings exercise 2010/11
Planning and School Organisation	0.232	0.232	<b>School Organisation and Planning:</b> school census data collection - checking and submitting to DfE 3 times per year. Pupil place planning, and school organisation. DfE returns, school capacity. <b>Capital Strategy:</b> asset database of schools condition, management of schools capital programme
School Admission and Student Support	0.453	0.453	Synopsis of Main Functions.---School Admissions and Transport Statutory Duties --1.National co-ordination and allocation of school places for all children in Sefton. 2. Administer school admissions appeals. 3. Administration and provision of all home to school transport for Sefton school pupils (£287,000). 4 Monitor and track movement of school pupils in /out of schools, children out of school, children missing education. Other current statutory duties include School Admissions Forum, Fair Access Protocol and Panels and Choice Advice Service. School Admissions and Transport Discretionary Duties and Policy-- 1. Administer and provide transport and travel passes to eligible Further Education students. (£367,000). Administer and provide Specialist transport provision to Further Education students with Special Educational Needs. (£171,000) Pupil Support Statutory Duties-- 1. Processing and allocation of Free School Meals for all Sefton school children.

**Regulatory Services Categorisation for Cabinet Approval December 2010**

**Appendix C**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
			Pupil Support Discretionary duties/Policy-- 1. Provide School Clothing allowances for Sefton Low income Families. (£208,000) 2. Provide Further Education support grants and Funds for Further and Higher Education Students. Other Services--- 1. Internal and external postal and mail /information service to all Sefton Schools via internal distribution post and Schools Intranet.

**Adult Social Care**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Contracts, Commissioning & Complaints	0.330	0.330	The Commissioning and Contracts team has an enhanced role in relation to Social Care and works with service managers to put in place contracts that ensure that services commissioned are safe, cost effective, viable and fully meet the needs of vulnerable adults. They also work with the Care Quality Commission to ensure services within Sefton are classified as good or excellent. Contracts also include mechanisms for evaluation, monitoring and review. Key tasks are commissioning, procurement, contract compliance and cost efficiency. In addition they are responsible for writing contracts and specifications. A Complaints joint post with PCT to responds to all aspects of customer relations a statutory requirement fulfilling the monitoring the regulatory acts as part of the complaints process. If this funding was at risk there would be no mechanism to monitor providers care provision. New CQC Regs (2010 November) places greater emphasis on how Council's manage the process of how providers deal with service deficiencies and effect improvements to prevent recurrence.
Safeguarding Adults	0.044	0.044	There is a Safeguarding co-ordinator who manages the referral process liaises with the police, organises the safeguarding board and monitors activity and assessments. This is underpinned by £330k of Social Work time to undertake investigations.

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**Regulatory Services Categorisation for Cabinet Approval December 2010**  
**Safer & Stronger Communities**

**Appendix C**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Emergency Planning	0.158	0.158	The team ensures that the local authority is compliant to the minimum standard required by a Category 1 Responder as defined in the Civil Contingencies Act 2004. The team protects the authority from reputational damage and negligence. They engage in the production, review and exercising of emergency and business continuity plans on behalf of the local authority. They also have a responsibility to local businesses and the voluntary sector to provide business continuity advice.

**Leisure & Tourism**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Cemeteries and Crematoriums	-1.214	-1.191	Provision of burials and cremations at 6 sites throughout the borough.
Births, Deaths and Marriages (net)	0.017	0.017	Provision of a statutory registration service for births, deaths and marriages. Licensing of marriage premises. Some discretionary and statutory services.
Land Management-Occupiers Liability Issues (Inspection H&S)	0.500	0.500	This activity is currently incorporated into the general workings of the parks and green spaces and Coast and Countryside service. If these services are reduced, because the Council has a Duty of Care, it will still be necessary to regularly inspect, and make safe parks (39), open spaces (181), the coast (20 miles) and Rimrose Valley (240 hectares) and playgrounds (65) to deflect and defend insurance claims. The budget represents a split of (approx) £200k for the Coast and Rimrose Valley and £800k for the remaining (more urban) landholdings. The current inspection procedures and processes have substantially reduced the claims made against the Council and paid out by its Insurers. If these processes are lost, as part of general service reductions, then the Council's insurance premiums will likely rise.

Regulatory Services Categorisation for Cabinet Approval December 2010  
Planning & Economic Regeneration Department

Appendix C

Service Area	Current Year - £m	2011/12 - £m	Description of Activity
Planning Policy	0.627	0.627	Preparation on the Local Development Framework Core Strategy/Development Plan including product Local Development Scheme. Development of local planning strategies and support for regeneration initiatives. Managing collection of information and data including analysis analysing and dissemination support the planning process. Policy monitoring and reporting, plus mapping and GIS services. Contr budget includes annual (contracted) subscription to Merseyside Information Service (£76k).
Development Control- Planning	0.304	0.284	Administration and determination of c1800 planning applications to nationally prescribed target times (validation, neighbour notification, processing, online registers and information, assessment, condition monitoring, appeals [approx 50 pa], investigation, resolution, enforcement of complaints [approximately 800 including s215 activity], searches [1300 pa], S106), and servicing of 14 Planning Committee meetings plus Panels pa. <b>NB: Fees set nationally but recent announcement of change to allow locally determined rates with a view to potential to better recover all costs. Scrutiny of planning applications increasing in anticipation of Localism agenda. <u>The increase in budget is explained by an accountancy allowance for projected fee income on basis of 2010/11 figures).</u></b>
Development Control- Transport	0.260	0.260	Control and develop the Council's requirements with regard to the transportation impacts of Planning Applications. Manage the related programme of highway and transportation improvements (up to £5m - £6m) required as a result of development proposals to protect the highway asset. Provide orders, licences etc to facilitate developments and, highway improvement schemes etc. Maintain the highway adoption database and deliver the Rights of Way Improvement Plan (80km of public rights of way to manage).
Building Control	0.082	0.348	Registration, assessment, determination of c 1800 building regulation applications, site inspection/monitoring, enforcement, inspection of dangerous buildings (350pa), safety at sports grounds. Budget change reflects movement of function and reformatting of budgets following restructuring.
Car Parks (including Management)	-1.388	-1.338	Enforce on and off-street parking restrictions (c35, 000 PCNs pa) and manage the fines processing and challenge procedures, manage the Council's parking stock, administer Blue Badge scheme etc, and support the event programme.

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Agenda Item 13

**Regulatory Services Categorisation for Cabinet Approval December 2010**

**Appendix C**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Transport & Development - Regulatory Executive	0.086	0.086	Provide management of the Council's Local Transport Plan, Traffic Services and Spatial Planning functions. This includes traffic management, road safety, car parking, development control and strategic planning relating to the Core Strategy and Local Transport Plan. Includes for clerical support across the units.
Transport & Development - STPU	0.228	0.228	Local Transport Plan policy and strategy development and delivery at Merseyside and authority level. Manage delivery of Major Scheme - Thornton Switch Island Link Road (£20m), and co-ordinate the delivery of a range of schemes and programmes (up to £6m pa).
Transport & Development - Road Safety	0.344	0.344	Deliver the LTP measures relating to traffic management and road safety and regulatory duties with regard to abnormal loads, temporary traffic regulation orders etc and maintaining the traffic regulation order database. 100 Traffic Regulation Orders (TROs) and up to 200 temporary TROs for road closures, events etc pa. Over 1000 requests for abnormal load movements pa.

