

To: Members of the Cabinet

Date: 25 February 2011

Our Ref:

Your Ref:

**Please contact:** Steve Pearce

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Dear Councillor

**CABINET - THURSDAY 3RD MARCH, 2011**

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

<b>Agenda No.</b>	<b>Item</b>
4.	<b>Charging for Non-Residential Social Care Services</b> Report of the Adult Social Care Director
7.	<b>Capital Programme</b> Supplementary report of Strategic Director – Children, Schools and Families
8.	<b>Local Government Act 2003 - Chief Financial Officer's Requirements</b> Report of the Chief Executive and Section 151 Officer
9.	<b>Transformation Programme and Final Revenue Budget Options 2011/12</b> Report of the Chief Executive and Section 151 Officer
16.	<b>Modernising Democratic Services</b> Report of the Assistant Chief Executive
18.	<b>Selection of Deputy Chair 2011/12</b> Report of the Assistant Chief Executive

Yours sincerely,

M. CARNEY

Chief Executive

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# Agenda Item 4

**REPORT TO:** Cabinet Member – Health and Social Care  
Cabinet

**DATE:** 2<sup>nd</sup> March 2011  
3<sup>rd</sup> March 2011

**SUBJECT:** Charging for Non-Residential Social Care Services

**WARDS AFFECTED:** All

**REPORT OF:** Robina Critchley, Adult Social Care Director

**CONTACT OFFICER:** Colin Speight, Principal Manager  
Tele: 0151 934 3743

**EXEMPT/CONFIDENTIAL:** No

**PURPOSE/SUMMARY:**

To request that the Cabinet Member for Health and Social Care recommends to Cabinet revised charges for users of non-residential services.

**REASON WHY DECISION REQUIRED:**

To comply with the Scheme of Delegation Section 3 Item B7.

**RECOMMENDATION(S):**

The Cabinet Member is asked:-

- i) to consider which day centre charge is to be used as a basis for users of non-residential services who have in excess of £23,250 capital or who refuse to disclose their financial details, and to charge the actual cost for other care services,
- ii) to consider which disposable income figures contained within the body of the report are to be used in charges for users of non-residential services, and,
- iii) to recommend that Cabinet approves the implementation, from 11th April 2011, of the chosen day centre charge, the chosen disposable income level and to charge the actual cost of other care services to people who have in excess the relevant capital limit, (currently £23,250) or who refuse to disclose their financial details.
- iv) to note that the proposal was a Key Decision but, unfortunately, had not been included in the Council's Forward Plan of Key Decisions. Consequently, the Chair of the Overview and Scrutiny Committee - Health and Social Care had been consulted under Rule 15 of the Access to Information Procedure Rules of the Constitution, to the decision being made by the Cabinet Member/Cabinet as a matter of urgency on the basis that it was impracticable to defer the decision until the commencement of the next Forward Plan because the savings targets contained within the

# Agenda Item 4

report are a component in achieving the setting of the Council's balanced budget for 2011/12. The item was not included on the Forward Plan because of the timescales dictated by the Transformation Agenda to achieve significant budget savings across the Council.

**KEY DECISION:** Yes

**FORWARD PLAN:** No. – Rule 15 authorised by the Chair of the Overview and Scrutiny Committee (Health and Social Care).

**IMPLEMENTATION DATE:** 11th April 2011

**ALTERNATIVE OPTIONS:** None.

**IMPLICATIONS:**

**Budge/Policy Framework:** None

**Financial:** The actual savings target already taken for 2011-12 is £635,000 and the implications of not achieving income are outlined in the original report and will have to be met from within other budget areas available to the Council.

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

**Legal:** None

**Risk assessment:** A Risk Assessment has been undertaken and this was included in the previous report dated 16<sup>th</sup> Feb 2011

# Agenda Item 4

**Asset Management:** None  
**CONSULTATION UNDERTAKEN/VIEWS**

The Head of Corporate Legal Services has been consulted and his comments were incorporated into the previous report dated 16<sup>th</sup> Feb 2011 - LD00040/11'

The Interim Finance Director has been consulted and his comments were incorporated into the previous report dated 16<sup>th</sup> Feb 2011 – FD636/11'

A consultation exercise via a written questionnaire was undertaken with all service users, the outcome of this exercise was incorporated into the previous report dated 16<sup>th</sup> Feb 2011.

## **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.	Creating Safe Communities		√	
3.	Jobs and Prosperity		√	
4.	Improving Health and Well-Being		√	
5.	Environmental Sustainability		√	
6.	Creating Inclusive Communities		√	
7.	Improving the Quality of Council Services and Strengthening local Democracy	√		
8.	Children and Young People		√	

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

Dept of Health – Fairer Charging guidance for non-residential services 2003

Review of charges for non-residential social services 9<sup>th</sup> March 2005

Review of Charging Policy for non-residential social services 22<sup>nd</sup> February 2006

Charging for non-residential social care services 18<sup>th</sup> March 2009

Transformation Programme Update, Prioritisation and Strategic Budget Review – 30<sup>th</sup> September 2010

Report entitled Charging for Non-Residential Social Care Services considered by the Cabinet Member for Health and Social Care 16<sup>th</sup> February 2010.

# Agenda Item 4

## BACKGROUND

1. The Adult Social Care Director is required to make substantial efficiencies as part of the Councils major spending review. A potential figure of £635k was agreed by Cabinet on the 27<sup>th</sup> September 2010 that would contribute to the savings. A previous report detailing how this amount can be found by increasing the charges levied as a contribution that users make to the cost of social care was considered by the Cabinet Member for Health and Social Care on the 16<sup>th</sup> February 2010.
2. Cabinet, at its meeting held on the 17<sup>th</sup> February, resolved that a further report be submitted to a Special Meeting of the Cabinet Member - Health and Social Care to:
  - (i) agree the maximum amount to be charged for day centre placements and other care services provided by the Council;
  - (ii) agree the increase in the percentage of disposable income from the 65%; and
  - (iii) consider the financial implications of (i) and (ii) above to the budget target saving of £635,000.
3. This report provides the Cabinet Member with information that indicates the impact upon savings achieved if different average day centres charges and the percentage of disposable income are implemented. Members are advised that the current split between the 2875 users who are charged and who are not is 52% / 48%

### Day Centre Charges

4. In the report considered on the 16<sup>th</sup> February an average figure of £45 per day was used to determine the additional income of £160,500 that would be generated, from those with capital in excess of £23,250 or those who refuse to divulge their financial details. Out of a total number of 2875 service users there will be 83 people or 3 % affected by any changes to any of the day centre or other charges. The following table shows the difference in income if lower average amounts are used.

Average Day Centre charge	Income generated	Loss from original proposal
£30	£80,460	£80,040
£32.50	£93,870	£66,630
£35	£107,280	£53,220
£37.50	£120,690	£39,810
£40	£134,100	£26,400
£45	£160,500	£0

## Disposable Income

5. In the report considered on the 16<sup>th</sup> February the difference in income was derived by increasing the current percentage figure of 65% to 85% of disposable income, thus generating an additional income of £227,250. The Cabinet Member is advised that the result of Independent benchmarking research conducted with 18 North West Councils has determined that the range of disposable income goes from 65% with 7 Councils taking 100% and that the average percentage figure used by these Councils is 86%. The research also indicated that 13 of the 18 Councils were currently revising the percentages for 2011 onwards. This will be monitored and reported on accordingly.
6. The following table shows the difference in income if other percentages than 65% are used.

Percentage of disposable income	Income generated	Loss from original proposal
70%	£61,975	£165,275
75%	£120,125	£107,125
80%	£174,425	£52,825
85%	£227,250	£0

7. The Cabinet Member is made aware that if the recommendations (i) and (ii) contained in the report of 16<sup>th</sup> February were adopted the total increase in income would be £387,750. Conversely if the two lowest figures given in the tables above were used then the additional income would only be £142,435, a potential reduction of £245,315.
8. The Cabinet Member is requested to consider which of the figures in the tables given in paras 4 and 5 above are to be used and recommend that Cabinet approves these for implementation from 11th April 2011. It must be noted that any shortfall in projected income will have to be met from within other efficiency areas available to the Council in 2011/12.
9. To ameliorate concerns in relation to service users being charged for non attendance at day centres, the Cabinet Member is advised that every opportunity will be allowed for exceptions e.g. hospital appointments, emergency medical appointments, emergency situations, before a charge is levied.
10. In addition all users or people coming to the Council for a social care service, regardless of financial footing will be offered a full and comprehensive benefits entitlement check as part of their financial assessment.

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# Agenda Item 7

**REPORT TO:** Cabinet  
Council

**DATE:** 3 March 2011

**SUBJECT:** Capital Programme – Supplementary Report

**WARDS AFFECTED:** Molyneux

**REPORT OF:** Peter Morgan - Strategic Director Children,  
Schools and Families

**CONTACT OFFICER:** Mike McSorley – Project Director  
0151 934 3428

**EXEMPT/CONFIDENTIAL:** No

**PURPOSE/SUMMARY:**

This is an addendum to the report on the agenda relating to the Capital Programme, which seeks specific approval for Phase 2 of the Aintree Davenhill Scheme in order to progress the scheme so that major construction work can be programmed during school holidays.

**REASON WHY DECISION REQUIRED:**

The capital programme expenditure over £500,000 must be approved by Cabinet.

**RECOMMENDATION(S):**

Cabinet is requested to add the following recommendation to those set out in the report previously circulated:

(g) Approve the inclusion of the funding identified in paragraph 1.3 of the addendum to the report for the completion of Aintree Davenhill Phase 2 works

Council is requested to approve the additional recommendation set out above

**KEY DECISION:** Yes

**FORWARD PLAN:** Yes

**IMPLEMENTATION DATE:** Following Council on 3 March 2011

**ALTERNATIVE OPTIONS:**

To not approve the capital programme may prevent progress of capital schemes.

# Agenda Item 7

## IMPLICATIONS:

**Budget/Policy Framework:** None

**Financial:** Included in report

**Legal:** None

**Risk Assessment:** Delivery during school holiday periods minimises construction risk.

**Asset Management:** Approval of the capital programme will enable the delivery of the Council's Asset Management Plan.

## CONSULTATION UNDERTAKEN/VIEWS

FD676 - The Interim Head of Corporate Finance and IS has been consulted and has no comments on this report

## 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	Creating Safe Communities	√		
3	Jobs and Prosperity	√		
4	Improving Health and Well-Being	√		
5	Environmental Sustainability	√		
6	Creating Inclusive Communities	√		
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People	√		

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

## 1. Background

- 1.1. This is an addendum to the report seeking approval of the use of capital allocations for 2011/12.
- 1.2. The Children's Services Capital Maintenance allocation is a new funding stream, which is aimed at ensuring that buildings and equipment are properly maintained, to ensure that health and safety standards are met, and to prevent a backlog of decay building up which is expensive to address. Government have indicated that local authorities are likely to receive a similar level of funding in 2012/13.
- 1.3. Members will recall that Phase 1 of a major capital rebuild/refurbishment scheme at Aintree Davenhill Primary School was completed in December 2010. Approval was given on 17 February 2011 to instruct Capita Symonds to progress Phase 2 to tender stage so that the scheme could be progressed without further delay once capital allocations had been received and approved. Funding required for phase 2, including demolition of the existing building, is estimated at £2,592,000 and the table below shows the breakdown and phasing for this expenditure.

	2010/11 £	2011/12 £	2012/13 £	Total £
Primary Capital Funding 2010/11 (Approved: Cabinet 03/02/11)	127,525	85,475	–	<b>213,000</b>
Modernisation 2010/11 (Approved: Cabinet 02/09/10)	–	429,000	–	<b>429,000</b>
Maintenance Capital 2011/12	–	1,544,506	405,216	<b>1,949,722</b>
<b>Total</b>	<b>127,525</b>	<b>2,058,981</b>	<b>405,216</b>	<b>2,591,722</b>

Given the scale of the works it is important to programme construction to minimise the impact on the school by undertaking construction work during school holidays and specific approval for this scheme is sought, should Members be minded to agree the capital programme allocation, to achieve this. A report will be presented to the Cabinet Member – Children's Services on allocation of the remaining funding in due course.

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# Agenda Item 8

**REPORT TO:** Cabinet  
Council

**DATE:** 3 March 2011

**SUBJECT:** Local Government Act 2003 – Chief Financial Officer Requirements

**WARDS AFFECTED:** All

**REPORT OF:** Margaret Carney; Chief Executive and S151 Officer

**CONTACT OFFICER:** Margaret Carney  
0151 934 2057

**EXEMPT/CONFIDENTIAL:** No

**PURPOSE/SUMMARY:**

To comply with statute the Chief Financial Officer (CFO) is required to report to Council prior to the approval of the budget and the setting of the Council Tax. The statutory report is intended to give the Council assurance that the budget is robust and that there are adequate reserves and balances. This report follows on from the interim report presented in February and seeks to identify those issues and risks which may impact on the assessment of robustness.

This report is based on the proposals contained in the Transformation Report elsewhere on the agenda. Cabinet and Council are asked to note that the proposed budget still contains a number of options which political groups may consider before a final budget is proposed to Council on 3 March 2011. Should significant changes be made or amendments submitted a revised opinion will be given.

**REASON WHY DECISION REQUIRED:**

The Local Government Act 2003 requires the Chief Financial Officer to report formally on the following issues:-

- a) An opinion as to the robustness of the estimates made and the tax setting calculations.
- b) The adequacy of the proposed financial reserves.
- c) The production of longer-term revenue and capital plans.

The Council is required to take account of this report when determining its budget

**RECOMMENDATION(S):**

Cabinet and Council are recommended to take account of the conclusions in this report before recommending and approving a final Budget and Council Tax.

**KEY DECISION:** No, this report does not represent a key decision in itself but it does form an integral part of the

# Agenda Item 8

Budget process for 2011/12, which has been identified as a key decision for the Council.  
No – see above.

**FORWARD PLAN:**

**IMPLEMENTATION DATE:** With immediate effect

**ALTERNATIVE OPTIONS:** This report is a statutory requirement and must be considered.

**IMPLICATIONS:**

**Budget/Policy Framework:** Decisions taken as a consequence of this report will influence the Council's Revenue Budget and Council Tax for 2011/12 and future years.