**Environmental and Technical Services Department**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Network Management	0.327	0.257	Management of the highway network, including: statutory coordination and control of all works and Works Promoters on the highway; statutory network management duty; coordination/supervision and management of third-party rechargeable works and vehicle crossing provision (e.g. privately funded vehicle access across footway); enforcement of the Highways Act regarding obstructions on the highway; licensing and enforcement of skips, scaffolding, street cafes, cranes etc. (NB This does not include parking regulation)
Environmental Health	1.622	1.342	Enforcement of legislation in relation to domestic and approx. 5,000 business premises/activities, including: enforcement of Food Safety (1000 inspections); Health & Safety (500 inspections); Noise, Air Pollution, Blocked drains & Flytipping (3500 investigations); and Contaminated land
Dog Warden	0.266	0.266	Enforcing and removing dangerous dogs, catching and kennelling strays, regulating dog fouling - total of approx. 2400 service requests p.a.

**Regulatory Services Categorisation for Cabinet Approval December 2010**

**Appendix C**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Trading Standards	0.637	0.539	Enforcing weights & measures, consumer protection, rogue traders, counterfeit goods, age-related sales, animal health - total of approx 700 Inspections, 500 Criminal investigations, 1500 requests for service/advice pa.
Environmental Services Administrative Support	0.217	0.217	Providing support to service delivery by over 1000 staff within both Environmental & Technical Services Department and Operational Services Department (e.g. 75,000 service requests 2,300 inspections; refuse collection/recycling databases etc.). Including support for: development, implementation and management of operational information systems; collation of performance management data; completion of statutory returns; maintenance of public registers and administrative support to environmental health, trading standards and licensing services.
Licensing (taxi etc)	-0.083	-0.083	Licensing and enforcement of licensable premises and activities (e.g. Taxis and taxi drivers; Pubs, Clubs and gambling establishments). All funded from licensing revenue

**Neighbourhoods and Investment Programmes Department**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Homelessness	0.294	0.294	Provides statutory homelessness service - assessing those who approach the Council who are homeless or at risk of homelessness, and identify what duty of any is owed to them. For the period December 2008-September 2010 the team have assessed 374 homeless applicants. The Council has a duty to provide advice and guidance (Homelessness Act 2002) to all applicants as appropriate but also to secure that accommodation is made available to those applicants determined to be in priority need (predominantly families, older persons and people with disabilities)
Hostels	0.064	0.064	Provides emergency accommodation for homeless families (i.e. those with children under 16 or 19 and in full time education). Statutory requirement is to provide that accommodation is provided for such applicants
House Renovation Grants	-0.040	0.058	This service delivers the MANDATORY disabled Facilities Grants (total budget circa £3 million) as well as providing Home Repairs Assistance Loans (circa £500k) to qualifying householders with Category 1 hazards under the Health and Safety Fitness Rating system. Each year, the service deals with 750 clients

**Regulatory Services Categorisation for Cabinet Approval December 2010**

**Appendix C**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Private Sector Housing	0.307	0.253	Provides statutory enforcement service in relation to housing standards across all tenures and regulation of houses in multiple occupation (HMO)
Gypsy Site	-0.001	-0.001	Provides support services to the Council's established travellers site in Formby
Energy Team - Carbon Reduction (part regulatory)	0.121	0.113	This service delivers the corporate energy contracts for the Council and also delivers the mandatory Carbon Reduction agenda for the Council. The service also provides advice on the energy efficiency measures in major planning applications. The service also provides an Educational function from the Southport Eco-Centre (2 officers)

**Finance**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Client Quality and Assurance	0.193	0.193	Part of the Client Unit monitoring the arvato contract. It is a mandatory requirement to re-calculate 10% of calculations made by the external provider.

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**Assistant Chief Executive**

<b>Service Area</b>	<b>Current Year - £m</b>	<b>2011/12 - £m</b>	<b>Description of Activity</b>
Elections	0.441	0.441	Compilation of the electoral register and delivery of parish, local, parliamentary and European elections and referenda



**Critical, Frontline & Regulatory Services Savings Proposals for Cabinet Approval and Recommendation to Council December 2010**

Appendix D

**Children, Schools & Families Savings Proposals for Approval and Recommendation to Council Critical Services**

Ref	Saving Proposal	Value	Description
1	Common Assessment Framework	200,000	Common Assessment Framework is a statutory assessment process which seeks to reduce referrals for safeguarding assessment by working with children, young people, families, partners and schools. In the recent 2010 Unannounced Inspection of Sefton's safeguarding, contact, referral and assessment arrangements, Ofsted identified CAF as a substantial strength. However the CAF Funding was also used to support 3 Children's Services Area Manager posts which are not part of the core CAF service. It is recommended that these posts are no longer funded to achieve a saving of £200,000. Two posts will be vacant on 31/12/10.
2	Kirwan House	100,000	Kirwan House has residential provision and will close in April 2011 and this will release a £100,000 savings in running costs of the provision. The majority of staff will be redeployed to other critical safeguarding provision.

**Adult Social Care Savings Proposals for Approval and Recommendation to Council Critical Services**

Ref	Saving Proposal	Value	Description
3	Income Increase	635,000	Sefton allows most people at least £16 per week Disability Related Expenditure (DRE). We continue with the £16 DRE but to increase the percentage of people's disposable income from 65% to 95%. This proposal is currently undergoing through the Councils consultation processes.

**Critical, Frontline & Regulatory Services Savings Proposals for Cabinet Approval and Recommendation  
to Council December 2010**

Appendix D

Ref	Saving Proposal	Value	Description
4	Commissioned Services	3,000,000	Review of commissioned services to ensure value for money across the sector.
5	Voluntary Sector	200,000	Negotiate all existing Voluntary sector agreements to reduce their “back office” expenditure and assist them wherever possible to create organisational efficiencies.
6	Inflation	1,513,000	Withhold inflation element to all providers.
7	Staff Savings	500,000	Delete at least 15 vacant posts, Exercise underway with HR to determine where this efficiency comes from with least disruption to service.

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**Operational Services Savings Proposals Frontline Services**

Ref	Saving Proposal	Value	Description
8	Recycling	900,000	The Recycling Contract for collection of recyclable materials from across the Borough is due for renewal in 2011. Previous estimates indicated a potential rise of some £1.9m. This increase was incorporated into the MT 2010-11. However, due primarily to the economic downturn, it is now estimated that the contract renewal cost will be significantly lower than expected, generating a saving of £900,000 against original estimates.

**Critical, Frontline & Regulatory Services Savings Proposals for Cabinet Approval and Recommendation  
to Council December 2010**

**Appendix D**

**Other Frontline Services – Influenced but Contracted - Environmental and Technical Services Savings Proposals Frontline Services**

Ref	Saving Proposal	Value	Description
9	Grass Cutting	200,000	A saving from this budget could be made (as part of an overall £1M highway maintenance saving) through: reduced in the frequency of highway grass-cutting within the new contract specification from April 2011.
10	Street Trees	40,000	A saving from this budget could be made (as part of an overall £1M highway maintenance saving) through: reductions to arboricultural database management and tree maintenance.

**Children, Schools & Families Savings Proposals for Approval Regulatory Services**

Ref	Saving Proposal	Value	Description
11	Education Psychologists	£100,000	Further reduction of 3.6 FTE posts 31 <sup>st</sup> March 2011
12	Pupil Attendance (Employment)	£60,000	Reduction of 2 FTE posts 31 <sup>st</sup> March 2011
13	School Improvement – Advisory Service	£140,000	Reduction of 2 FTE posts 31 <sup>st</sup> March 2011
14	Parent Partnership	£60,000	Cease in-house service and commission new service (equivalent of 1 post – Possible TUPE)
15	Early Years (Sufficiency & Sustainability funding (Surestart))	£492,000	Cease all sufficiency and sustainability activity in relation to early years child care settings. This ensures enough capacity for early years provision between the Maintained Sector and the Private, Voluntary and Independent (PVI) Sector.
16	Graduated Leader Support Programme (Surestart)	£342,000	The local authority has contractual arrangements in place until 31 <sup>st</sup> July 2011. It is recommended that this programme is discontinued 1 <sup>st</sup> August 2011.
17	Choice Adviser	£20,000	This function will be commissioned through alternative process – possibly web-based
18	School Improvement Partners for Schools (SIPS)	£100,000	It is envisaged within the White Paper that the local authority will no longer have to carry out this role.
19	School Intervention	£49,000	This funding is used to support schools identified by the local authority as at risk of going into An adverse Ofsted category.

**Planning & Economic Regeneration Department Savings Proposals for Approval Regulatory Services**

Ref	Saving Proposal	Value	Description
20	Development Control	50,000	Departmental restructure
21	Building Control	35,000	Further staff savings as a result of additional VR/VER
22	Car Parks Fees and Charges	200,000	Implementation of charges (already agreed by CM Technical Services) rising to £400k in 2012/13.
23	Car Parks Contract Review	100,000	Retendering of Car Park Enforcement Contract for implementation from April 2012

**Environmental and Technical Services Department Savings Proposals for Approval Regulatory Services**

Ref	Saving Proposal	Value	Description
24	Licensing	50,000	The Council currently budgets for a net cost for the Local Licensing function, a reduction in the staffing budget and an increased income target is proposed to change this position to a break-even budget in 2011/12, providing a saving of £50k
25	Dog Wardens	60,000	The service is responsible for enforcing and removing dangerous dogs, catching and kennelling strays, regulating dog fouling - total of approx. 2400 service requests p.a. A saving could be achieved by reduction of staffing to the minimum statutory requirement, i.e. one officer plus cover for their absence; kennelling provision for housing strays and out-of-hours provision for collection/receipt of strays.

**Neighbourhoods and Investment Programmes Department Savings Proposals for Approval Regulatory Services**

<b>Ref</b>	<b>Saving Proposal</b>	<b>Value</b>	<b>Description</b>
26	Homelessness	31,000	Reduction in staffing numbers by 1 by implementation of revised working arrangements in relation to cover for Homeless families unit. To be achieved during 2013/14. Will explore revised working methods to ensure that holiday / sickness cover for homeless families unit is provided on an 'ad hoc' basis rather than by specific staff member.
27	House Renovation Grants	31,000	Reduction in staffing numbers by 1 due to increased efficiency of teams working together in single department. To be achieved during 2013/14. Working as a single team, efficiencies can be secured amongst grants / private sector housing teams via efficiencies of scale and preventing duplication of effort.

Total Priority Savings	9,208,000
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Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
			Staffing Implications (£)	No Staffing Implications (£)	Total (£)			
CS9	Cease School Clothing Grant	M McSorley	0	201,000	201,000	Cease School Clothing Grant		Under existing policy Sefton provides an annual discretionary budget for providing financial assistance with the costs of school clothing. The policy is aimed at families who are in receipt of means tested benefits and have a low household income. The allowance given is for each eligible child under the age of 16 attending schools other than independent schools. It is provided to each eligible child starting school and when starting each subsequent school year until age 16. The clothing grants applications from all eligible applicants are approved on a first-come first-served basis, until budgets are exhausted. Appeals against ineligibility for the above benefits are currently accepted under the normal appeals procedure. In current economic climate there is likely to be increase in number of low income households making applications. The impact of this may reduce workload for the staff of the section, however they will still administer Free School Meals and the two go hand in hand, the increase in claims due to the economic climate will mainly effect the claims for free school meals. Withdrawing Clothing grants raises a lot of anger and complaints from parents.
SCL 2 (a) (disaggregated from SCL2)	Coast & Countryside	G.Bayliss	50,000		50,000	Cessation of environmental education activity, out of school wild life clubs and community events	2	This was identified as part of a larger saving of £142,000 for Coast & Countryside which members identified as an Amber option. The achievable savings for 2011/12 have been disaggregated.
SCL 4 (a) (disaggregated from SCL4)	Parks & Open Spaces	G.Bayliss		25,000	25,000	Original option 1 Retain bedding in Classic resort areas (Prom, Town Centre, Hesketh Park, Botanic Gardens). Reduce bedding in rest of the borough by 50%	2 - 4 (contractors staff)	The original savings proposal provided members with 4 options which members identified as a Red Amber and Green option. The achievable savings for 2011/12 have been disaggregated.
				70,000	70,000	Original option 3 Reduce bedding through out the borough by 50%		
SCL 5 (a) (disaggregated from SCL5)	Parks & Open Spaces	G.Bayliss		100,000	100,000	Reduce Grounds Management for Parks including a reduction in bowling greens from 22 to approx 16 instead of the original proposal of 12	0	This was identified as part of a larger saving of £291,000 for Parks & Open Spaces which members identified as an Amber option. The achievable savings for 2011/12 have been disaggregated.
SCL 5 (b) (disaggregated from SCL5)	Parks & Open Spaces	G.Bayliss		50,000	50,000	Reduce the Repair & Maintenance Budget by £50,000. The original proposal was £80,000	0	This was identified as part of a larger saving of £291,000 for Parks & Open Spaces which members identified as an Amber option. The achievable savings for 2011/12 have been disaggregated.

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
SCL 5 (c) (disaggregated from SCL5)	Parks & Open Spaces	G.Bayliss	34,000		34,000	Reduce site inspection and repairs team. The original proposal was for £68,000. A request to leave the Council on VER/VR has been received by a member of this team.	1	This was identified as part of a larger saving of £291,000 for Parks & Open Spaces which members identified as an Amber option. The achievable savings for 2011/12 have been disaggregated.
SCL 7 (a) (disaggregated from SCL7)	Libraries - Closures	G.Bayliss	24,300	25,700	50,000	Cease to operate the Mobile Library	1	This was identified as part of a larger saving of £150,000 for Libraries which members identified as an Amber option. The achievable savings for 2011/12 have been disaggregated. The cost per book issue for the Mobile is £8.14 compared to a static library which ranges from £0.78 to £2.20.
SCL 11 (a)	Service Development	G.Bayliss		15,000	15,000	Stop discretionary grants to external organisations to run play / child minding schemes in school holidays	0	This was identified as an Amber / Red option previously by Members.
SCL 17	Leisure Disabled Access	G.Bayliss		10,000	10,000	Reduce the budget available from £50,000 to £40,000 to reflect the reduction in services already taken as savings.	0	This was identified as a Red option previously by Members.
New	Arts & Cultural Services	G.Bayliss		22,350	22,350	Cease the grant to the Royal Liverpool Philharmonic Orchestra	0	Potential impact on Southport Cultural centre project as the grant was to be used to formulate an agreement to have small concerts and master classes at the venue.
CM3	Charge for Bulky Items Collection Service	J Black	170,000	80,000	250,000	Charge for Bulky Items Collection Service Political direction required before full savings can be identified.	4 post in total – staff posts	Reduction of one crew and extension of collection period to ten days has already been accepted as a saving (£60k). This may have a slight increase in fly-tipping but at that time maintained a free service. If demand generates excessive waiting times other control mechanisms could be considered. Further savings have been identified via charging for the service. Savings would be subject to demand and other unavoidable costs. Demand will also be affected by amount of charge. Proposed savings based on a £15 charge per visit. There may be a potential increase in fly tipping resulting from charging, therefore increasing costs to Cleansing Services. Consideration needs to be given to offering concessionary charging (Leisure Pass or Benefit related) and method of payment collection. If the charge is set too high demand will fall.
CM5	Charge for Clinical Waste Removal	J Black	20,000	0	20,000	Income generation through charges to replace Council contribution to service	1	Public/political reaction, vulnerable customers affected, The saving will be affected by the level of charge (price per item/price per collection), whether concessions will apply and the method of payment (Arvato charges).
CM10	Close All Public Conveniences	J Black	120,000	480,000	600,000	Close All Public Conveniences	6 posts in total – staff posts	Removal of static attendants from attended toilets with replacement by mobile cleaning function has already been accepted as a saving (£100k) Further savings could be generated from the closure of all public conveniences. £90k required to service prudentially borrowed monies due to very recent significant investment in new pay-to-use facilities (proposed savings take account of ongoing prudential borrowing payments). May be possible to outsource the operation of pay-to-use facilities subject to agreement relating to cleaning, income collection and on-going funding of prudential borrowing.



Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
CM11	Charge for Green Waste Collection	J Black	Up to 1,700,000		Up to 1,700,000	Charge for Green Waste Collection	Not yet known	The proposed level of income generation is based on the current level of 85,000 Green Bins, assuming all households opt to pay for the service at £20 per bin. However, the impact of this saving will be lessened if less households opt to pay for the service. In addition, the collection service may still be required to operate across the Borough with potentially less collections whilst retaining an almost full service provision. Less vehicles may be required, but this can only be assessed after take up of the new paid-for service is analysed. Less take up will impact on recycling targets and recycling credit income. The saving will also be affected by the level of charge (price per item/price per collection), whether concessions will apply and the method of payments. If Arvato are used to collect invoices a charge will apply, however, an in-house payment collection system could be established (as in Leisure Services) to take a range of payments across the Department, including Direct Debit and Card collections, thus reducing costs. Potential IR/redundancy issues, if level of demand decreases, vehicle cost saving will not be fully achieved due to vehicle leasing costs.
CM2 & CM13	Reduce Operational Services Management (£35k) & Restructure Catering Services (£20k)	J Black	10,000		10,000	CM2 and CM13 detailed proposed savings of £55k. School Catering, Building Cleaning and School Crossing sections are to be merged to form a 'Schools Services' section within the Operational Services Department. Efficiency savings from the merger have produced a further £10k saving. Total saving now proposed is £65k.	2 posts total – both management posts  1 post vacant 1 post VER	It is envisaged that there will be no detrimental operational effect on any of the Sections within the new 'School Services' section.
CM7 (deferred 25 <sup>th</sup> November)	Reduce Overtime hours for street cleansing service (deferred)	J Black	40,000	0	40,000	Through reduced working hours		Impact on cleanliness of some areas, public/political acceptability Affects pay for lowest paid sector of cleansing staff, IR issues/TU reaction
CM8 (deferred 25 <sup>th</sup> November)	Stop non-Highway cleaning (deferred)	J Black	30,000	0	30,000	Through reduced service	1	Public/political reaction, cleanliness of high profile council owned area of land. This relates to Southport Town Hall garden area.
CM33	Review of Parking Enforcement	D Marrin	0	220,000	220,000	The Parking Enforcement Contract is due for renewal in April 2012. Part of the proposed savings will be delivered by changing the way the 'back office' services are delivered either by linking them to the new enforcement contract or a partnership arrangement with a neighbouring/ North West authority. Renewal of the Enforcement Contract will offer the opportunity to review enforcement priorities and to improve efficiency and achieve current outcomes with reduced level of resources purchased through the contract. The figure of £220k assumes a 10% saving on annual cost of current contract.	To be determined	Reducing the level of enforcement will require remaining resources to be more focused on key priorities i.e. safety and maintaining the safe free flow of traffic. This could mean restrictions that provide an amenity benefit i.e. residents parking, could receive a lower level of enforcement than at present. Changing the way back office services are delivered could be seen as reducing the level of local input at the initial stage in the challenge process.
CM37	Cease funding for Opportunities Shop	M Long	69,000	0	69,000	External contractor, no Sefton Council jobs at risk	To be determined	The Opportunities Shop not only receives Council grant (performance monitored), it also has a core contract with Connexions for delivery of Next step guidance to young adults. It has recently completed a Business Planning exercise to prepare itself for the loss of local authority income. There are a variety of alternative funding

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
								opportunities available to the Shop if its is prepared to seek them. Removing the grant has no implications for staff on Council payroll, but it will of course mean the outputs associated with the grant are not achieved - 50 jobs per annum.
CE1	Modernising Democratic Services/Scrutiny Support	S Tunney	40,000	80,000	120,000	Reductions in staff and running costs for meetings	2	Electronic delegated decision making (no cabinet member meetings), reviewed Constitution to amend scheme of delegation (all non-key decisions delegated to appropriate Cabinet Member and decision-making process carried out electronically), significantly reduced committee timetable across all meetings, revised committee template to produce shorter reports, reviewed frequency of delivery of agenda packs, all large appendices on-line only. System and process changes will be required to achieve this saving.
CE2	Review Civic / Mayoral Service	S Tunney	90,000	176,000	266,000	Option 1 Reduction in the Mayoral Function to the statutory minimum	4 to 5	Option 1: The local authority is required to appoint a Mayor under s 2 of the LGA 1972 but only statutory duty is to Chair the Council meeting. This option will remove the provision of a hospitality, engagement and twinning programme, and will require room bookings in Town Halls to be delivered differently. Option 2: Reduction in the hospitality, twinning and engagement programme to approximately half, electronic booking of meetings etc.  Both options will result in a reduction in staffing, and associated activity costs in providing support to the Mayor and Deputy
			43,000	88,000	132,000	Option 2 Reduction in the Mayoral Function	2 to 3	
CE19(a) (deferred 25 <sup>th</sup> November)	Cease membership of LGA (£60k)	S Tunney	0	60,000	60,000	Cease membership of LGA	0	LGA - cease to be part of a strong, collective voice that argues the case for local government, no attendance at LGA conference and no briefings, consultations, research studies, publications, legal advice and other information.  Notice period to be observed.
	<b>Totals</b>		<b>2,397,300</b>	<b>1,590,050</b>	<b>3,987,350</b>			

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
			Staffing Implications (£)	No Staffing Implications (£)	Total (£)			
								<b>All savings are Cumulative Savings</b>
CS6	Education Psychologists	C Oxley	50,000	0	50,000	Reduced service - take out 1 vacancy.	1	Service delivery will be reduced but staffing complement remaining would be comparable with other areas
CS7	Performing Arts - discretionary grant	M McSorley	32,050	0	32,050	Discretionary Performing Arts awards - £35,000 budget per annum used for 5 or 6 students undertaking performing arts courses (that are not recognised or funded through FE or HE qualifications.) 'X Factor students' as we have had one student perform on X Factor and another on strictly dancing!	0	Young Students with potential talents would need additional support from other potential sponsors. Initial saving will be part year as students will have commenced courses.
CS - M10	School Improvement Service	D Roberts	70,039	0	70,039	Report approved by Cabinet 28 <sup>th</sup> October 2010.	0	Changing relationship with schools and the LA statutory responsibility may require commissioned service (regionally) to carry out LA functions
SCL1 (c)	Arts & Cultural Services	G Bayliss	90,000	0	90,000	Reduce public Arts entertainment programme and support to third parties Cultural Fund grants to cease	6	Reduced public Arts entertainment programme and support to third parties. Cultural Fund grants to cease
SCL10 (a)	Potential Charging Policy for Leisure Operations	G Bayliss	0	35,500	35,500	Increase burial and cremation fees by 2% above the rate of inflation from 1st April 2011. (Income £35,500).	0	Increase burial and cremation fees by 2% above the rate of inflation from 1 <sup>st</sup> April 2011. (Income £35,500)
SCL11 (b)	Service Development	G Bayliss	41,500	0	41,500	Stop / reduce cross departmental service development work.	1 Vacant Manager post deleted	Stop / reduce cross departmental service development work
SCL12 (c)	Tourism	G Bayliss	0	20,000	20,000	Relocate Tourism Offices to Southport Town Hall, however this is depending on accommodation strategy.	0	Relocated base.
SCL12 (d)	Tourism	G Bayliss	47,500	0	47,500	Delete post of vacant post of conference manager. No Impact.	1 vacant Manager post deleted	Delete post of vacant post of conference manager. No Impact
SCL14 (a)	Libraries (Management)	G Bayliss	68,000	0	68,000	Reduce Library Management and Admin Support.	2 Vacant posts deleted	Reduce Library Management and Admin Support
SCL14 (b)	Libraries (Management)	G Bayliss	139,000	0	139,000	Downsizing of library manager posts.	5	Downsizing of library manager posts. Some managers to take responsibility for two small to medium sized libraries