**Financial:** See above

**Legal:** The Council is required to set a Budget and Council Tax level by 10 March 2011 and must consider the comments of the CFO before that decision is taken.

**Risk Assessment:** Contained within the report

**Asset Management:** None

**CONSULTATION UNDERTAKEN/VIEWS**

**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	Creating Safe Communities		√	
3	Jobs and Prosperity		√	
4	Improving Health and Well-Being		√	
5	Environmental Sustainability		√	
6	Creating Inclusive Communities		√	
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People		√	

<b>LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT</b>
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## 1. Background

The Local Government Act 2003 requires the Chief Financial Officer to report formally on the following issues:-

- a) An opinion as to the robustness of the estimates made and the tax setting calculations.
- b) The adequacy of the proposed financial reserves.
- c) The production of longer-term revenue and capital plans.

The Council is required to take account of this report when determining its budget. This report represents an interim assessment based on the proposals elsewhere on this agenda. Therefore this opinion will be kept under review and may be revised in the light of final budget proposals or amendments.

## 2. Summary Opinion

**Having taken into account the issues detailed in the report, I am able to give a positive opinion on the robustness of the estimates and the adequacy of financial reserves. This opinion is based on the budget savings already approved and the final proposals presented elsewhere on the agenda; in particular a Council Tax freeze and the limited use of one-off funding. Should any of the assumptions change which require the identification of significant additional savings or the use of other reserves and balances then this opinion will be reviewed.**

**The proposed budget contains some significant risks given the extent of the savings required plus the pace at which the proposals have been developed. In mitigating these risks close monitoring of implementation and delivery must be undertaken and any non achievement reported and corrected in a timely way.**

**The previously approved Medium Term Financial Plan has changed beyond recognition following the Government's Spending Review. A medium term approach is still being followed but it will be necessary to formally review the whole MTFP in the light of the strategic prioritisation of the Council's budget and changes to national policies. The Council still needs to identify around £19m of savings over the following two years with the vast majority of this falling in 2012/13. The Transformation Programme will need to support the delivery of these savings and proposals to bridge the gap must be developed in a timely way.**

# Agenda Item 8

## **3 Robustness of the Estimates**

### **3.1 Estimates Procedures and Processes**

This has been an extraordinary year in the production of the Council's budget. An in-year budget reduction in the current financial year followed by significant reductions in government support has resulted in a requirement to find £44m of budget reductions for 2011/12. As a result the normal budgetary processes of the Council were not appropriate. In preparing the budgets the Council has undertaken a number reviews appraisal and a major prioritisation exercise. In effect an almost zero based approach has been undertaken. In particular the Council has

- Identified a range of tactical savings which identified where services could be delivered at less costs or a reduced service level
- Undertaken a major prioritisation exercise with service activity disaggregated and prioritised into Critical, Frontline, Regulatory and other.
- Stripped out management and support costs to facilitate major savings and to aid council restructuring
- Undertake a major review of earmarked reserves to identify which should be maintained and which should be used to support the council spending

The complexity of this process adds risk to the assessment of robustness compared to an incremental rolling forward of previous years budgets. In addition the scale of reductions and the timescales for implementation further adds to this risk.

The mitigation in respects of these risks has been as follows.

- The budget has been set in the context of a revised medium term financial plan based on the Government's Comprehensive Spending Review. This has been the subject of regular reports to members.
- The processes undertaken have been verified by both the Finance Department and the Transformation Team to minimise error. Service Directors have also undertaken challenges and reports have been presented to the Overview and Scrutiny process.
- In-year financial monitoring is undertaken regularly and reported to members. In year monitoring has identified both actual and potential budget variations and appropriate corrective action has been considered.
- As the Council's Chief Financial Officer, the Chief Executive has certain statutory responsibilities for financial management issues and exercises these through the Council's management structure



and by maintaining sound and effective arrangements for internal audit.

**Having considered all the above factors, I can confirm, that in my view, the Council has robust procedures in place. It is clear that the risk is greater than in previous years and as such in year procedures will need to be refined to monitor and manage this additional risk.**

### **3.2 Determination of the level of resources available.**

We now know the actual level of Government resources available to the Council. This was confirmed in the final Local Government Settlement announced on 1 February. This is a two-year settlement and so gives a fair degree of certainty for the next two years. The settlement represents a major reduction to the level of resources available to the Council.

In total, savings of £64m will be required over the next two financial years, to enable the Council to balance the budget assuming a Council Tax freeze.

While this is a two-year settlement, the Government's Comprehensive Spending Review announced in October covered a four-year period. It is clear that there will be further reductions in resources to Local Government after 2012/13. However the uncertainty of a formula review from 2013/14 makes planning into the future very difficult.

At this stage it is assumed that Council Tax will be frozen in each of the next two years. It reflects a nil increase from levying bodies and the police and fire authorities. The Government has announced the availability of an additional specific grant for those Councils which freeze their Council Tax. This is equivalent to around £2.5m for Sefton. It is assumed that Sefton will be eligible for this grant. The proposed Council Tax is within the indicative capping limit set by Government which is 3.5%

**In summary therefore the level of resources available to the Council is known for the next two years and this is reflected in the latest budget projections. The position after this period remains uncertain and therefore will require close monitoring and analysis.**

### **3.3 Key Budget Risks**

No budget is without its risks particularly given that it is a forecast of spending for a period which ends over 12 months after its approval and of course even longer for the medium term budgets. It is however my view given the extent of required savings plus the timescale to determine and implement them has made this budget extremely difficult and with significant risks that need to be managed and mitigated. It is vitally important that these risks are identified and mitigated but ultimately that we have contingency arrangements in place should they materialise.

# Agenda Item 8

The key areas of risk are detailed below.

- (a) **The unavoidable pressures faced by certain services.** The proposed budget includes over £5m to fund the assessed additional demand in Childrens and Adult Social Care and the new recycling arrangements. This is based on a full assessment of potential demands and recognises the risk of overspend during the year. These are considered to be the major unavoidable pressures although it is recognised that other services will need to manage certain pressures to live within the approved budget. However careful monitoring of demand will need to continue given the impact that external pressures may have on the cost of social care services in particular

In addition the budget process for 2011/12 has included an adjustment for a number of items, which have been long standing budget issues e.g. non-achievement of income targets. This again will add some resilience to the budget going forward.

**In my view the inclusion of the above adjustments reduces the risk on in year overspends and helps to ensure that budget holders have realistic estimates to manage. However strict management arrangements will need to be in place to ensure that additional pressures are identified and mitigated.**

- (b) **The achievability of approved budget savings –** As indicated elsewhere in the report, the extent and timing of the required savings brings an inherent risk. Significant effort has been made to minimise the risk of non achievement. High level implementation plans plus full decommissioning plans have been completed and these will be closely monitored. In year monitoring will be crucial to ensure that required savings are achieved within the timescales specified.
- (c) **The use of one-off resources to support the budget.** At its meeting on 17 February the Cabinet considered a report on the result on a review of the Council's earmarked reserves. Approval was given to the re-appropriation of £12m to support the Council's spending plans over the next two years; in particular the costs of redundancies (£10m) and general support (£2m). The Council has previously agreed that one off funding should only be used to cover non-recurring revenue spending and/or the implementation period of savings proposals. The final budget proposals include a recommendation to use £1.5m of the available resource to support the 2011/12 budget. Of this amount only £500k is non-recurring and therefore the additional £1m will need to be found in 2012/13. Given the extent of the reduction in the Councils resources this is considered reasonable if not ideal.

## **3.4 Budget Assumptions**

In the interim report to the last meeting of Cabinet a number of the budget proposals had assumptions which were not yet verified. The majority of these issues are addressed in the Transformation Report elsewhere on the agenda. In summary: -

There is sufficient confidence regarding deliverability to include the following issues in the final budget proposals

- Management and Support reduction of 25% (£3.8m) – Whilst a balance remains to be identified this should be achieved through restructuring in 2011/12.
- Terms and Conditions (£3m) – Package approved by Cabinet and being implemented.
- Reduction in the cost of commissioned adult social care (£3m) – Expression of interests advertised.
- The passporting of the funds from the PCT to the Council relating to social care (£4.2m) – Informal agreement reached and formal agreement being drafted.

The consideration of savings from Tier 2 of “Other Services” is being considered by Cabinet at this meeting.

## **3.5 Political Group Budget Amendments**

At the stage of writing this report I have not been informed of any amendments from political groups to the proposed budget. Should any be forthcoming they will need to be assessed and if necessary this opinion will be revised.

In summary, therefore it is my view that reasonable steps have been taken to mitigate the budget risks. However residual risk remains which will need to be monitored and managed. The proposed use of one off resources is also reasonable given the Council current financial position.

## **3.6 Medium term Financial Position**

The medium term financial plan is still indicating a deficit of over £19m for 2012/13 and 2013/14, of which £17m relates to 2012/13.

The Councils transformation programme will need to identify savings of at least this amount if the budget is to be balanced. Given the significant reductions already identified for 2011/12, the achievement of these savings will be extremely challenging.

The current year’s budget has been set in the context of the medium term position and some additional savings have already been built in for 2012/13.

# Agenda Item 8

The medium term financial position of the Council remains extremely challenging and work must begin immediately to address the forecast budget gap in future years.

## **3.7 Advice on the level of general balances.**

The estimated level of uncommitted balances at 31 March 2011 is £3.6m. This assumes that 2010/11 position is balanced. Current monitoring reports suggest that that the 2010/11 budget could achieve a surplus of between £1-2m, however some recent pressures in Adult Social care may impact on the final position. Any surplus would ordinarily be added to general balances. There are no planned contributions to or from General Balances in the MTFP and this remains the recommended position.

General fund balances are amounts set aside to cushion the impact of unexpected events and emergencies. They should not ordinarily be used to underpin the budget unless it is part of a strategic plan and sufficient balances remain to cover potential risks and emergencies. There is no scientific way in which the adequacy of these balances can be assessed. It is a judgment based on risk and potential exposure, the strength of financial reporting arrangements and the Council's track record in financial management. Views have been expressed in the past by the District Auditor that the level of general balances needs to be increased. It is certainly the case that based on the potential risks identified in this report, general balances may be called upon should some of these risks materialise. However given the mitigations also identified in the report it is my view that, at this stage, the Council's current level of balances is appropriate to meet the potential risks. It is not recommended that balances should be reduced to support the budget. Obviously, if all the potential risks were to materialise it would have a significant impact on the level of general balances available for later years and in these circumstances it would be necessary to replace any general balances utilised. .

## **3.8 Advice on the level of earmarked reserves.**

A full analysis of earmarked reserves held by the Council was reported in detail to the last meeting. Following this review it is considered the level of individual reserves is appropriate for the purpose it was set up for.

## **4. Conclusion**

Based on the assessment included in this report I have concluded that the budgets as proposed, and the associated systems and processes are sound, and the levels of General Balances/Reserves are adequate. This is subject to no amendments being made to the budget proposals that would impact on this assessment.

# Agenda Item 9

**REPORT TO:** Cabinet  
Council

**DATE:** 3rd March 2011

**SUBJECT:** Transformation Programme and Final Revenue Budget  
Options 2011/12

**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 provides members with final recommendations regarding the 2011/12 Budget. It outlines proposals to balance the budget within the prioritisation framework agreed by Council and responds to the resolution of Council on 27<sup>th</sup> January 2011.

**REASON WHY DECISION REQUIRED:**

Following the Government's Spending Review and the Local Government Settlement, the Council is facing a significant budget gap over the next three years. Decisions have been taken over previous months which aim to eliminate the gap and provide a balanced budget in 2011/12. There remains a significant gap in future years.

The Council has a statutory responsibility to set a balanced budget. This budget must also be robust and specific.

**RECOMMENDATION(S):**

**Cabinet is recommended to**

- a) Endorse the Neighbourhoods and Safer/Stronger Communities Review and recommend to Council that their activities be funded to the value of £1.2m and mandate officers to commence a consultation process with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications
- b) Note the update on Transformation Programme.
- c) Recommend to Council the additional savings/budget adjustments outlined at paragraph 3.1 and totalling £0.95m.
- d) Approve the further savings proposals relating to management and support costs at Paragraph 4 and make appropriate recommendations to Council to mandate officers to continue/commence the consultation process with suppliers, employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of

# Agenda Item 9

relevant statutory and contractual notifications .

- e) Note that the balance of Management and Support savings yet to be identified and require officers to report back in the new financial year on specific proposals to meet this target
- f) Note the update on Terms and Conditions and the Social Care Funding and agree to the inclusion of these savings within the final approved budget
- g) Approve the assessment of Tier 2 services and recommend to Council that Officers are mandated to continue the consultation process with relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified
- h) Note the shortfall of £0.30m on the savings achievable from Tier 3 in 2011/12 only
- i) Approve the cessation of externally funded activity in Appendix D due to the reduction in Government funding and mandate officers to commence a consultation process with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications.
- j) Recommend to Council the overall budget as detailed in Appendix C including the use of £1.5m of one-off resources funded from the re-appropriation of earmarked reserves
- k) Note that a significant budget gap remains in 2012/13 and that work must begin immediately to identify options for bridging this gap.

**Council is recommended, subject to the consideration of Cabinet on 3<sup>rd</sup> March 2011, to:-**

- a) Approve the Neighbourhoods and Safer/Stronger Communities Review, confirm that their activities be funded to the value of £1.2m and mandate officers to commence a consultation process with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications
- b) Approve the additional savings/budget adjustments outlined at paragraph 3.1 and totalling £0.95m
- c) Approve the further savings proposals relating to management and support costs at Paragraph 4 and mandate officers to continue/commence the consultation process with suppliers, employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications
- d) Note that the balance of Management and Support savings yet to be identified and require officers to report back on specific proposals to meet this target
- e) Note the update on Terms and Conditions and the Social Care Funding and agree to the inclusion of the savings within the final approved budget
- f) Approve the assessment of Tier 2 services in line with the previous resolution of Council and determine specific savings proposals (Appendix B) and mandate Officers to continue the consultation process with relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified

# Agenda Item 9

- g) Note the shortfall of £0.30m on the savings achievable from Tier 3 in 2011/12 only
- h) Approve the cessation of externally funded activity in Appendix D due to the reduction in Government funding and mandate Officers to continue the consultation process with relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified
- i) Approve the overall budget as detailed in Appendix C including the use of £1.5m of one-off resources funded from the re-appropriation of earmarked reserves.
- j) Note that a significant budget gap remains in 2012/13 and that work must begin immediately to identify options for bridging this gap.