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
SCL15(a)	Sport & Leisure Centres - Review Opening Hours	G Bayliss	70,000	0	70,000	Reduction in opening hours across all Leisure Centres, including Bank Holidays, Saturdays & Sundays.	8 (mix of full & part time)	Reduction in opening hours across all Leisure Centres, including Bank Holidays, Saturdays & Sundays
SCL16(a)	Sports & Leisure Centres	G Bayliss	28,000	15,000	43,000	Discontinue inspections and bench marking services. Drastically reduce the monitoring and performance management Crosby Leisure Centre & Formby Pool by the Council. Reduce spend around advertising and marketing related activity. The intention is to harvest this as part the Communications Integration Project.	1	Discontinue inspections and bench marking services Drastically reduce the monitoring and performance management Crosby Leisure Centre & Formby Pool by the Council Reduced spend around advertising and marketing related activity. The intention is to harvest this as part the Communications Integration Project.
SCL16(b)	Sports & Leisure Centres	G Bayliss	0	13,000	13,000	Cease the annual contribution to Sefton Sports Council and MCSP.	1	Impact on Voluntary sports sector
CM2	Reduce Operational Services (OS) Management Structure	J Black	35,000	0	35,000	Possible grouping of functions more effectively to achieve savings.	1	Reduction in management of service. This may be affected by the outcome of the Performance PID.
CM4	Reduce Bulky Item Service Collection to 10 days	J Black	42,500	17,500	60,000	Reduction of one crew	2	Slight increase in fly-tipping, reduced service/public acceptability. Free of charge service is maintained, if demand generates excessive waiting times other control mechanisms could be considered.
CM9	Close Attended Public Conveniences and Close One Public Convenience	J Black	75,000	25,000	100,000	Remove attendants and implement mobile cleansing service.	4	Option 1 Public/political reaction, saving includes the closure of the Market Street facility, no allowance for costs associated with retaining 2 locations as operating bases.
CM12	Stop Canal Patrols	J Black	40,000	0	40,000	Reduction in Sefton Security Staff.	2	Potential for decreased customer satisfaction, increases risk for anti-social behaviour (public safety & environmental issues i.e. flytipping)
CM13	Restructure Catering Service	J Black	20,000	0	20,000	Restructure the management/support function within the Catering Service/OSD.	1	Reduction in staff to deliver catering service will reduce the capacity of the catering service. A saving may not be achieved if the subsequent recharge to CSF (DSG) is reduced, the service simply becomes more efficient/competitive.
CM20	Integrate Strategic Housing Function	A Lunt	153,000	64,000	217,000	Resources in base budget identified for providing 'fit for purpose' strategic housing function.	1	Merging strategic housing function with investment programmes will negate requirement for additional resources with NO impact on service quality. However, if the Housing Market Renewal team is affected by future cuts, up to and including complete cessation of activity, then there would be no strategic housing function provided. Provision of a housing strategy is a statutory function. Therefore, there would be a requirement to resource the strategic housing function if both this saving were taken and HMR activity were to cease post March 2011.

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CM21	Reduce private sector housing support	A Lunt	53,968	0	53,968	Deletion of two posts - one frozen senior housing practitioner post and 40% of a Technical officer post (vacant and released by Vacancy Panel).		Revised management and working arrangements enables deletion of posts although there will inevitably be a reduction in the services provided, commensurate with the loss of posts
CM23	Increase Charge to Schools for Energy Advice	A Lunt	0	10,000	10,000	Increased income to reflect level of service.	0	No impact other than increasing income thus reducing cost of service to mainstream funding. Will commence from 2012/13.
CM24	Charge schools for Env Education or stop service	A Lunt	0	17,500	17,500	Requiring Environmental educational service to be funded by schools.	2	Service required to continue until December 2016 or ERDF funding of £390k would be subject to clawback. Will commence from 2012/13.
CM29	Introduce a charge for Development Control advice	J Alford	0	30,000	30,000	Charges to be agreed, but based on pAS (DCLG) guidance. Unlikely to be a Merseyside-wide scheme.	0	Reasonable expectation in light of DCLG comments and experience elsewhere but will be market-led, so difficult to predict take-up, especially in first year
CM30	Review Planning Technical Support	J Alford	50,000	0	50,000	Savings will be achieved via VR/VER.	2	Reduce levels of junior mgt, reduce levels of information, concentrate customer service.
CM31	Rationalisation of PCN processing and administration of Disabled Blue Badge resources	S Waldron	30,000	0	30,000	Reduced level of resources required to manage representations to Penalty Charge Notices and other administrative services. Reduction in staff administering the Disabled Blue Badge scheme.	1	1 No Senior Clerk post to be deleted - VR/VER - currently undertaking 'back office' PCN processing duties and other administrative duties. Blue Badge Scheme - Deletion of 50% of Sc2/3 Clerical Post (vacant) and 30% reduction in OT resources purchased from the PCT. Service development would indicate overall level of senior clerical support in the team can be reduced. But to allow a full post to be deleted would also need to remove counter service in Pavilion Building and rely fully on the One Stop Shop service to deal with all face to face representations. Similarly administrative duties for the Blue Badge scheme can now be maintained with reduced level of resource as scheme development has been concluded. Actions already taken to deliver savings of £30k.
CM32	Reduce local transport plan support	S Waldron	80,000	0	80,000	Savings identified due to significantly reduced level of funding anticipated as a result of the Government October 2010 CSR, plus increasing influence of City Region approach to LTP management and delivery including opportunities to co-ordinate delivery with partner authorities. Full details of where reductions to be made to be determined as funding and transport priorities emerge with LTP3 development. Timescale for this information being available may impact on ability to deliver full saving in 2011/12.	3	Resources to develop and deliver LTP programmes have previously been allocated to meet demands based on priorities at the time (i.e. Strategy development including Rights of Way Plans, Cycle initiatives etc). Emerging LTP3 priorities and much reduced levels of funding anticipated will change the level of resource required, hence a reduction and reorganisation is appropriate to meet these changing circumstances.
CM39	Reduce Regulatory Enforcement	P Moore	350,000	0	350,000	Removal of vacant posts & anticipated VR/VER requests.	13.5	Reduction in level of service provided. Will have negative impact upon Service Plan Targets and LAA/National Indicators.
CM40	Merge of Environmental Enforcement	P Moore	40,000	0	40,000	Removal of vacant posts and reprioritisation of workloads. <b>This is being proposed on the basis that the current ABG provision will be retained.</b>	2	Reductions in some areas of work

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
CM41	Integrated Sustainability Function	P Moore	58,000	0	58,000	Removal of vacant posts and reprioritisation of workloads.	2	Reductions in some areas of sustainability work
CM42	Increase fees for Network Mgt activities	P Moore	0	30,000	30,000	Increase income through raised fees & charges.	0	Marginal increase in costs for businesses
CE8	Review of Personnel	M Dale	120,000	0	120,000	Reduction in staff from integrated resource. 2 VR/VER expressions of interest already accepted. Further efficiencies being considered and possibilities of further VR/VER requests.	4-6	Reduction in level of service in time of greater need, motivational issues for employees engaged in difficult work. Employee related issues
CE13	No provision of food for meetings/training events (and no subsistence allowance)	Mike Fogg	0	20,000	20,000	Stop provision of food for meetings/training events and subsistence allowance. Approximately £12k relates to staff, £7k to members.	0	Negotiation necessary in respect of terms and conditions
CE15	CAA Fees	J Farrell	0	50,000	50,000	CAA scoping work and document storage stopped.	0	Government has stopped requirement for CAA, so there is no impact. This is funding LA would have paid to PWC for CAA work. Saving from 2011/12.
CE16	Take on HMRI Conveyancing and Building Agreement Works	D McCullough	50,000	0	50,000	Charging for additional services.	1	Improved service for internal service providers
CE17	Legal Sundry Savings	D McCullough	0	17,850	17,850	Reduction in Lawtel, Lexcel, Books and Practising Certificates.	0	Manageable reductions with no impact on the services
CE18	Admin Staff Reductions	D McCullough	8,068	0	8,068	Further VER Savings.	1.5	Reduction in admin support for the service
CE20	Re-tender of Office Supplies Contract	T Crawford	0	50,000	50,000	Rationalisation of usage following re-tender and e-auction collaborative procurement exercise.	0	Manageable impact on service

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
CE21	Civic Attendants Service	Andrea Grant	140,000	0	140,000	Revised staffing structure and invest to save proposals including keys suited at Bootle and Southport Town Halls (to facilitate quicker opening and closing of the building, and improved AV equipment in meeting rooms to facilitate 'self-service' by meeting organiser. Reduced staffing to 'flexi time' with the exception of evening mtgs. Provision of PT working allows for casual overtime at flat rate to replace current system (all savings are approx and subject to JE).	Reductions in staffing from 12 FT and 2 PT civic attendants to 13 PT Porters and 9 PT Receptionists	
BI3 -1	Education Welfare	C Oxley	0	£50,000	£50,000	Reduced service - take out 1 vacancy.	1 vacancy	Service Delivery will be reduced
			<b>£1,981,625</b>	<b>£465,350</b>	<b>£2,446,975</b>			

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Ref	Proposal	Source(s) of External Funding	Annual Cost of Service/ Activity	Saving	Staffing Implications	Scope of Service/ Service Description/ Commissioned Activity	Impact
CS - M4 (a)	Cease 14-19 Partnership	ABG	£406,862	£406,862	8	To develop 14-19 Partnership arrangements with Schools and Colleges within Sefton and promote a range of 14-19 learning opportunities	The key statutory dates relate to the 2008 Education and Skills Act and the 2010 Apprenticeship, Skills, Children and Learning Act which set out the strategic role of the LA to commission 16-19 education in the area. These duties are not clearly defined. The team also lead the broader development of 14-19 education in the Borough including the Connexions commission. Six staff were TUPE transferred to the LA in April 2010 on Civil Service terms.
BI3 - 2	Positive Activities for Young People (Balance remaining)	ABG	£564,918	£564,918	-	Supports a range of activity for young people to engage, motivate and to minimise anti social behaviour.	Reduced level of activity.  Potential increase in anti social activity.  This will also impact on commissioning activity including that provided by the Leisure Department and voluntary sector.
CS10	Parent Support Adviser - Coordinator	ABG Children's Fund	£80,000	£80,000	1	To support the development of the Parent Support Advisers (PSA) in schools who give parental support on a range of areas linked to children's attendance, behaviour and attainment.	The coordination role has established networks for the school based PSAs, monitors their involvement and has provided high quality training.  School based PSAs will have no LA coordinator
CS12	PSHEE and Healthy Schools  (Personal Health and Social Education)	NHS/PCT joint funding with Sefton MBC  Core £6,500 DSG £1,450 Partnerships £50,000	£57,950	£6,500	2	Monitor, evaluate and support schools in relation to PSHEE and the Healthy School Programme.	Reduction in the number of school achieving Healthy Schools status. Fewer schools re accrediting. PCT and Sefton not achieving its targets.  Threat to match funding.  PCT could pick up some of this activity. However, they would be unlikely continue work at current levels
CS13	Education Health Partnerships	ABG	£74,431	£74,431	2	Supporting schools to achieve National Healthy School Status – including; " Pupils learn about	The reduction in the number of schools receiving healthy school status and fewer schools re-

Ref	Proposal	Source(s) of External Funding	Annual Cost of Service/ Activity	Saving	Staffing Implications	Scope of Service/ Service Description/ Commissioned Activity	Impact
						<p>healthy lifestyles and relationships “ Pupils take –up more physical activity and eat more fruit and vegetables “ Quality Sex and Relationship Education – students are confident in their understanding and decision making “ Quality drug, alcohol, tobacco education and prevention – students understand the risks of drug use” Effective anti – bullying, emotional health and well being provision – pupils feel safe “ Citizenship and pupil voice- pupils feel they have a say in decision making “ Social inclusion – students feel valued and listened to.</p>	<p>accrediting. Two posts currently vacant. Also support for schools in the development of PSHE would cease.</p>
CS14	Cease Designated Teachers (LAC) Training	ABG	£16, 094	£16, 094	-	Funding to support training for designated teacher for Looked After Children to reduce the attainment gap.	Attainment group between LAC and general population continue to widen. Future positive outcomes for care leavers reduced. High risk of non-engagement of LAC with education.
SCL18	Free & Active	ABG	£205,000	£205,000	60 sessional staff	<p>Council is legally obliged under the Education and Inspection Act 2005 to provide "positive leisure activities" during the school holidays.</p> <p>Free and Active is the Councils response to this legislation. Now in its 4th year of operation, the project receives in excess of 70, 000 visits per annum amount to approximately 200, 000 hours of physical activity.</p>	<p>The Safer, Stronger Communities Partnership have conservatively estimated cost saving to the authority/ police of £750, 000 per annum.</p> <p>Removal of funding will require the introduction of charges and/ or the prioritisation of communities.</p>
SCL19	Cease Mischief Night Intervention	ABG	£21,000	£21,000	Operated by Positive Futures and Leisure Centre Staff	<p>Interventions include a series of diversionary activities on key problematic nights throughout the year, including fire work displays and youth engagement programmes at Leisure Centres. The aim is to reduce rowdy and inconsiderate behaviour (- 21%) and deliberate and secondary fires (- 39%).</p> <p>These reductions are as reported by the Safer, Stronger Communities Partnership and relate to £440, 000 saving.</p>	<p>An increase in inconsiderate behaviour and deliberate and secondary fires.</p> <p>Increased cost to Merseyside Fire Service, Police and the Councils Environmental Service</p>
CM17 (a)	Cleansing – Cease Neighbourhood	ABG	£394,074	£394,074	12	Cleansing Services in areas of high demand. Removal of waste in Lineacre, Derby, Litherland,	Cleansing services in the locality would revert to standard weekly rota, with commensurate increase in