**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

**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

	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £	2013/ 2014 £
<b><u>CAPITAL EXPENDITURE</u></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:				

# Agenda Item 9

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:** A full risk assessment is contained in the S151 Officer Report elsewhere on the agenda

**Asset Management:** There are implications contained in the report as a result of decommissioning specific services, these will be reported at a later stage.

## CONSULTATION UNDERTAKEN/VIEWS

Strategic Directors  
 Director of Corporate Services,  
 Assistant Chief Executive,  
 Service Directors  
 Head of Personnel,  
 Head of Corporate Finance & IS  
 Trade Unions  
 Cabinet Members  
 Social Care Providers  
 Youth Forum  
 Schools  
 (Also see paragraphs 2.3 and 11).

## 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*



# Agenda Item 9

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*  
Reports to Cabinet and Council 16<sup>th</sup> December 2010 *Transformation Programme and Further Options*  
Reports to Cabinet and Council 27<sup>th</sup> January 2011 *Transformation Programme and Further Options*  
Reports to Overview & Scrutiny Committee (Performance & Corporate Services) 15<sup>th</sup> February 2011 *Review of Current Budget Proposals and Sefton's Financial Settlement 2011/2012 onwards and Transformation Programme Update*  
Report to Cabinet 17<sup>th</sup> February 2011 *Transformation Programme and Further Options*

# Agenda Item 9

## 1. Background

1.1 Members will be aware from previous reports that the Council has forecast a total budget gap of £68m over the next three years based on the Local Government Settlement and the Governments Comprehensive Spending Review. This represents a reduction of 29% on the Councils controllable resources.

1.2 Since September, the Council has been approving savings proposals, which are currently being implemented. Assuming all the approved savings are deliverable, the budget gap has reduced to £2m in 2011/12 with an additional £15.5m of savings still to be identified for 2012/13. The position is summarised below

	2011/12	2012/13	2013/14
	£m	£m	£m
Original forecast saving	38.1	55.8	59.4
Government Settlement impact	6.1	8.3	8.3
<b><u>Amended Target</u></b>	<b>44.2</b>	<b>64.1</b>	<b>67.7</b>
<b>Less Approved Savings</b>			
September	-2.5	-2.5	-2.5
October	-2.3	-2.6	-2.6
November	-5.0	-5.1	-4.3
December	-16.8	-22.5	-24.9
January	-15.6	-13.9	-13.9
February	0.0	0.0	0.0
<b><u>Savings Gap Remaining</u></b>	<b>2.0</b>	<b>17.5</b>	<b>19.5</b>

1.3 It is important to note that these figures assume the following

- No overall change to the level of external levies within the Council's overall budget. However, a net reduction in the levies of some £0.23m has been notified to us. This is due, in the main, to population changes within the Integrated Transport Authority levy. This variation has been included in the list of further savings included in paragraph 3.
- A 25% reduction in Management and Support is achieved over the two year period;- with 20% being achieved in 2011/12 and the balance in 2012/13. This equates to a total saving of £3.9m in 2011/12.
- The implementation of revised terms and conditions to the value of £3m in 2011/12 and £4m in 2012/13
- No Council Tax increase in 2011/12. However, the Council is eligible to receive an additional specific government grant equivalent to a 2.5% Council Tax increase for 2011/12. This will be received from 2011/12 for the four years of this Parliament; the position after this is unclear.
- No Council Tax increase in 2012/13.
- That the £4.2m resources for Social Care is passported to the Council by NHS Sefton with no additional spending requirements
- That an average of 50% savings can be achieved in services designated as Tier 2. This is equivalent to approximately £2.2m. The previous Council resolution was to identify "if and how" a 50% reduction could be found.
- That full approved savings can be achieved from the decommissioning of those services designated as Tier 3. This is equivalent to approximately £2.9m
- No savings from Sure Start Children's Centres

## 2. Transformation Programme Update

2.1 Members may recall that in addition to the “Big Ideas” that further reviews have been undertaken including a review of the Neighbourhoods and Safer/Stronger Communities Divisions –

2.1.1 The Neighbourhoods and Safer/Stronger Communities Divisions currently undertake activity in six general work areas; Area Management; Commissioning and management of external funding and Area Based Grant; Community Safety and Anti Social Behaviour; Integrated Offender Management; Protection of Vulnerable Victims and Civil Contingencies. The Divisions are funded by a combination of internal Sefton core budgets and a variety of external funding streams.

2.1.2 The review of the services supports the continued delivery of the following outcomes, at levels commensurate with the reduced resources available:

- Strong, safe and sustainable communities
- Neighbourhoods where communities can thrive
- Inclusive community involvement and engagement in shaping their neighbourhoods
- Responsive services which address community needs and offer value for money and social dividend
- Protection of vulnerable communities, families and individuals
- Reduced inequality

2.1.3 The following gives a snapshot of the continued activities. Details of these, plus what will stop and reduce as a result of the review are included in Appendix A:

- a) Area Management: Area Committee budgets, Area Committees and Partnerships support, Member support, co-ordination of services, problem solving at an area level, Area Plans, Town Centre Management, business engagement for deprived areas and district centres, resident engagement, Parish Council liaison, support to service providers to respond to the needs of areas.
- b) Community Safety: Services & partnerships that protect victims and their families suffering from Disorder & Anti Social Behaviour including support to victims, co-ordination of services, risk assessment and action planning, governance and case management, service user forums, mentoring and support.
- c) Integrated & Intergenerational Offender Management: Development, management & co-ordination of interrelated services, partnerships & strategies that prevent people entering & remaining in an offending lifestyle to prevent families, children & communities from suffering harm, as well as entering high cost Council Services, specifically those services that support for victims, offenders & their families such as, repeat victimisation programmes, mentoring programmes & parental support.
- d) Management of external funding sources - for example, Section 106, Stepclever – current contract values £1.2m.

2.1.4 Cabinet is asked to endorse the Neighbourhoods and Safer/Stronger Communities review and recommend to Council that the continued activities of the Neighbourhoods and Safer/Stronger Communities Divisions be funded to the value of £1.2m, realising a core

# Agenda Item 9

budget saving of £1.436m, including £500k reduction in Management and Support costs. It should be noted that the budget gap identified in the last report assumed a reduction to £1m, rather than the £1.2m inclusive of a budget for Area Committees.

- 2.1.5 Members will be aware that the continued activities, including Civil Contingencies and work relating to Vulnerable Victims of Domestic & Sexual Violence & Hate Crime (which have been classified as regulatory and critical services) may be delivered across other parts of the Council's revised structure.
- 2.2 A further "*Informing Sefton*" briefing has been published advising staff of the decisions made by Cabinet on 17<sup>th</sup> February 2011 and progress.
- 2.3 In January 2011 Transforming Sefton - Meeting Challenging Times internet pages were published informing the public how services and spending have been prioritised so far. These pages include the provision for the public to submit their money savings ideas to the Transformation Team. At the time of writing the report 206 suggestions/submissions have been received. The representations fall within the following broad categories:
- Youth Centres – 55
  - Children's Centres – 17
  - Leisure and Tourism – 27
  - Councillors and Democracy – 13
  - Salaries and Conditions – 17
  - General – 77

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: -

<b>Year</b>	<b>Savings £000</b>
2010/2011	2,530
2011/2012	2,511
2012/2013	161
<b>Total</b>	<b>5,202</b>

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.

- 2.5 On Friday 11<sup>th</sup> February 2011, Sefton Council hosted its first Jobs Fair. The event was facilitated Sefton@Work, the Learning and Development service and Corporate Personnel and attracted over 200 employees, 8 private sector organisations and 6 partner organisations. Feedback from the day has been very positive and further events are being planned.
- 2.6 Overview and Scrutiny, Performance and Corporate Services received reports at their meeting on 15<sup>th</sup> February 2011 and agreed to monitor the process of decommissioning and transformation of services and that it would monitor the progress of the decisions being phased in over the coming months, and the progress in agreeing the budget savings 2012/13.

## 3. Latest Budget Position

3.1 Since the February meeting of Cabinet work has been ongoing to identify any further savings/budget adjustments that have not yet been taken into account. As a result of this work approximately £0.95m of further net savings have been identified for 2011/12. However, due to the fact that one of the changes has already been allowed for in 2012/13 and that a new grant will reduce in the second year, the additional ongoing savings will reduce over the following two years. The main items are identified below:

- Re-phasing of Civic Attendants saving £0.14m – This saving was originally approved from 2012/13 and was built into the budget. However, it can now be achieved a year earlier, therefore, an additional saving for 2011/12 has been included
- Reduced Merseytravel / Port Health levies £0.23m – The forecast savings gap assumed a nil increase in the levies from other organisations. A report elsewhere on the agenda now reveals that this reduction has been notified to the Council.
- Reduction in Connexions Contract £0.24m - Local Authorities in Merseyside have a contract with Greater Merseyside Connexions Service to deliver information, advice and guidance to young people in schools and other settings. This contract currently runs until 31st March 2012. Given the budget challenges faced by Local Authorities negotiations have taken place between representatives of the Merseyside Local Authorities and the Greater Merseyside Connexions Service with regard to potential in-year savings that could be made in the financial year 2011/12. The saving which has been agreed for Sefton represents an 11% saving on the current contractual commitment relating to the Connexions contract for 2011/12. This level of saving has been achieved for each of the Local Authorities participating in the current contract.
- Housing Benefit Subsidy £0.16m – A reappraisal of the Council's Housing Benefit Subsidy claim anticipates this saving to be ongoing
- Community Safety Partnership Grant £0.26m – This new Home Office grant has been announced in the last two weeks. It replaced an equivalent Area Based Grant. As it had been assumed that this resource would no longer be available the service was reconfigured at a lower cost. This is an un-ringfenced grant and therefore it is recommended that it be applied against the overall budget gap. However, the grant is due to decrease to £0.13m in 2012/13 and then end in 2013/14.
- Reduced Members Allowances £0.40m – The amendment of allowances was considered and agreed at the 17<sup>th</sup> February 2011 meeting of Cabinet.
- Neighbourhoods Review (Para. 2.1.4) - Adjustment of the budget to add £0.23m to correct the assumption regarding the Area Committee budgets
- Other miscellaneous increased spending adjustments -£0.11m including Emergency Planning and car parking.

Assuming all these items are approved the remaining budget gap is £1.5m with the same assumptions as detailed in 1.3. These assumptions are updated in paragraphs 4 to 8 below.

# Agenda Item 9

## 4. Reduction in Management and Support Costs

4.1 Council has previously approved the target of 25% reduction in Management and Support costs equivalent to £3.9m in 2011/12 rising to £4.8m in 2012/13. This target will apply to senior management costs, the costs of corporate support and administrative buildings. The report to Cabinet in February identified £1.5m of savings against this target leaving a balance to be identified of £2.4m in 2011/12. The following additional specific savings have now been identified and are presented for approval.

### 4.2 Safer Stronger Communities/ Neighbourhoods Review

Paragraph 2.1 summarises the outcome of this review. This indicates that a savings of £0.50m can be achieved in the management and support associated with these activities.

### 4.3 Corporate Finance and Information Services

The Finance Department will deliver an additional £0.44m in 2011/12. This will be achieved by further reduction in staffing accompanied by additional Housing Benefit Subsidy. This latter element is only expected to be available for one year. Further staffing adjustments will be necessary.

### 4.4 Personnel

The Personnel Department (including Occupational Health), will deliver an additional £0.11m in 2011/12. This will be achieved by reducing approximately three posts. On an initial assessment this would mean one post would be from the Children's and Adults Services Team, one from the Communities Team and one from the Health Unit. The balance will be found by terminating external contracts in respect of occupational health services (in the first instance the physiotherapy contract). The loss of Personnel advice would leave a less effective service in a time of greater demand and the loss of the physiotherapist would potentially lead to some cases of sickness absence continuing without intervention.

### 4.5 Business Support

The residual elements of the former Combined Business Support Unit (Chief Executive's and Regeneration Directorates) which has been incorporated within Corporate Services, will deliver a part year saving in 2011/12 of £0.09m and a full year saving in 2012/13 of over £0.10m. This will impact on Departments where administrative support was previously delivered and will mean that this support will stop and that Departments will be expected to deliver administrative support tasks.

### 4.6 Learning & Development

As part of the integration project that was undertaken on Learning and Development an initial saving of £0.20m was identified for 2011/12. The service will deliver during 2011/12 a total part year saving of £0.25m and a full year saving in 2012/13 of over £0.31m. As this service is now integrated, this will have organisational impacts on service delivery which includes internal and external partners, the contracted care provider sector, social care (adults and children's), general organisational and performance related development including leadership and management.

# Agenda Item 9

## 4.7 Performance

Reorganisation of the Performance function achieves a saving of £0.05m which will be achieved through VR and subsequent re-allocation of responsibilities.

## 4.8 Adult Social Care

Business Transformation – Cessation of change management processes allied to the Governments Adult Social Care 3 year Transformation Agenda with a budget saving of £0.04m.

## 4.9 Technical Services

Reorganisation of the function achieves a saving of £0.06m which will be achieved through VR and subsequent re-allocation of responsibilities.

4.10 These additional savings for 2011/12 together with some additional voluntary redundancies total £1.64m . When this is added to the £1.5m identified in February, the total savings achieved are £3.15m against the target of £3.9m in 2011/12. This leaves a balance still to be identified of £0.75m. It is considered feasible that this balance can be identified as further management structures are progressed. It is therefore recommended that this remains as a target in the 2011/12 Revenue Budget and will be closely managed throughout the year.

4.11 Cabinet is asked to consider the proposals relating to management and support costs and make appropriate recommendations to Council to mandate officers to continue/commence the consultation process with suppliers, relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.

## 5 Terms and Conditions

5.1 Further to the resolutions of the Cabinet on 30<sup>th</sup> September, 16<sup>th</sup> December 2010 and 27<sup>th</sup> January 2011 consultation is ongoing. At this stage there is sufficient confidence to believe these savings will be achieved in full.

## 6. Social Care Funding through the PCT

A sum of £4.2m has been allocated to NHS Sefton in 2011/12 to fund social care activities that achieve the priorities of both organisations. A formal agreement is being developed but it is assumed that this amount will be passported to the Council in support of existing activities. At this stage there is sufficient confidence to believe these savings will be achieved in full.

## 7. Tier 2 Assessment

7.1 Officers have now completed an assessment of Tier 2 services to determine if and how 50% cost savings can be achieved in 2011/12. The detail of these assessments, implications and related savings proposals are contained in Appendix B. Cabinet is asked to consider these assessments and determine the savings required from each service activity. A summary of the potential savings is given below. This represents a shortfall in excess of £0.10m on the target established at the February Council.

# Agenda Item 9

		£k
7.1.1	Sure Start Children's Fund	147
7.1.2	Sure Start – Aiming High	109
7.1.3	Parenting Team	88
7.1.4	TAMHS (Schools)	67
7.1.5	Targeted Youth	372
7.1.6	Detached Youth	30
7.1.7	Coast & Countryside	497
7.1.8	Tourism	292
7.1.9	Arts & Cultural Services	300
7.1.10	Affordable Warmth	49
7.1.11	Environmental Conservation	181
		<hr/>
		2,138

7.2 Cabinet is asked to approve the assessment of Tier 2 services and recommend to Council that Officers are mandated to continue the consultation process with relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified.

## 8. Tier 3

8.1 The decommissioning of Tier 3 continues. Having reviewed decommissioning timescales there is likely to be a shortfall of £0.32m on the total assumed savings in 2011/12. This is due to implementation and staff consultation issues including the issue of relevant statutory and contractual notifications.

8.2 The full value can be achieved in 2012/13. A summary of the Tier 3 services and associated savings is included within the overall budget analysis at Appendix C.

## 9. External Funding

Council has previously approved a number of recommendations regarding externally funded activity. Cabinet will recall that in addition to these approved options Officers continued to progress the review of externally funded activity. Appendix D identifies those services were Officers are now aware that funding is to cease or reduce. Cabinet is asked to mandate officers to commence a consultation process with partners, employees and Trade Unions with a view to ceasing the activity identified including the issue of relevant statutory and contractual notifications. The review of externally funded activity has been comprehensive and continues to be updated upon receipt of further detail from Government and other organisations.

## 10. Equality Impact Assessment

10.1 In accordance with the decommissioning guidance agreed at a previous Cabinet meeting, officers will ensure that issues related to the equality analysis will be met in relation to services which Council has agreed will be decommissioned in Tier 3. High level equality analysis has been completed in relation to Tier 1 and Tier 2 and the recommendations of these can be rolled out once the prioritisation of Tier 1 and Tier 2 services is agreed.

## 11. Public Consultation and Engagement

11.1 The Cabinet Member for Performance and Governance at his meeting on 16<sup>th</sup> February, 2011, approved a high level Communication and Consultation Strategy and Plan (Appendix E), which will ensure that the communication and consultation that does take place in relation



# Agenda Item 9

to the Transformation Programme is appropriate. Cabinet has previously approved the summary detail of the strategy, when it approved the Decommissioning Guidance. In accordance with the Decommissioning Guidance, officers have been communicating with staff and key stakeholders in relation to services which Cabinet has agreed will be decommissioned in tier 3. Departments have been following the communication and consultation guidance in relation to Tiers 1 and 2.

## 12 Overall Budget Position 2011/12 and 2012/13

The table below summarises the latest budget position assuming the proposals contained in this report are approved. It indicates a gap of £1.5m in 2011/12, increasing to £16.9m in 2012/13

	2011/12	2012/13	2013/14
	£m	£m	£m
Savings Gap Remaining 17 February	2.0	17.5	19.5
Additional Savings Para 3.1	-0.9	-0.7	-0.7
Tier 2 shortfall – Para 7.1	0.1	0.1	0.1
Tier 3 shortfall – Para 8	0.3	0.0	0.0
Use of one-off resources	-1.5	0.0	0.0
Anticipated minor changes	0.0	0.0	0.1
Revised Savings Gap	0.0	16.9	19.0

Given the extent of the gap and savings identified and approved to date it is recommended that the 2011/12 gap be met from one –off resources. This is considered appropriate given the risk associated with identifying additional options at this stage of the budget process. In addition the shortfall associated with Tier 2 and Tier 3 is in itself a short term funding issue. These one-off resources could be met from the decision at the last Cabinet to appropriate £12m of earmarked reserves to fund the costs of redundancies (£10m) plus support for the budget (£2m).

## 13 Conclusion

- 13.1 Since September the Council has been undertaking a series of reviews and prioritisation which has enabled over £42m of savings to be approved. This has been a complex process undertaken in a very short period of time. As such there are risks associated with the full achievement of these requirements. Measures have been put in place to mitigate and manage these risks and regular monitoring reports will be provided for members throughout the year. This issue is dealt with in more detail in the robustness of the budget report elsewhere on the agenda.
- 13.2 This report provides the latest budget position and indicates that the budget can be balanced providing £1.5m on one-off resources is used to support the budget. These one-off resources are available from the provision established at the last Cabinet meeting from the re-appropriation of reserve accounts.
- 13.3 While the issues identified in this report would balance the budget for 2011/12 a significant gap of £16.9m remains for 2012/13. Work must begin immediately to plan and prepare for this further reduction. These further reductions will only be achieved with a radical redesign of Council services and by enhancing the Council's ability to manage the risk and demand associated with the critical services particularly adult and children's social care.

# Agenda Item 9

## 14. Recommendations

### **Cabinet is recommended to**

- a) Endorse the Neighbourhoods and Safer/Stronger Communities Review and recommend to Council that their activities be funded to the value of £1.2m and mandate officers to commence a consultation process with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications
- b) Note the update on Transformation Programme
- c) Recommend to Council the additional savings/budget adjustments outlined at paragraph 3.1 and totalling £0.95m
- d) Approve the further savings proposals relating to management and support costs at Paragraph 4 and make appropriate recommendations to Council to mandate officers to continue/commence the consultation process with suppliers, employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications
- e) Note that the balance of Management and Support savings yet to be identified and require officers to report back in the new financial year on specific proposals to meet this target
- f) Note the update on Terms and Conditions and the Social Care Funding and agree to the inclusion of these savings within the final approved budget
- g) Approve the assessment of Tier 2 services and recommend to Council that Officers are mandated to continue the consultation process with relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified
- h) Note the shortfall of £0.30m on the savings achievable from Tier 3 in 2011/12 only
- i) Approve the cessation of externally funded activity in Appendix D due to the reduction in Government funding and mandate officers to commence a consultation process with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications.
- j) Recommend to Council the overall budget as detailed in Appendix C including the use of £1.5m of one-off resources funded from the re-appropriation of earmarked reserves
- k) Note that a significant budget gap remains in 2012/13 and that work must begin immediately to identify options for bridging this gap.

**Council is recommended, subject to the consideration of Cabinet on 3<sup>rd</sup> March 2011, to:-**

- a) Approve the Neighbourhoods and Safer/Stronger Communities Review, confirm that their activities be funded to the value of £1.2m and mandate officers to commence a consultation process with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications

# Agenda Item 9

- b) Approve the additional savings/budget adjustments outlined at paragraph 3.1 and totalling £0.95m
- c) Approve the further savings proposals relating to management and support costs at Paragraph 4 and mandate officers to continue/commence the consultation process with suppliers, employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications
- d) Note that the balance of Management and Support savings yet to be identified and require officers to report back on specific proposals to meet this target
- e) Note the update on Terms and Conditions and the Social Care Funding and agree to the inclusion of the savings within the final approved budget
- f) Approve the assessment of Tier 2 services in line with the previous resolution of Council and determine specific savings proposals (Appendix B) and mandate Officers to continue the consultation process with relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified
- g) Note the shortfall of £0.30m on the savings achievable from Tier 3 in 2011/12 only
- h) Approve the cessation of externally funded activity in Appendix D due to the reduction in Government funding and mandate Officers to continue the consultation process with relevant stakeholders, employees and Trade Unions with a view to realising the reduction in costs identified
- i) Approve the overall budget as detailed in Appendix C including the use of £1.5m of one-off resources funded from the re-appropriation of earmarked reserves.
- j) Note that a significant budget gap remains in 2012/13 and that work must begin immediately to identify options for bridging this gap.

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## **Neighbourhoods and Safer/Stronger Communities Review**

1. Its is proposed that, following the review of the above service areas, the activities listed below will continue to be delivered at levels commensurate with the reduced resources available.
2. It should be noted that the continued activities, including Civil Contingencies and work relating to Vulnerable Victims of Domestic & Sexual Violence & Hate Crime (which have been classified as regulatory and critical services) may be delivered across other parts of the Council's revised structure.

### **Co-ordination & Management mechanism for services, community & partners at boroughwide & local level to enable best use of resources to address local priorities, needs and risks**

- Exploration of ambition for devolution of services and feasibility for making this happen
- Lead for Area Committees and Area Partnerships
- Development and Implementation of Area Plans at Area Committee & Area Partnership
- Support for spatial planning at neighbourhood level
- ASB – low end - area based activity ( e.g. ball games, noise nuisance)

### **Supporting communities to shape place and influence services**

- support to Members for resolving resident concerns, providing information about services operating in the neighbourhoods
- area consultation & engagement (residents, businesses, members - Taking real experience of communities and feeding into corporate intelligence function
- liaison with Parish Councils

### **Inform & Support commissioning for services delivering against area plans:**

- area coordination of voluntary/community and faith sector activities
- developing community based budgeting approaches
- management of are based S106 activities
- management of Area Committee Budgets
- liaison with Community Payback

### **Protection of Vulnerable Victims & families;**

- Risk assessment/management of high risk and potentially high risk victims, including the development, with partners, of appropriate action plans to meet needs
- Assess and address victim vulnerability & ensure & coordinate support package
- Management of 'high risk' cases.
- coordination with partners (YOT/TYS/CAF/FIP) to enable support at earliest stage.

### **Co-ordination and advice mechanism for ASB services provided by community & partners to ensure best use of resources to address risks;**

- Link & influence within borough-wide structure - ASB Governance, DV & Hate Crime MARACs & local partnerships
- Development and management of service user forums and support
- Review and development of relevant strategies, with partners, to address ASB and protect victims.

### **Integrated/ Intergenerational Offender Management (IOM)**

Interrelated services, partnerships & strategies that prevent people entering & remaining in an offending lifestyle to prevent families, children & communities from suffering harm, as well as entering high cost Council Services. Including:-

- Development of policy, strategy & partnerships to support & prevent individuals & families becoming vulnerable and suffering harm
- Identification of the needs and risks, and the development and management of interrelated services and initiatives to provide clear pathways for vulnerable individuals & families
- Development of interventions to preventing young people engaging in ASB & criminal behaviour
- Activity to reduce repeat victimisation e.g. targeted support, physical security, victim support, repeat offender programmes
- Influence the justice system so as to reflect local concerns

### **Commissioning & Partnerships:**

- Inform & Support commissioning for service delivery
- Development and management of service user forums and support
- Developing problem solving process and collective solutions with a focus on early intervention measures to prevent risk and minimise harm and high cost.

3. The services and activities above will be intelligence led and develop and respond accordingly. The service will therefore be supported by the following activities within an Intelligence Function -

- Core boroughwide evidence base and Neighbourhood intelligence, analysis and profiling (as directed by new service) disaggregated to local level to develop Area profiles
- Qualitative & Quantitative data including Customer insight & profiling
- Performance framework, evaluation & analysis in line with service / partnership requirements.
- Repeat victim and offender profiling
- Statutory Annual Safer Communities Strategic Intelligence Assessment
- Provision of policy direction & guidance and dissemination of good practice

4. The following activity will **Stop or significantly Reduce**

### **Things that will stop**

- Participatory budgeting which is amounts allocated to wards which the community decide and vote on how it should be spent – wards covered so far are Ford, Litherland, Manor and Church
- Neighbourhood Budgets which enhanced Area Committee budgets and funded things like alleygates, road safety measures, In Bloom support
- Dedicated Business Crime support for businesses this would mean that no financial assistance for businesses who have been burgled will be available
- Dedicated Business Village support – support for BVPs would now be through area management and participation in Area Partnerships
- Dedicated Business Village Partnership budgets – this means that budgets to support Christmas, events, Farmers Markets will have to be found from elsewhere
- Direct commissioning of WNF – ABG will end as funds have ceased
- Southport Partnership in current form with support mechanism will end - financial savings part of Tourism budget. Southport Partnership as Area Partnership will be supported by new service

- Interim area management arrangements will cease and all posts currently frozen will be deleted
- Work undertaken under the Neighbourhood Crime & Justice programme will cease as the specific funding ceases (the savings for this are not part of this review as it was externally funded)
- Police Crime analysis within the Council will end, this reduces instant availability of data and analysis for community safety and victim profiling
- Dedicated budgets for Area Interventions to address locally identified priorities funded by Safer Stronger Communities Partnership e.g. Environmental crime initiative (*Saturday skips*, graffiti, dog fouling) night-time economy (knife aches, safety campaigns, taxi marshals), alcohol reduction (underage drinking initiatives, litmus testing) reassurance campaigns (local news letters, Christmas presence, etc )
- Dedicated budgets for Boroughwide Interventions to address safer communities outcomes funded by SSCP e.g. joint safety initiatives such as justice seen justice done programme, alcohol crime partnership, crime prevention programmes, personal & home safety
- Dedicated financial support for community payback (delivered through Probation) which enabled a broader programmes of community restoration
- Public reassurance interventions which sought to increase resident confidence and satisfaction with their area and services.