Ref	Proposal	Source(s) of External Funding	Annual Cost of Service/ Activity	Saving	Staffing Implications	Scope of Service/ Service Description/ Commissioned Activity	Impact
100% option	Liveability Teams					Ford, St Oswald, Netherton and Orrell wards.	litter. Cessation would limit the ability to respond to cleanliness incidents or reports.
CM44	Cease Good Neighbour Skips	ABG	£72,825	£72,825	1	Provides additional good neighbour (community) skips to enhance core funded service provision.	This would significantly reduce the number of skips provided, is likely to result in an increase in fly-tipping and a skip driver's post would be lost. Any increase in fly-tipping would adversely affect the Street Cleansing service by diverting resource from scheduled activity.
CM48 (a) 100% option	Cease Cleansing - Fly Tipping/Graffiti	ABG	£67,355	£67,355	2	Removal of waste produced from fly tipping and removal of graffiti from neighbourhoods.	Fly tipping refuse will remain where tipped until other service areas can respond to collection requests if deemed of an emergency nature.  This may well result in delays to other refuse or waste collections requiring additional resource to clear backlog. There would be less resource available to remove graffiti, whether of an offensive nature or not.
CM49	Cease Cleansing - Lineacre Bridge Team	ABG	£25,000	£25,000	1	Provide cleansing services in a geographical location surrounding large retail development arising from Section 106 grant.	Cleansing services in the locality would revert to standard weekly rota, with commensurate increase in litter.
CM50	Cease Cleansing - WNF Projects Team Leader	ABG	£35,000	£35,000	1	Management function for all of the WNF related services and personnel.	This post is intrinsically linked to the above WNF projects. If the projects are terminated, the need for supervision/management is negated.
CM51 (a) 100% option	Cease Cleansing - Arterial Routes	ABG	£269,380	£269,380	6	Overnight mechanical and manual cleansing of main arterial routes into/out of the Borough. Removal of detritus, litter and fly tipping.	This would seriously reduce the amount of mechanical sweeping of main roadways and arterial routes and therefore result in an increase in levels of detritus and litter in these areas. Detritus was identified as a primary target for reduction within Sefton as we are currently in the fourth quarter (lowest) for performance when benchmarked against other metropolitan authorities. The withdrawal of this service would also affect the sections ability to respond to emergencies affecting the cleanliness of the highway (recent flooding in Seaforth etc).

Ref	Proposal	Source(s) of External Funding	Annual Cost of Service/ Activity	Saving	Staffing Implications	Scope of Service/ Service Description/ Commissioned Activity	Impact
CM26	Sefton CVS : Cease Young Apprenticeships	ABG	£75,000	£75,000	1	Young Apprenticeships: young people referred from local voluntary and community youth providers supported to develop individualised training programme, which will also incorporate a work placement at a local venue.	25 young people will no longer receive the project. However, there is not enough evidence to justify the benefits of this approach. Sefton CVS have already been informed that this will not continue and are in agreement with this assessment. This will not continue when funding ends in March 2011.
CM27	Neighbourhoods Division Acme Art – Cease Expressive Arts	ABG	£81,665	£81,665	5	ASDAN accredited programme, which will explore different elements of the creative arts industry, including sessions such as animation, web development, magazine design and photography. 30 young people will be targeted from local youth organisations.  ASDAN is a charitable social enterprise with awarding body status.	30 Young People will no longer receive the project. It has not demonstrated any visible impacts and benefits and there is no business case for its continuation. This has previously been identified as a saving CM27 and will not continue when funding ends
CM43 (b)	Cease additional Pest Control	ABG	£37,000	£37,000	1	Undertaking surveys and treatments for Rats within rat activity "hotspots". Some infrastructure improvements (grotspot cleanup, harbourage removal, drainage repairs etc.) delivered through contractors and Neighbourhood Cleansing Teams	Increased rat activity, reduced quality of life, increased complaints and increased service demand/cost for enforcement.  Reduction by integration with other workloads is currently being considered as part of an application for VR/VER.
CM52	Cease Alcohol Harm Reduction	33% ABG/66% Core	£28,270	£28,270	1	Enforcing Age Related Sales Legislation / Trading Standards legislation; assisting in the delivery of the Sefton Alcohol Harm Reduction Strategy with particular reference to alcohol, the links to crime and disorder and 'NI20' (Assault with less serious injury); and promoting the 'National Alcohol Strategy – Safe, Sensible, Social' and Sefton Council's Licensing Policy.	Poorer linkage between health, crime/disorder and licensing policies. Slower uptake of good practice. Less safe night-time economy.  Reduction by integration with other workloads is currently being considered as part of an application for VR/VER. Work will be absorbed within team.
CM53	Cease - Community Engagement Team	ABG	£110,000	£110,000	5	Direct engagement with the community (residents, business and partners) to improve understanding of services and of customer needs/expectations. Developing community capacity and guardianship, undertaking education to encourage positive behaviour change.	Poorer understanding of customer expectations/concerns. Poorer understanding by the customer of services available. Failure to develop community capacity/guardianship. Failure to change behaviour with related increased costs for other services.
CM54	Campaigns Coordinator	ABG	£61,342	£61,342	1	Undertaking and coordinating education, information and social marketing interventions to encourage positive behavioural change	Failure to change behaviour with related increased costs for other services. Reduction is possible by integration with other

Ref	Proposal	Source(s) of External Funding	Annual Cost of Service/ Activity	Saving	Staffing Implications	Scope of Service/ Service Description/ Commissioned Activity	Impact
							workloads. This activity is currently "in scope" for the integration/rationalisation of services under the Performance Improvement & Comms work stream.
CM55	Project Officer	ABG	£28,862	£28,862	1	Development of performance information and monitoring of performance in relation to the Environmental Services Intervention.	This role will cease when the specific intervention it supports ceases
CM57	Detrunking	ABG	£752,000	£752,000		To support the maintenance of the former Trunk Roads, A565 and A59, which provide principal arterial routes through Sefton.	Impact of cessation would be that the remaining Highways Maintenance Budget would have to be re-prioritised to maintain these main strategic routes to the detriment of lesser roads within the highways network.
CM58	Cease Climate Change ABG Contribution	ABG	£22,500	£22,500	1	Currently contributes towards achieving climate change targets.	Impact of cessation would be that this work would cease.
			£3,486,528	£3,435,078			

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Table A								
Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
			Staffing Implications (£)	No Staffing Implications (£)	Total (£)			
CS5	Post 16 Transport	P Morgan	0	207,000	207,000	Reduction in post 16 travel passes.	0	This is a discretionary scheme. Consideration being given to a number of options for supporting travel for post 16 students. Data being collated on where students attend for their post 16 education and why some choose to move outside Sefton. Saving will be £140,000 2011/12 and £240,000 2012/13 and 2013/14.
SCL1 (b)	Arts & Cultural Services	G Bayliss	71,716	0	71,716	Closure of Botanic Garden Museum.	2.5	Closure of Botanic Garden Museum. Grade II Listed building must be maintained. All artefacts will be put into storage.
SCL3	Parks & Open Spaces	G Bayliss	100,000	0	100,000	Close down the Nursery operation	9 Redundancies 1 Vacant post deleted	1. Close down the Nursery operation and make staff redundant. There will be no Sefton Council exhibit at future years Southport Flower show. 2. Discontinue growing of bedding plants in-house and outsource supply. 3. Outsource management of aviary and fernery. 4. Savings are net after outsourcing and assumes current output of bedding plants/baskets.
SCL6 (a)	Parks & Open Spaces - Park Rangers	G Bayliss	0	15,000	15,000	Substantially reduce (by 75%) reduce the operational budgets for organised activities and Ranger-led activities in parks	0	Reduced operational budgets for organised activities and Ranger-led activities in parks.
SCL7 (b)	Libraries - Stockfund	G Bayliss	0	96,000	96,000	Reduce Libraries Stock Fund	0	No further savings can be made in this area as residual allocation only just covers the local authority's contribution as part of the northern consortium for stock replenishment contract.
SCL8 (a)	Libraries (Specialist Services)	G Bayliss	136,000	0	136,000	1. Deletion of the Local History Unit and Information Services at one of the 2 service points in the borough. 2. Reduction in library services offered to Children & Young People 3. Reduction in Libraries' Home Visits Services 4. Reduction in Libraries' Facilities Team Reduction of 2 posts from 4. Delayed repairs priority will have to be given to health and safety issues.	6 Redundancies	1. Significant reduction in the provision of access to information to the public. Only one site will be operational at either Southport or Crosby. 2. Reduction in frontline library services offered to Children & Young People e.g. Story Times, and loss of outreach activities. 3. Reduction in Libraries' Home Visits Services, reduction in response times and support for volunteers. 4. Reduction in Libraries' Facilities Team Reduction of 2 posts from to 4. Reduction in vfm as contractors will be used. Delayed repairs, priority will have to be given to health and safety issues.
SCL12 (a)	Tourism	G Bayliss	0	55,000	55,000	1. Cancel Comedy Festival £10,000 2 Reduced Marketing activity	0	Cancel Comedy Festival £10,000 Reduced Marketing activity
SCL15(b)	Sport & Leisure Centres - Review Opening Hours	G Bayliss	19,000	8,000	27,000	Reduce opening hours at Splashworld – extend Winter closure	4 (mix of full & part time)	Reduction in number of days open during the winter period and reduce the opening times available.
CM43(a)	Cease Pest Control Charged Service	P Moore	15,000	0	15,000	Cease the provision of all chargeable pest control services to external organisations (including commercial/school contracts and	2	Reduced access to affordable pest control services. Pest Control Service consists of free-of-charge surveying and treatment services for “public health pests” (e.g. rats, mice, cockroaches, bedbugs and fleas) and chargeable treatment