### **Things that will be reduced / change**

- Reduction in management and administration
- ASB legal intervention & prosecutions (mitigated by corporate legal services & Police)
- Reduced ASB interventions to prevent and stop ASB including ceasing services to those in the medium risk category
- Educational training and awareness on community safety and ASB issues
- Partnerships will be consolidated and reduced with assimilation with LSP Operations Board and emerging area Partnerships (e.g. SSCP, NRTG, Southport Partnership )
- Community Safety Area Partnerships will assimilate with Area Partnerships

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<b>7.1.1 Service Description: Sure Start Children's Fund</b>	
The Children's Fund was a government grant to local authorities working in partnership with their local voluntary sector to commission intervention and prevention services for 5-13 year olds. Conditions of grants were laid down in guidance and all projects commissioned are required to report against specific evaluation and outcome criteria.	
<b>Cost of Tier 2 Service: £297,000</b>	<b>Proposed Cost 2011/12: £150,000</b>
<b>Staffing: 7</b>	<b>Saving: £147,000</b>
<b>Staff at Risk: 3</b>	
<b>Its is proposed that the following activities will continue within the reduced resources available –</b>	
<ul style="list-style-type: none"> <li>• The emotional health and well being project (Well Young Person Project) £81,900 – a reduction in service</li> <li>• Targeted Youth support £68,100 – a reduction in service</li> </ul>	
<b>The following activity will Stop or significantly Reduce –</b>	
<ul style="list-style-type: none"> <li>• Cease children of misusing adults project (COSMA) £30,600</li> <li>• Parent Commissioner Support £46,257</li> <li>• Reduce Well young Person project £38,300</li> <li>• Reduce Targeted Youth Support £31,843</li> </ul>	
<b>Risks &amp; Mitigating Actions–</b>	
The cessation of COSMA presents a lower risk as it has a smaller reach than the other two projects and we will explore whether work can be potentially incorporated into other service areas e.g. Well Young Person and CAMHS for Candlelight and SMASH and Young Carers for COSMA	
<b>Recommendation–</b> Cabinet is asked to consider the proposals relating to Children's Fund and make appropriate recommendations to Council that the activities of the Children's Fund be funded to the value of £150,000, realising a core budget saving of £147,000 and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.	

<b>7.1.2 Service Description: Aiming High Short Breaks</b>	
<b>Cost of Tier 2 Service: £500,000</b>	<b>Proposed Cost 2011/12: £ 391,000</b>
<b>Staffing: 4</b>	<b>Saving: £109,000</b>
<b>Staff at Risk: 4</b>	
<p><b>Its is proposed that the following activities will continue within the reduced resources available –</b></p> <ul style="list-style-type: none"> <li>• a child sitting service for disabled children,</li> <li>• emergency respite,</li> <li>• provision for under 5's with a disability,</li> <li>• Profound and Multiple Disability group based including services at Jake's Sensory World due to open at Netherton Activity Centre in Autumn 2011,</li> <li>• Positive Future developments including Rebound Therapy, Drama therapy and Horse Riding for the disabled.</li> <li>• The total of all of the above services not to exceed £206,000</li> <li>• Increasing access to direct payments £115,000</li> <li>• Support for family based holidays including carer support £40,000</li> <li>• Young Persons Forum £10,000</li> <li>• Training of staff in community venues to improve accessibility £10,000</li> <li>• Marketing and publicity £10,000</li> </ul>	
<p><b>The following activity will stop or significantly reduce –</b></p> <ul style="list-style-type: none"> <li>• A Quiet Place externally commissioned sensory service for developing calmness and relaxation £30,000</li> <li>• Active Lifestyle Development Officers (4 posts) £79,000</li> </ul>	
<p><b>Risks &amp; Mitigating Actions–</b></p> <p>Elected members have already agreed the continuation of Tier 1 short break services to the value of £602,000. The funding proposal protects those services that have been identified by families as those being of most benefit to them.</p> <p>The effect of budget reductions on disabled children and their families has been further mitigated through targeting reductions at services that have a reduced focus on disabled service users.</p>	
<p><b>Recommendation–</b> Cabinet is asked to consider the proposals relating to Short Breaks and make appropriate recommendations to Council that the activities of the CSF Division be funded to the value of £391,000, realising a core budget saving of £109,000 and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.</p>	

<b>7.1.3 Service Description: Parenting Team – Think Family Grant</b>	
Targeted work with groups of parents and families and provide training and quality standards to work with parents linked to Sefton CWDC. Supports the Sefton Parenting Strategy	
<b>Cost of Tier 2 Service: £175,000</b>	<b>Proposed Cost 2011/12: £87,500</b>
<b>Staffing: 4</b>	<b>Saving: £87,500</b>
<b>Staff at Risk: 2</b>	
<b>Its is proposed that the following activities will continue within the reduced resources available –</b>	
<ul style="list-style-type: none"> <li>• Currently this team delivers the Parenting Strategy in partnership with agencies and services across the borough<sup>1</sup> for parents of children aged 0-19 years. The majority of the referrals<sup>2</sup> are for targeted interventions, support of child protection plans, child in needs plans and where the child is currently in the care of the local authority.</li> <li>• Of the 200 + referrals (over last 10 months) the parenting interventions have addressed the following: Child in Need Plans, behaviour management, parents' mental health, domestic violence, Looked after Children, child protection and young person's substance misuse.</li> <li>• The team to deliver 50% of the targeted and specialist work</li> <li>• Provision of support to the workforce but no coordination of delivery across Sefton</li> <li>• Provide a limited central referral system.</li> </ul>	
<b>The following activity will stop or significantly reduce –</b>	
<ul style="list-style-type: none"> <li>• Workforce development</li> <li>• Parent consultation</li> <li>• Universal parenting support</li> <li>• A much reduced referral system</li> <li>• 50% reduction in programme delivery</li> </ul>	
<b>Risks &amp; Mitigating Actions–</b>	
<ul style="list-style-type: none"> <li>• There are no critical services identified in the current budget prioritisation exercise that will provide quality assured parenting programmes for children and young people aged 0-19.</li> <li>• The development of the 'Think Family' approach to working across a whole family;</li> </ul>	

<sup>1</sup> Health, Social care, Community safety, Voluntary faith and community sector, Leisure

<sup>2</sup> 210 referrals received in last 10 months

whether in a unit or set apart to improve the social, emotional and educational outcomes for children, young people, their carers/parents and the local community will be limited.

- Parenting skills will not be developed to the same extent and this may lead to pressure on critical services as early identification and support may not be in place to prevent escalation and family crisis.
- However the continued activities, albeit at a reduced level, will considerably mitigate the above risks.

**Recommendation** – Cabinet is asked to consider the proposals relating to Parenting Team and make appropriate recommendations to Council that the activities of the Parenting Team be funded to the value of £349k (Tiers 1 and 2), realising a core budget saving of £87.5k and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.

### 7.1.4 Service Description: Teenage & Adolescent Mental Health in Schools

This programme provides the customised training and support to staff to meet the emerging emotional and mental health needs of young people

**Cost of Tier 2 Service: £ 134,000**

**Proposed Cost 2011/12: £67,500**

**Staffing: 0**

**Saving: £67,500**

**Staff at Risk: 0**

**Its is proposed that the following activities will continue within the reduced resources available –**

The available funding will be used to deliver ongoing training for professionals working in Universal settings that helps to improve the emotional well being of children and young people, such as

Student Assistant Programme (SAP),

The CAMHS Training Programme

Penn Resiliency programme and other similar evidence based training

**The following activity will stop or significantly reduce –**

Support to school based projects which have allowed them to develop effective early intervention projects for targeted groups of students aged 8 – 14.

**Risks & Mitigating Actions–**

This early intervention work in schools can continue if schools fund this aspect from their own resources. The funding provided in 2010 /11 has been used to pump prime initiatives to enable schools to find out what works for their children – if this has proved valuable it will be continued.

**Recommendation–** Cabinet is asked to consider the proposals relating to Targeted Mental Health in Schools and make appropriate recommendations to Council that the activities of the CSF Division be funded to the value of £67,500 realising a core budget saving of (£156.5k (Tier 2, 50% and Tier 3, 100% savings) and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.

**7.1.5 Service Description: Targeted Youth work**

Accredited programmes targeted at young people who are disengaged from mainstream education, NEET, young offenders and other vulnerable groups. Some programmes take place in schools at a cost to the school.

<b>Cost of Tier 2 Service: £743,000</b>	<b>Proposed Cost 2011/12: £371,500</b>
<b>Staffing: 20.55 fte</b>	<b>Saving: £371500</b>
	<b>Staff at Risk: 10.5 fte</b>

**Its is proposed that the following activities will continue within the reduced resources available –**

Youth Work targeted at young people who are at risk of not achieving their potential by their circumstances, involvement in crime, disengagement from learning or inability to form positive relationships.

1. Independent lives - These programmes will enable focus on capacity building and the identification of skills/attributes. A range of discrete sessions focused around the needs of vulnerable young people to build confidence, social skills and to support independence through teenage to adult transition
  - 6 weekly sessions in defined central bases to meet the needs of young people with LDD.
  - 1 evening session in communities for young people from struggling families (inc those in fostering placements)
  
2. Engage and Risk - will enable targeted participation of those who are exhibiting signs of negative risk taking and/or at risk of entering the criminal justice system/FTE.
  - 8 week accredited team building programme
  - Residential activity programme to support above programmes
  
3. Targeted Communities - focuses on those most vulnerable who are located in areas of high disadvantage and deprivation enabling targeted engagement and the development of wider life chances and opportunities.
  - 2 nights of targeted youth provision at Escape youth centre at NAC
  - 2 nights of targeted youth provision at Orrell youth centre
  - 1 nights targeted youth work in Linacre Bridge area
  - 4 evening and weekend sessions delivered across all parts of Sefton. A detached youth work response focusing on identified areas (parks, shops and town centres) working in conjunction with Community Safety but with a focus on informal education in order to support personal development. This represents a shift in practice from engaging with young people to encourage access to other provision as the range of other provision is not now available.
  
4. Volunteering - Fundamental area to youth work enabling those within the existing cohort group to explore and experience self development through a volunteering role. An accredited programme to support interested young people into supporting their peers through volunteering. It is anticipated that this programme will need the support of CVS young advisers and our legal (committee services).

- 8 week programme to support young people to be able to run or assist with voluntary youth provision - junior clubs, inspections, youth fora and cabinet.
- UKYP - elections, regional and NW sittings. NW youth fora

**The following activity will stop or significantly reduce –**

1. Independent lives - These programmes will enable focus on capacity building and the identification of skills/attributes. A range of discrete sessions focused around the needs of vulnerable young people to build confidence, social skills and to support independence through teenage to adult transition
  - 5 weekly sessions in defined community bases to meet the needs of young people with LDD.
  - Young Gay Sefton - support network for young gay people and those exploring their sexuality
  - Direct work with young people in residential care to engage, link in to the volunteering and/or engage and risk programmes
  
2. Engage and Risk - will enable targeted participation of those who are exhibiting signs of negative risk taking and/or at risk of entering the criminal justice system/FTE.
  - 1 taster session per week
  - A 4 week accredited team building programme which deals with risky behaviour and consequences of actions and harm reduction.
  - Intensive 1-1 support
  
5. Targeted Communities - focuses on those most vulnerable who are located in areas of high disadvantage and deprivation enabling targeted engagement and the development of wider life chances and opportunities.
  - 2 nights of targeted youth provision at Escape youth centre at NAC
  - 2 nights of targeted youth provision at Orrell youth centre
  - 1 nights targeted youth work in Linacre Bridge area
  - 4 evening and weekend sessions delivered across all parts of Sefton. A detached youth work response focusing on identified areas (parks, shops and town centres) working in conjunction with Community Safety but with a focus on informal education in order to support personal development. This represents a shift in practice from engaging with young people to encourage access to other provision as the range of other provision is not now available.
  
3. Volunteering - Fundamental area to youth work enabling those within the existing cohort group to explore and experience self development through a volunteering role. An accredited programme to support interested young people into supporting their peers through volunteering. It is anticipated that this programme will need the support of CVS young advisers and our legal (committee services).
  - Youth Cabinet and area forums

**Risks & Mitigating Actions–**

1. Should this reduction to tier 2 funding be taken in addition to Tier 3 this will equate to a 75% reduction in Youth Service funding. The remodelling to a targeted youth

<p>support model was in itself a mitigating factor of decommissioning 7 LA centres, DofE arrangements, holiday based programmes, 6 VCF youth groups.</p> <ol style="list-style-type: none"> <li>2. Young people and parents have clearly articulated the need and benefits of high quality personal development opportunities.</li> <li>3. National policy and budget decisions are already having an impact on the number of young people staying in learning and making a successful transition to work. The positive contribution Youth Work makes at this time is well evidenced.</li> </ol>
<p><b>Recommendation</b> – Cabinet is asked to consider the proposals relating to Targeted Youth Work and make appropriate recommendations to Council that the activities of the Youth Service be funded to the value of £402000 (Tier 2 Detached &amp; Targeted Youth Work), realising a core budget saving of £1,479,000 (Tier 2 savings – Targeted Youth Work and Detached Youth Work and Tier 3 savings) and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.</p>

<p><b>7.1.6 Service Description: Detached Youth</b></p> <p>Street based staff targeting young people aged 11-19 who are "hanging around" in parks, outside shops etc. to encourage them to engage in positive activities and signpost them to services.</p>	
<p><b>Cost of Tier 2 Service: £61,000</b></p> <p><b>Staffing: 2 fte</b></p>	<p><b>Proposed Cost 2011/12: £30,500</b></p> <p><b>Saving: £30500</b></p> <p><b>Staff at Risk: 1 fte</b></p>
<p><b>Its is proposed that the following activities will continue within the reduced resources available –</b></p> <p>2 evening and weekend sessions delivered across Sefton. A detached youth work response focusing on identified areas (parks, shops and town centres) working in conjunction with Community Safety but with a focus on informal education in order to support personal development. This represents a shift in practice from engaging with young people to encourage access to other provision as the range of other provision is not now available.</p>	
<p><b>The following activity will stop or significantly reduce –</b></p> <p>3 evening and weekend sessions delivered across all parts of Sefton. A detached youth work response focusing on identified areas (parks, shops and town centres) working in conjunction with Community Safety but with a focus on informal education in order to support personal development. This represents a shift in practice from engaging with young people to encourage access to other provision as the range of other provision is not now available.</p>	
<p><b>Risks &amp; Mitigating Actions–</b></p> <ol style="list-style-type: none"> <li>1. Detached Youth Work is a cost effective solution to engaging with young people and avoiding/reducing complaints of anti social behaviour. Any reduction in the amount of detached activity will result in increases in anti social behaviour and youth crime.</li> <li>2. In addition to the significant reduction to building based youth activities both in the VCF and LA sectors, the use of this flexible and effective resource is all the more important.</li> </ol>	



**Recommendation**– Cabinet is asked to consider the proposals relating to Detached Youth Work and make appropriate recommendations to Council that the activities of the Youth Service be funded to the value of £402,000 (Tier 2 – Detached and Targeted Youth Work), realising a core budget saving of £1,479,000 (Tier 2 savings – Targeted Youth Work and Detached Youth Work and Tier 3 savings) and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.

**7.1.7 Service Description: Coast and Countryside**

Visitor and Land Management of the Coast and Rimrose Valley Country Park. Includes areas of international, national, regional and local importance for nature conservation and tourism. Service is responsible for managing visitors, and anti social behaviour. Sand clearance from promenades at Crosby and Southport. Litter clearance from resort beaches. Controlling beach car parking at Southport and Ainsdale and Formby. Discharging the Council’s responsibilities to bring nature conservation areas into ‘favourable status’ to meet government targets.

**Cost of Tier 2 Service: £676,000**  
**Residual Proposed Cost 2011/12:**  
**£370,000**

**Saving: £306,000**

**Staff at Risk: 7 ( in post)**  
**+ 10 seasonals (not in post)**

**Its is proposed that the following activities will continue within the reduced resources available –**

Lifeguarding

- Lifeguarding on the beaches is provided by the RNLI. The contract is entering its second year (of 5) and will continue in its current form.

Ainsdale Discovery Centre Complex

- This will continue to be operated.
- The complex includes
  - The Discovery Centre which provides a simple unmanned Visitor Centre and a base for the HLF- Landscape Partnership Scheme and North West Coastal Forum.
  - The Annex which provides a Coastal Resource Centre.
  - The Depot which houses the Biodiversity and Access Project workshops and partnership with New Directions.
- The complex is the Forward Response Centre for coastal pollution emergencies.

**The following activity will stop or significantly reduce –**

Revised and reduced management of beach car parking -Southport and Ainsdale

- Currently the beach car parking area is usually opened up to allow 1.5 kilometres of beach car parking at Easter and then reduced to 0.4km from the 1<sup>st</sup> October
- In the future vehicle management of the car parking area on the foreshore will have to be based on the season and weather conditions.
- Consequently, the winter parking area will be reduced to less than 0.4 km and remain in place until 31<sup>st</sup> May. After that date it will only be extended when required, subject to weather conditions or traffic levels.

#### Reduced level of sand clearance from promenades and access points

- At Crosby a reduced level of plant/equipment and staffing will result in sand blocking the promenade and adjoining paths being in situ for longer periods.
- After periods of extreme wind there is a likelihood that external contractors will have to be employed to remove large volumes of sand. Additional council resources will need to be found if this is to be removed in as timely manner.
- Both Formby and Ainsdale access points to the shore may suffer from the build up of wind blown sand.
- At Southport sand will only be removed from the main seawall promenade adjacent to the main beach.
- Sand may not be removed in a timely fashion from the footway (highway) between Weld Road and Fairways.

#### Reduced level of litter clearance from the Resort beaches, Crosby Coastal Park and Rimrose Valley Country Park

- The Council is responsible for coastal areas spanning 39 kilometres.
- The length of coastline in Council ownership is 22.5k. 10.5k is classified as amenity beach and receives a high level of cleansing, especially from April to October.
- It is a requirement of the Environmental Protection Act 1990 that amenity beaches are maintained free from litter and flotsam and jetsam during the summer months.
- The Rimrose Valley Country Park also requires a high level of cleansing of litter, fly-tipping and dog fouling.
- Crosby coastal park with the development of the CLAC and the 'Another Place' artwork has high visitor number all year.
- In general there will be a reduction in cleansing activity on all the main amenity beach areas and reduced cleansing on other coastal areas, including the hinterland, nature reserves, pinewoods.
- At Crosby, the ability to deal with visitors litter and dog related issues will be reduced to 50% of that currently deployed.
- It will be impossible to deal with litter issues in a timely fashion during the busy summer period – April to October.
- No mechanical cleansing of the strandline will take place.
- At Formby, the ability to deal with visitors, litter and dog related issues will be reduced to 50% of that currently deployed.
- It will be impossible to deal with litter issues in a timely fashion during the busy summer period ,April to October,
- At Ainsdale the amenity beach is 2k,

- the ability to deal with visitors litter and dog related issues will be reduced to 70% of that currently deployed.
- Ainsdale is likely to have severe problems with litter management during the summer season.
- Resources will be concentrated on weekends and weekdays during summer holiday periods.
- It will be impossible to deal with litter issues in a timely fashion during the busy summer period, April to October.
- Birkdale Beach will receive limited cleansing except as public /community events.
- Southport and Ainsdale are the main resort beach areas with high levels of visitors all year.
- From April to Oct litter management at Southport will be reduced by 50% and as a priority only carried out on the main beach area and seawall promenade 0.6k.
- During busy periods, timely litter removal may not be carried out on the footway (highway) adjacent to the Coastal Road/Marine Drive.
- In such instances this will have to be dealt with by the Operations Department or a contractor along 3.4k of highway. Additional resources may have to be found centrally if this is necessary.

#### Habitat management of the protected sites and discharge of Habitat Regulations obligations to seek to meet Favourable Status

- All of the coastal operations within the SSSI are 'consented activity' agreed with Natural England.
- Reduced patrolling levels across the 39k of coastline and Rimrose Valley.
- There will be some level of cover in respect of the Councils Biodiversity Duty and implications of the Habitat Regulations 1994/Wildlife and Countryside Act 1981.
- The nature conservation interests will be afforded some protection at the interface of beach and nature reserve at Ainsdale.
- Major impacts on the integrity of the sites will be anti-social behaviour, lack of management of fixtures to protect habitats
- Subject to the Coast and Countryside Service retaining the necessary skills, woodland management will continue with the in-house team carrying out this work and making use of local timber materials for signs, benches, fences and bins etc.
- Should these skills be lost, the work would have to be carried out by contractors at an increased cost which may have to be found centrally.

#### Removal of Grass from Southport Beach

- The spread of beach vegetation on the amenity beach at Southport has been vigorous over the last decade. However, through the work carried out by the service the Department has managed to maintain the main resort beach relatively free of grass.
- A reduced level of vegetation management can be sustained within this proposed budget.

#### Response to coastal oil pollution incident and general Callout

- The Council is responsible for dealing with and coordinating oil pollution incidents of varying levels from Tier 1 to 3.
- The Coast and Countryside Service currently lead on the beach management side of any pollution event on behalf of the Council and the team has the necessary training and equipment to deal with a Tier 1 emergency or contribute to a Tier 2 or 3 emergencies.
- In the future, the Council's ability to react will be greatly reduced, requiring greater involvement from contractors and specialists at additional cost.
- A number of staff are available for 24 hours emergency call-out and this can include pollution incidents, fires, lost persons, Police incidents, marine incidents and major anti-social disorder activity.
- The availability of staff will reduce responses or response times to such call-outs.

## **Risks & Mitigating Actions–**

### Anti-social behaviour

- Due to the high numbers of visitors to coast and countryside areas the number of incidents is high. Especially unauthorised vehicular access, major fires and alcohol fuelled problems
- This includes major activity that occurs during the hours of darkness.
- The Coast and Countryside Service has maintained an incident database for the last twenty years and work closely with the emergency services and anti-social behaviour unit.
- In 2006 the number of incidents was at a high of 4884 and does not normally drop below 1800. The number of vehicle incidents is usually approx 1500.
- In the future the ability to deal with the same level of incidents will be reduced and during busy periods, attention will be given to the main sites only.
- Over the years the Council and its Coastal Partners have reduced the number of incidents to a level that is lower than normal for a busy coastal area.

### General Risks

- At Ainsdale, soft sand is a major problem. In 2010, 1700 vehicles were assisted after getting stuck in sand on the beach (car park) or at the entrance. In the future the capacity of the Coast and Countryside Service to deal with this issue will be reduced.
- This may result in traffic congestion on the coastal road, affecting Ainsdale and through traffic to Southport.
- After periods of extreme wind there is a likelihood that external contractors will have to be employed to remove large volumes of sand (if it is to be removed in a timely fashion). Additional council resources will need to be found if this is deemed necessary.
- A reduction in staffing will have an impact on the management of the SSSI and European site and the ability of partners on the coast to manage their land as incidents occur that do not respect boundaries.

### Volunteers and training schemes

- A substantial amount of the work undertaken by this service, along the entire length of the coast, is usually supplemented by volunteers and training scheme placements (e.g. work experience, Routeway etc).
- It is difficult at this stage to predict whether and how much supplementary support

will available in the future and how this can be managed and supported to assist service delivery.
<b>Recommendation</b>
Cabinet is asked to consider the proposals relating to the Coast and Countryside Service and make appropriate recommendations to Council that the activities of the Coast and Countryside Service be funded to the value of £370,000 realising a core budget saving of £306,000 and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.

<b>7.1.8 Service Description: Tourism</b>	
<p>Tourism/Visitor Economy support. Conference Bureau (£18m+ economic impact in 2009) into Council owned Southport Theatre &amp; Convention Centre. Destination marketing to multiple markets to drive visitor numbers and economic impact (2008 tourist days 17m+, value 1/3 £Billion+, supporting over 5000 direct jobs in Southport and more in the rest of Sefton). Events (200K+ visitors, £10m+ economic impact). Visitor services – TIC, VisitSouthport.com. Destination development via Southport Partnership, which led delivery of the 2002/08 ERDF/NWDA, funded Southport Action Plan and presently charged with delivery of the third programme - the Southport Investment Strategy. Management and support of the STBN public/private marketing partnership on behalf of the Council and its partners. Operational management of Southport Seafront attractions and Southport Market Hall. Estimated £370m+ generated in local economy for private sector.</p>	
<b>Cost of Tier 2 Service (11/12): £657K</b>	<b>Proposed Cost 2011/12: £365K</b>
<b>Staffing: 24 (after Dec 10 agreed reduction of 5)</b>	<b>Saving: 292K</b>
<b>Staff at Risk: 2</b>	
<p>Its is proposed that the following activities will continue within the reduced resources available –</p> <p>To deliver a 50% reduction to an established service requires clear prioritisation of the remaining activity. The approach taken has been to try to ‘protect’ the activity that generates visits and therefore spend in Sefton. This means Marketing, Conferences and Events have all been reduced by less than 50%. Each of these activities directly results in people coming to Sefton and spending money here to the benefit of the local economy. This is important particularly in Southport, as its economic future is heavily reliant on the success or failure of its Visitor Economy as it supports a large proportion of businesses in the town centre and therefore jobs.</p> <p>Business Tourism (conferences)</p> <p>2011/12 budget is based on a saving of £105K vs 10/11. The reduction is achieved via savings to employee costs (one post) and substantial reductions in subvention support, which is more than halved, compared to the 10/11 budget as part of an ongoing reduction programme supported by the 2008 venue improvements. This means that the critical, for Southport, conference bureau service of winning destination town conferences will still be delivered albeit at a reduced level.</p>	

## Events

2011/12 budget is based on a saving of £100K vs 10/11 budget including loss of one post.

The approach taken is to cease delivering events that are more limited in their ability to generate visitor spend and profile and further develop the events that, subject to weather, have potential for moving towards cost neutrality.

Only 4 major events are proposed to be delivered in 2011:

1. Airshow
2. British Musical Fireworks Championship
3. Jazz Festival
4. Food & Drink Festival

This means the cessation of Summer Classics (unless a private sector risk free solution can be found), Comedy Festival, RLPO Bootle Concerts, Open Air Theatre and support to Crosby Music Festival amongst others. Support for the Xmas Switch On event will be dependant on trading performance of the remaining events that have been delivered earlier in the year.

This will result in a loss of market visibility and incoming spend into the Borough but it minimises the impact of this whilst the events programme moves towards being less reliant on Council support.

## Marketing

2011/12 budget is based on a saving of £125K vs 10/11 budget including loss of one post. There will be a substantial reduction in destination marketing activity in a variety of market segments (business tourism, golf, leisure/retail short breaks and events), which will impact on our visibility in the market place that affect all visitor dependant businesses, particularly in North Sefton.

As less is spent on direct advertising and 'above the line' marketing collateral, the remaining marketing staff will be targeted towards building stronger relationships with specialist leisure and travel media to achieve vital visibility in the market place. This is through a variety of methods ranging from further development of existing contacts to the use of media databases such as BRAD on-line.

## Visitor Services

2011/12 budget is based on a saving of £51K vs 10/11 budget including loss of one post. Discussions presently ongoing with Merseytravel with regard to co-location of the Council's TIC and Merseytravel's travel centre in an attempt to mitigate the impact. Until this is concluded it is not possible to report levels of service reduction.

Existing plans for further savings in 12/13 by collocation of the TIC service into the Box Office of the Cultural Centre are not deliverable until the facility reopens. As a result further savings are not possible without severely reduced opening hours or cessation of the service.

## Seafront, Parks and Pier

2011/12 budget is based on a saving of £34K vs 10/11 budget involving the loss of 2 posts.

There will be a visible and obvious reduction in cleanliness of facilities and public land. The ability to flexibly react to varying visitor levels through targeted day to day management of staffing resource will be reduced. In other words less available seafront staff resource will impact on our ability to react to operational hot spots such an unexpectedly busy day producing more litter than expected and scheduled for. Customer care standards will also notably reduce due to the loss of dedicated Pier staff.

### Southport Partnership

2011/12 budget is based on a saving of £22K vs 10/11 budget leaving a budget of £90K. It is proposed that the additional loss of £33K of NWDA external funding is covered in 2011/12 by the use of reserves built up by the Partnership. Reduction in service would be minimised by the above approach. This takes the Partnership through to the end of the agreed term of Sefton funding support.

This budget underpins the Southport Business Centre which is the North Sefton equivalent of the SSIC. It brings together the Southport Partnership (as Southport's overarching business focussed partnership, responsible for the Southport Investment Strategy), Sefton@Work, Invest Sefton and Sefton Chamber into one business focused one stop shop.

The Neighbourhoods Review is expected to set out the detail of how the proposed increased focus on area management and the local community role for the Partnership will work. This is further to ongoing discussions between the Partnership Board and the Council.

### Christmas Lights

2011/12 budget indicates a saving of £15K on 10/11 budget which has already been reduced from its original £100K. This will mean the Christmas lights budget now being £20K for the whole Borough. Reduction will result in less Christmas decorations/activity which will prejudice existing private sector contributions that are in excess of £25K in this year. It will also impact on visitor spend in the retail shops.