						commercial/domestic "non-public health pest" treatments, i.e. wasps, bees and ants) but continuing services internally re-charged to other Departments.		services for "non-public health pests" (e.g. wasps, bees and ants). The total establishment is 7 FTE and the net cost of the service is £307k. The service generates approximately £50k income per year, significantly below the income target set (£61,600). This income target was reduced from £81k by internal budget reformatting at the start of this financial year. The loss of this income plus the removal of the income gap explains the relatively low cash saving from the deletion of two posts.
			<b>£341,716</b>	<b>£381,000</b>	<b>£722,716</b>			

**Table B**

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
			Staffing Implications (£)	No Staffing Implications (£)	Total (£)			
CS8	Review Inclusion Service	C Pettigrew / C Oxley	140,000	0	140,000	Review of all SEN /Inclusion support services	TBC	Two service managers reached retirement at the end of August 2010, and interim arrangements have been put in place until 31st March 2011 to allow for a review. The intention is that through a wider review of inclusion services there will be a reduction in the number of service managers.
SCL1(a)	Arts & Cultural Services	G Bayliss	139,000	0	139,000	Cease all Council building based Arts Development work, delivered by the Council, and commission activity where appropriate.	4 Redundancies and delete one vacant post.	The direct delivery of Arts development by the Council will cease. However, there will be commissioned Arts services delivered throughout the borough on a reduced basis. The Cultural fund grants will cease.
SCL9 (A)	Sport & Leisure Centres - Management	G Bayliss	70,000	0	70,000	Review and restructure Operational Management requirements at all Leisure Centre sites and replace with alternative set up. Delete Vacant Posts of Development Manager and Customer Services Officer	Up to a possible 5 redundancies and 2 Vacant posts deleted	Restructure the whole management arrangements for Leisure Centres, which is necessary due to the reduction in opening hours (e.g. weekends & bank holidays), that has already been taken as a saving by Cabinet.  Delete Vacant Posts of Development Manager and Customer Services Officer
SCL9 (b)	Sport & Leisure Centres - Management	G Bayliss	80,000	0	80,000	Delete 2 Fitness Suite posts Delete Principal Manager post	2 Redundancies	This will mean that one or more of the fitness suites will not be staffed at certain times. Will also mean a reduction in the direct contact that staff have with members and users. This may have an impact upon customer retention levels in what is a particularly competitive environment and effect income levels.  The post of Head of Recreation Management is vacant and unlikely to be filled, as consequence the service is without a key management post. The Head of Sport & Recreation is



Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
								undertaking the joint role of managing the whole sport & recreation service (development and operational).  The post of Principal Manager was identified prior to the departure of the Head of Recreation Management. Charge for Leisure pass/ Active Sports
CL10 (b)	Potential Charging Policy for Leisure Operations	G Bayliss	0	93,500	93,500	Undertake review of all fees & charges in Leisure Centres with the addition of 2% increase from April 2011 (Income £20,000). Introduce an annual charge for the Leisure Pass (service discount card) (Income £31,000) Introduce a charge for Active & Sports programmes (excludes F&A) (Income £7,500) Increase price of Fitness Suite Memberships by 0%: - £19 category (Income £35,000)	0	There are currently 6290 passes in use. By charging (£5.00p/h) for inclusion in the scheme Sefton would be falling in line with many other L.A.'s who have similar arrangements. Introducing a charge could generate approximately £30,000 income providing the present membership rates were maintained.  There may be negative effect on lower socio-economic communities/ groups and those in need of support.
SCL12(b)	Tourism	G Bayliss	72,000	0	72,000	Reduce opening hours and staffing levels in Tourist Information Centre Partial transfer of operational delivery of the pier to the concessionaire and other service areas Reduce Security provision at Southport Market	4 Redundancies	Cost Breakdown of each element is:-  Reduce Opening hours and Staffing levels at TIC – Saving is £ 21,000 Partial transfer of operational delivery – Saving is £ 34,000 Reduce security at the Market – Saving is £ 17,000
SCL13	Libraries - Review Opening Hours	G Bayliss	140,000	0	140,000	Reduce opening hours to level operated in 2001 - before the introduction of Public Library Standards which have now been withdrawn	10 to 15 Redundancies	Current opening hours total per week = 527.5. 2001 opening hours per week = 447 hours: Bootle, Crosby, Southport were open 39 hours per week. All others were open 33 hours per week.  <u>Proposed reductions</u> To make the savings target, the amount and pattern of opening hours across the libraries are not based on levels of use, but on community areas. The 5 libraries in Sefton's major communities would be open longer hours, and the remaining libraries for less. Should one or more library close there will need to be a further reduction in hours in order to make the savings required. If 0 libraries are closed, total hours per week = 460; 1 library closed = 416; 2 libraries closed = 376.
CM19	Cessation of Future Jobs Fund Support	J Black	10,000	0	10,000	Reduction of support for trainees	1	ABG funding used to support this initiative. This will lead to a reduction in partnership work on graffiti removal. <b>National Programme will not be supported after March.</b>
CE19(b)	Cease membership of North West Employers (£28k)	S Tunney		28,000	28,000	Cease membership of North West Employers (£28k)	0	The loss of the North West Employers Organisation subscription would mean that the Authority would lose the benefit of tapping into the collective resource which the organisation provides. The organisation currently provides some benchmarking information and also assists in respect of general HR queries when a comparative approach is being sought. Mike Fogg is currently the Technical Adviser.  The organisation discusses regional approaches to HR issues such as pay and other terms and conditions and the non participation in this process would potentially lead to a lack of influence and co-operation in this collective forum with other organisations which includes local authorities and other public

Ref	Function	Owner	Proposed Saving over 3 years (2011-2014)			Savings Identified	Staffing Implications	Impact
								service bodies.  Our current Skills for Life scheme is administered with the help of North West Employers who co-ordinate the relevant standards and we were an award winning authority this year.  This help and support would be lost.  Notice period to be observed.
CM6	Reduce hours in street cleansing service	J Black	59,500	0	59,500	Through reduced working hours	0	Affects pay for lowest paid sector of cleansing staff, IR issues/TU reaction, public acceptability. This proposal relates to a reduction from 40.5 paid hours to 39 paid hours.
			<b>710,500</b>	<b>121,500</b>	<b>832,000</b>			