### Market Hall

2011/12 budget is based on a saving of £17K vs 10/11 budget involving the loss of 1 post. The project's business plan has been reviewed to establish impact of continuing delays in replacing ROK as contractor with the result that our specialist consultant advises it is still viable and deliverable at present.

### **The following activity will stop or significantly reduce –**

All areas of activity will be significantly reduced as summarised above.

## Risks & Mitigating Actions–

Tourism is one of the four transformation economic drivers for Merseyside and Sefton's contribution to this is critical as a consequence of the role played by Southport, coast and Aintree (amongst others).

There are short and longer term risks arising from budget reductions of the scale proposed.

The proposed reductions attempt to maintain a core of critical business generating functions such as conference bureau, major events and destination marketing - albeit all at a reduced level. safeguarding, sustaining, where possible, service activity that results in people either visiting Sefton or staying overnight.

Nevertheless reductions of the scale proposed will start to impact from the 11/12 financial year on businesses that rely on tourism spend as part of their income stream.

There are also consequences for the delivery of the Southport Investment Strategy. The recession has already impacted on the investment decisions of both existing and potential new businesses and substantial reductions in the Council's support for tourism will add pressure to this. This could effect developer confidence on the back of a further deterioration in development values.

Other resorts do not appear to be experiencing the same level of resource reduction though some may not be having to meet the same level of savings as Sefton. Some are protecting tourism budgets recognising the significance of the sector to their local economies. In the mid to longer term therefore Southport may be unable to continue to provide a competitive offer with sufficient visibility in its primary market segments.

In light of the severity of the reductions it is important that the Council shows clear leadership in the way it works with key partners going forward. Our private sector partners have a track record of working with the Council and it is vital that this is built on.

It is vital that the Council builds on this by further developing partnership joint working with the sector. Local business leaders understand the scale of the pressure on our budget and are happy to discuss how they can take a greater role in moving forward with the Council.

In conclusion we will retain the majority of tourism services that are already delivered albeit to a lesser degree with some areas hit harder than others. In mitigation terms the remaining Sefton budget is being focused on activity that generates direct visitor spend and market visibility. It is essential that Council Support for this important economic driver is co-ordinated with support provided across the whole borough to maximise economic benefit.

**Recommendation** – Cabinet is asked to consider the proposals relating to the Tier 2 Tourism Service and make appropriate recommendations to Council that the activities of the Tourism Division be funded to the value of £365K, realising a core budget saving of £292K and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.



<p><b>7.1.9 Service Description: Arts &amp; Cultural Services</b></p> <p>The Arts is a popular tourist attraction and has one of the fastest growing economic sectors, the creative industries. It provides a focus for community activities and social cohesion through a mixture of visual and performing Art. The service is currently provided from 6 venues (4 from 1st April 2011) across the borough. During 2009/10 the number of attendances at Arts activities was 397,142. The service also provides technical and operational support to the tourism events outdoor programme e.g. Air show, National Firework displays etc. This budget funds Crosby Civic Hall, interim arts programme and is revenue source for Cultural Centre.</p>	
<p><b>Cost of Tier 2 Service: £931,000</b></p> <p><b>Staffing: 28 Full and Part time permanent posts plus 45 Casual posts</b></p>	<p><b>Proposed Cost 2011/12: £631,000</b></p> <p><b>Saving: £300,000 in 2011/12 £497,000 in a full year</b></p> <p><b>Staff at Risk: 20 Full and Part time posts Plus 40 Casual posts</b></p>
<p><b>Its is proposed that the following activities will continue within the reduced resources available –</b></p> <ol style="list-style-type: none"> <li><b>1. <u>Crosby Civic Hall - Retain as a community venue</u></b> <ul style="list-style-type: none"> <li>• The budget will meet the running cost of the building and the minimum staffing levels required to meet the public entertainment licence regulations.</li> <li>• The Hall will be available for hire by both amateur and independent users and this will form the basis of the activities programme.</li> <li>• There will be no professional entertainment other than that arising out of the hire of the hall by third parties.</li> <li>• There will still be weekly community focused activities such as tea dances, talent competitions and amateur dramatic performances but users of these services will have to pay increased charges to cover the costs incurred.</li> <li>• There will be a reduction in the opportunities for young people to participate in drama and dance and the annual cost to the users will rise. The Sefton Youth Theatre and Drama classes and workshops are currently heavily subsidised. In order to reduce costs we will have to charge an appropriate rate to cover the costs of instructors, music (PPI), hall hire etc.</li> <li>• Repairs, maintenance and cleaning will be scaled down to meet the minimum requirements of the 'warm, safe and dry' policy.</li> </ul> </li> <li><b>2. <u>Courses and classes in arts and crafts</u></b> <ul style="list-style-type: none"> <li>• The number of venues offering courses and classes will reduce from 6 to 4. The annual cost of attending any class will rise in order to fully cover the costs incurred.</li> </ul> </li> <li><b>3. <u>The decant from the Museum</u></b> <ul style="list-style-type: none"> <li>• The decant and storage of the Museum artefacts will be funded from the budget that remains.</li> </ul> </li> </ol>	
<p><b>The following activity will stop and/or significantly reduce –</b></p> <ol style="list-style-type: none"> <li><b>1. <u>Cease Museum and Gallery service (decision already taken to close Botanic Gardens Museum to the public).</u></b> <ul style="list-style-type: none"> <li>• There will be no exhibitions of any kind either in Council buildings or touring around the</li> </ul> </li> </ol>	

Borough.

- There will be no conservation work, repairs, cleaning or restoring of items in the collections.
- The loan box scheme for schools will cease as will the talks and lecture programme.
- There will be no further work with local history societies.
- There will be no further preparation of exhibitions and associated activities to go into the Atkinson Centre (Cultural Centre). If the service is reduced by the amount proposed the professional staff that work on the exhibition programme are likely to be lost to redundancy by end of August 2011. Therefore any work associated with developing the programme of exhibitions for the Cultural Centre will cease.
- There will be no further work on the digitisation of the collection's catalogue.
- There will be no further work on the rationalisation, maintenance or conservation of the art or historical collections.

### **Professional theatre and music programme**

- There will be no professional theatre or music programme in any other venue other than that promoted by independent promoters.

### **Art exhibitions**

- There will be no exhibitions drawn from the Council collections and no support given to community organisations undertaking their own.

### **Youth arts activities during holiday periods**

- There will be no summer holiday programme unless funding can be identified from an alternative source.

### **Orrell Arts Centre**

- Orrell will only open for 2 days per week, when it will operate a number of courses and classes.

### **Creative Alternatives Arts and Health programme**

- The core programme will continue as it's fully funded by NHS Sefton.
- The opportunities for individuals to continue their arts interests through attendance at one of the public courses, once their 'therapy' has been completed, will reduce because of the reduction in the number available.

### **Logistical support including Box Office and on-line services**

- There will be no permanent box office facility or the ability to provide support to Tourism for events such as the Air Show and the International Musical Fireworks Competition. There will be no facility to sell tickets directly to the public or on line. Tourism will have to bring in a private sector operator to do this work at an increased cost. The maintenance of an arts web site, on-line ticket reservations and sales and the use of social networks to promote services will stop

### **Cancellation of the Interim Arts Programme**

- All current Arts activity across the borough will cease with the exception of the operation of the Crosby Civic Hall, the Courses and classes programme, and some Creative Alternatives Arts in Health sessions. The staff that work in this area and provide support to community and voluntary arts groups are likely to be lost to redundancy by the end of August 2011.

### **Risks & Mitigating Actions--**

- The Cultural Centre is due to be handed back to the Council toward the end of September 2012, and a process of re-recruitment will have to commence at this time for a start date of January 2013.
- As the interim arts programme budget was set to form a proportion of the revenue funding for the Cultural Centre, the Council would have to make available this sum at the appropriate time to allow the Cultural Centre to operate.

**Recommendation**– Cabinet is asked to consider the proposals relating to Arts and Cultural Service and make appropriate recommendations to Council that the activities of the this Division be funded to the value of £0.434m, realising a core (full year) budget saving of £0.497m and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.

<p><b>7.1.10 Service Description:</b> – Affordable Warmth</p> <p>The service delivers energy efficiency measures and advice to over 2,000 households every year of all tenures. It targets over 800 households directly who are vulnerable as a result of illness, age or disability and seeks to reduce fuel poverty amongst those Sefton households. Last year the team (of 4), were able to secure an additional 3,000 grants worth £2million for Sefton residents from national grant schemes and local charitable funds. This helps meet Sefton's statutory responsibilities under the Home Energy Conservation Act (HECA) 1995.</p> <p>Also the section advises on sustainability issues with regards to new buildings, with a particular focus on renewables energy generation and energy efficiency. It provides advice to planners and the general public on renewable and microgeneration schemes.</p> <p>The service has also delivered small programmes of direct grants (from external sources) to residents for heating, insulation, low energy ventilation, low energy lighting and renewable energies.</p>	
<p><b>Cost of Tier 2 Service: £99,000</b></p> <p><b>Staffing: 2 FT Posts (plus 2 posts funded by Supporting People)</b></p>	<p><b>Proposed Cost 2011/12: £50,000</b></p> <p><b>Saving: £49,000</b></p> <p><b>Staff at Risk: None – vacant post to be removed.</b></p>
<p><b>Its is proposed that the following activities will continue within the reduced resources available –</b></p> <ul style="list-style-type: none"> <li>• Services to vulnerable households suffering fuel poverty or at risk from winter cold.</li> <li>• Technical advice to other teams and departments and businesses/the public on sustainability and renewable energy.</li> <li>• Small grants programme for energy conservation measures. Statutory functions: Home Energy Conservation Act (HECA) and Community Energy savings programme (CESP).</li> <li>• Retain Sefton property energy database (UNO).</li> <li>• Statutory returns on national targets.</li> </ul>	
<p><b>The following activity will stop or significantly reduce –</b></p> <p>Service level agreement with local charity (ESTac) to deliver general advice and awareness raising projects.</p> <p>Reduction in capacity to give advice to community and voluntary agencies, public, businesses, and internal departments – more 'signposting', less direct advice.</p> <p>Only data statutorily required will be available.</p> <p>Reduced promotional activity.</p>	
<p><b>Risks &amp; Mitigating Actions–</b></p> <p><b>Reduced Borough performance on statutory indicators –BVP163,NI187,HSSA.</b></p> <p>We will prioritise services to people who are vulnerable to fuel poverty and winter cold in order to seek to avoid an increase in winter deaths or hospitalisation. This means that the other advice and support services will receive lower priority attention, which, although detrimental to internal and borough carbon performance, are less critical short term.</p>	
<p><b>Recommendation –</b>Cabinet is asked to consider the proposals relating to the Domestic and Sustainable Energy Service and make appropriate recommendations to Council that the activities of the Domestic and Sustainable Energy Service be funded to the value of £0.050m, realising a core budget saving of £0.049m and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the</p>	

reduction in costs identified, including the issue of relevant statutory and contractual notifications.

**7.1.11 Service Description: Environmental Conservation & Coast Management**

Specialist advice for Heritage (Conservation Areas, Listed Buildings, Archaeological sites), Coast and other environmental projects. Future responsibilities arising from the Heritage Bill. Project management (major projects - Kew housing site, Town Lane Business Park, Marine Park, Kings Gardens, Lord Street etc.) Coast Facilitates integrated management of coast, balancing public access with nature conservation, and supporting engagement with local interest groups

**Cost of Tier 2 Service: £271k**

**Proposed Cost 2011/12: £90k**

**Staffing: 10 (f/t and p/t)**

**Saving: £181k**

**Staff at Risk: TBC**

**Its is proposed that the following activities will continue within the reduced resources available –**

- The current, adjusted budget figure takes account of some transfer of resource to reflect existing regulatory activities (Listed Buildings, Conservation Areas, Sites of Archaeological Importance, Trees). However, we also have a statutory duty to manage the borough's historic environment. The proposed budget allows for some provision (1 Conservation Officer post) to be retained safeguarding this responsibility. Any failure to properly manage the historic environment exposes the Local Planning Authority to planning costs, Ombudsman challenge and judicial review. Recent advice published by the IHBC (Institute of Historic Building Conservation) highlights the potential consequences of under-estimating this burden.
- To maintain reduced activity in support of on-going development opportunities by retention of one Senior Planner specialising in infrastructure planning and major projects. Priorities will include completion of The Kew Masterplan (with over 700 planned units, the single largest housing scheme in Sefton) promotion of Southport Business Park (further development options for strategic employment site), implementation of Southport Retail Strategy (investment priorities for Southport Town Centre), Kings Gardens Improvement (preparation of second stage funding bid; a £4m+ Heritage Lottery scheme with pooled s106 resources) and Marine Park - future development. Other commitments to include: Dunning's Bridge Road and Port Masterplan, Bootle Town Centre and adjoining Office Quarter, North Liverpool / South Sefton Strategic Regeneration Framework, Sefton's Sustainable Economic Development Strategy, Support future Review of Southport Investment Strategy, Coastal Partnership activities (including recent award by HLF of £1.2m towards coastal improvement activities), support for The Mersey Forest Partnership that secured £1.5m of investment last year for its Partners, Regional Growth Fund bids and future ERDF and Lottery opportunities

**The following activity will stop or significantly reduce –**

- Specialist design, project management resources, support to partnership

working in high profile areas of environmental importance (places of special historic importance, coast and Mersey Forest) and regeneration capacity plus loss of opportunity to secure external funding.

**Risks & Mitigating Actions–**

- Reduced capacity to access future external funding opportunities in support of economic initiatives and environmental improvement - will be offset by more selective prioritisation of resource.
- Less resource for partnership activity in support of coast-related activities – some compensation through work of recently awarded Big Lottery grant for project activity to 2013.
- Cessation of technical and administrative support to the Council's Coastal Partnership working principally through the operation of the Sefton Coast Partnership, North West Coastal Forum and Ribble Coast and Wetlands Regional Park.
- Significantly reduced facilitation of planning expertise, community interest and co-ordination around the low carbon agenda, including renewables and micro generation.
- Integration of retained capacity within statutory and regulatory teams.

**Recommendation –** Cabinet is asked to consider the proposals relating to Environmental Conservation & Coast Management and make appropriate recommendations to Council that these be funded to the value of £90k, realising a core budget saving of £181k and to mandate officers to continue the consultation process with employees and Trade Unions with a view to realising the reduction in costs identified, including the issue of relevant statutory and contractual notifications.

## SEFTON COUNCIL - 2011/2012 Revenue Budget

Ref: Categorisation/Service	Current Year £m	2011/12 Budget £m	2012/13 Budget £m	2013/14 Budget £m
<b><u>Priority Services</u></b>				
<b><u>Critical Services</u></b>				
<b><u>Children's, Schools and Families</u></b>				
1 Assessment / Contact Children	2.991	2.991	2.991	2.991
2 Substance Misuse Advice Support and Help (SMASH)	0.125	0.125	0.125	0.125
3 Statemented Children	0.095	0.095	0.095	0.095
4 Children with Disabilities	1.197	1.137	1.137	1.137
5 Child Protect Plans and Children in Need	0.159	0.159	0.159	0.159
6 Child & Adolescents Mental Health Services (CAMHS) Tiers 3 & 4	0.427	0.277	0.277	0.277
7 Children in Care	17.89	17.774	17.774	17.774
8 Legal Fees / Other Fees and Services	0.634	0.684	0.684	0.684
9 Emergency Duty Team	0.21	0.21	0.21	0.21
10 Family Centres	1.626	1.626	1.626	1.626
11 Independent Review Officers	0.391	0.391	0.391	0.391
12 Youth Offending Team	0.811	0.811	0.811	0.811
13 Targeted Youth Support	0.08	0.08	0.08	0.08
14 Resource Centre for Children With Disabilities	0.022	0.022	0.022	0.022
15 Respite Children's	0.943	0.943	0.943	0.943
16 Child & Adolescents Mental Health Services (CAMHS) Tier 2	0.17	0.17	0.17	0.17
17 Specialised Transport Unit - Children's	3.176	3.176	3.176	3.176
18 Common Assessment Framework	0.49	0.29	0.29	0.29
19 Social Care Commissioned Services	0.589	0.589	0.589	0.589
20 Social Care - Central Management Costs	2.082	2.01	2.01	2.01
21 Demand Pressures / Price Inflation		1.032	1.839	1.258
<b><u>Adult Social Care</u></b>				
22 Assessment & Care Management	6.683	6.683	6.683	6.683
23 Residential Care Adults	20.523	20.523	20.523	20.523
24 Nursing Care Adults	14.593	16.005	16.99	16.99
25 Non Residential Care	32.405	30.468	31.944	31.944
26 Supporting People	6.757	6.757	6.757	6.757
27 Supporting People Admin Team	0.241	0.241	0.241	0.241
28 Commissioned Services - Voluntary, Faith Sectors and Support to Carers	2.334	2.334	2.334	2.334
29 Commissioned Services - Other	2.094	0.917	0.917	0.917
30 Departmental Management-Heads of Service	0.33	0.268	0.268	0.268
31 Area Finance / Finance Visiting Officers (support for services)	1.014	0.994	0.994	0.994
32 Area Admin - Support for Social Work / Occupational Therapy Teams	0.584	0.584	0.584	0.584
33 Specialised Transport Unit - Adults (Charge from Operational Services )	2.185	2.185	2.185	2.185

34 Specialist Transport charged to Clients	-0.146	-0.146	-0.146	-0.146
35 Premises cost / admissions income & contributions	-0.42	-0.42	-0.42	-0.42
36 Domestic & Sexual Violence & Hate Crime Team	0.219	0.219	0.219	0.219
37 Price Inflation		0	1.542	3.113
38 Staff Savings		-0.5	-0.5	-0.5

**Safer, Stronger Communities**

39 Drug Action Team	0.147	0.03	0.03	0.03
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**Other Services - Influenced but contracte**

40 Coroners Service	0.345	0.345	0.345	0.345
41 Local Tax Collection / Housing Benefits (excluding central recharges)	3.73	3.57	3.57	3.73

<b>Sub Total Critical</b>	<b>127.726</b>	<b>125.649</b>	<b>130.459</b>	<b>131.609</b>
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**Frontline Services****Adult Social Care**

42 Welfare Rights	0.187	0.187	0.187	0.187
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**Leisure Services**

43 Sand Clearance - Crosby & Southport Proms	0.087	0.087	0.087	0.087
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**Operational Services**

44 Recycling	0.839	1.364	1.839	1.839
45 Refuse Collection	4.128	4.026	4.026	4.026
46 Cleansing	0.419	0.329	0.329	0.329
47 Street Cleansing	3.791	3.662	3.662	3.662
48 School Crossings	0.47	0.47	0.47	0.47

**Environmental and Technical Services Department**

49 Gritting	0.44	0.44	0.44	0.44
50 Flood Defence	0.268	0.268	0.268	0.268
51 Highways Maintenance	6.844	6.154	6.154	6.844
52 Street Lighting	0.982	0.912	0.912	0.982

**Other Services - Influenced but contracte****Leisure Services**

53 Grounds Maintenance including Grass Cutting	2.358	2.218	2.218	2.218
54 Trees in Parks	0.086	0.086	0.086	0.086
55 Cemeteries & Crematoria - Grass Cutting & Grave Digging	0.401	0.401	0.401	0.401

**Environmental and Technical Services Department**



56 Grass Cutting	0.43	0.33	0.33	0.33
57 Street Trees	0.194	0.154	0.154	0.154
<b>Sub Total Frontline</b>	<b>21.924</b>	<b>21.088</b>	<b>21.563</b>	<b>22.323</b>

### **Regulatory Services**

#### **Children's, Schools and Families**

58 Safeguarding Children	0.14	0.14	0.14	0.14
59 Special Educational Needs Assessment	0.29	0.245	0.245	0.245
60 Education Psychologists	0.771	0.621	0.621	0.621
61 Pupil Attendance (Employment)	0.105	0.045	0.045	0.045
62 Pupil Attendance (Enforcement)	0.532	0.532	0.532	0.532
63 School Improvement	0.875	0.665	0.665	0.665
64 Complementary Education (Children Services Grant)	0.159	0.159	0.159	0.159
65 LEA - Schools	0.545	0.32	0.303	0.303
66 Primary Premature Retirement Compensation	0.844	0.544	0.544	0.544
67 Secondary Premature Retirement Compensation	1.026	0.626	0.626	0.626
68 Special Premature Retirement Compensation	0.051	0.051	0.051	0.051
69 Primary Pay Progression	0.17	0.17	0.17	0.17
70 Secondary Pay Progression	0.17	0.17	0.17	0.17
71 Continuing Education Post 16	0.257	0.257	0.257	0.257
72 Parent Partnership (Special Educational Needs)	0.097	0.037	0.037	0.037
73 Sure Start (Early Years Outcomes Monitoring & Quality)	0.804	0.804	0.804	0.804
74 Early Years (Graduated Leader Programme)	0.456	0.228	0.114	0.114
75 Contracts and Commissioning Function	0.195	0.195	0.195	0.195
76 Primary/ Secondary Strategy	0.52	0.302	0.302	0.302
77 Choice Adviser	0.033	0.013	0.013	0.013
78 School Improvement Partners	0.126	0.026	0.026	0.026
79 Planning and School Organisation	0.232	0.169	0.169	0.169
80 School Admission and Student Support	0.453	0.429	0.429	0.429

#### **Adult Social Care Department**

81 Contracts, Commissioning & Complaints	0.33	0.33	0.33	0.33
82 Safeguarding Adults	0.044	0.044	0.044	0.044

#### **Planning and Economic Regeneration Department**

83 Planning Policy	0.627	0.627	0.627	0.627
84 Development Control-Planning	0.304	0.234	0.234	0.234
85 Service Delivery	-0.17	0.083	0.083	0.083
86 Merseyside Environmental Advisory Services	0.108	0.108	0.108	0.108
87 Development Control-Transport	0.359	0.359	0.359	0.359
88 Building Control	0.082	0.313	0.313	0.313
89 Car Parks (including Management)	-1.389	-1.568	-1.907	-1.907

90 Transport & Development - Regulatory Executive	0.085	0.085	0.085	0.085
91 Transport & Development - STPU	0.228	0.148	0.148	0.148
92 Transport & Development - Road Safety	0.345	0.345	0.345	0.345
93 Environmental Conservation & Coast Management	0.08	0.08	0.08	0.08
<b><u>Environmental and Technical Services Department</u></b>				
94 Network Management	0.327	0.257	0.257	0.257
95 Environmental Health	1.49	1.31	1.21	1.21
96 Dog Warden	0.269	0.209	0.209	0.209
97 Trading Standards	0.573	0.475	0.475	0.475
98 Environmental Services	0.2	0.2	0.2	0.2
99 Licensing (taxi etc)	-0.09	-0.14	-0.14	-0.14
<b><u>Finance</u></b>				
100 Client Quality and Assurance Team	0.193	0.193	0.193	0.193
101 Court Officer	0.034	0.034	0.034	0.034
<b><u>Assistant Chief Executive</u></b>				
102 Elections	0.441	0.441	0.441	0.441
<b><u>Safer, Stronger Communities</u></b>				
103 Emergency Planning	0.191	0.133	0.133	0.133
<b><u>Leisure &amp; Tourism</u></b>				
104 Cemeteries & Crematoria	-1.214	-1.226	-1.226	-1.226
105 Births, Deaths and Marriages (net)	0.017	0.017	0.017	0.017
106 Land Management-Occupiers Liability Issues (Inspection Health and Safety)	0.5	0.5	0.5	0.5
<b><u>Neighbourhoods and Investment Programme Department</u></b>				
107 Homelessness	0.393	0.393	0.393	0.362
108 Hostels	0.061	0.05	0.05	0.05
109 House Renovation Grants	-0.041	0.057	0.057	0.026
110 Private Sector Housing	0.356	0.302	0.302	0.302
111 Gypsy Site	-0.001	-0.001	-0.001	-0.001
112 Integrated Sustainability Team	0.293	0.285	0.307	0.307
113 Housing Strategy	0.162	0.026	0.026	0.026
114 Housing Services Management Support	0.08	0	0	0
	<b>Sub Total Regulatory</b>	<b>14.118</b>	<b>11.451</b>	<b>10.903</b>
	<b>Grand Total of Priority Services</b>	<b>163.768</b>	<b>158.188</b>	<b>162.925</b>
<b><u>All Other Services</u></b>				

<b><u>Cost of Democracy</u></b>				
115 Members Allowances	0.938	0.897	0.897	0.897
116 Member Support	0.25	0.25	0.25	0.25
117 Committee Support / Overview & Scrutiny	0.598	0.478	0.478	0.478
118 Mayoral	0.239	0.107	0.107	0.107
<b>Sub Total Cost of Democracy</b>	<b>2.025</b>	<b>1.732</b>	<b>1.732</b>	<b>1.732</b>
<b><u>Non-Controllable Costs</u></b>				
119 Insurances	2.847	2.847	2.847	2.847
Sub Total Non-Controllable Costs	2.847	2.847	2.847	2.847
<b><u>Unallocated Items</u></b>				
Unallocated Items	2.714	2.246	2.594	5.179
<b>Sub Total Unallocated Items</b>	<b>2.714</b>	<b>2.246</b>	<b>2.594</b>	<b>5.179</b>
<b><u>Trading Services</u></b>				
<b><u>Operational Services</u></b>				
120 Building Cleaning	0.831	0.731	0.731	0.731
121 Security Force & Canal Patrols	0.813	0.443	0.443	0.443
122 Catering	-0.023	-0.023	-0.023	-0.023
123 Vehicle Management & Maintenance	-0.013	-0.013	-0.013	-0.013
124 Commercial Waste and Skips	-0.036	-0.036	-0.036	-0.036
<b><u>Leisure and Tourism</u></b>				
125 Golf	-0.302	-0.297	-0.297	-0.297
<b><u>Environmental &amp; Technical Services</u></b>				
126 Other Properties	-1.301	-1.301	-1.301	-1.301
<b><u>Planning and Economic Regeneration Department</u></b>				
127 Land Searches	-0.23	0.02	0.02	0.02
<b><u>Adult Social Care Department</u></b>				
128 Careline	-0.216	-0.216	-0.216	-0.216
<b>Sub Total Trading Services</b>	<b>-0.477</b>	<b>-0.692</b>	<b>-0.692</b>	<b>-0.692</b>
<b><u>General Corporate and Departmental Support Services</u></b>				
129 Strategy / Policy & Strategic Management	1.027	1.027	1.027	1.027
130 Transformation Team	0.036	0.136	0.136	0.136
131 Finance Support Services:	4.325	3.157	3.157	3.157
132 Legal Support Services	0.9	1.066	1.116	1.116

133 Personnel Support Services	3.679	3.244	3.244	3.244
134 Children, Schools and Families	1.12	1.046	1.046	1.046
135 Adult Social Care Department	0.707	0.641	0.641	0.641
136 Assistant Chief Executive	1.705	1.28	1.22	1.22
137 Safer, Stronger Communities	0.422	0	0	0
138 Leisure and Tourism	2.036	1.878	1.878	1.878
139 Planning and Economic Regeneration Department	0.621	0.371	0.371	0.371
140 Neighbourhoods and Investment Programme Department	0.079	0	0	0
141 Operational Services	0.256	0.256	0.256	0.256
Technical Services				
142 Departmental Management and Admin.	-0.021	0.476	0.471	0.471
143 Admin Buildings	1.909	1.889	1.889	1.889
Environmental Services				
144 Re-organisation of Senior Management		-0.5	-0.5	-0.5
145 Saving on General Corporate and Departmental Support Services - Total		-3.879	-4.849	-4.849
146 Savings contributing to Corporate and Departmental Support Services Target		3.145	3.15	3.15
147 Balance to Find		-0.734	-1.699	-1.699
<b>Sub Total General Corporate and Departmental Support Services</b>	<b>19.02</b>	<b>15.452</b>	<b>14.472</b>	<b>14.472</b>
<b><u>Corporate Support Services - Influenced but contractec</u></b>				
148 Contracted Services (Capita Symonds / Arvato)	10.122	10.583	10.361	10.123
149 Saving on General Corporate and Departmental Support Services		-0.542	-1.085	-1.085
<b>Sub Total Corporate Support Services - Influenced but contractec</b>	<b>10.122</b>	<b>10.041</b>	<b>9.276</b>	<b>9.038</b>
<b>Sub Total Corporate and Departmental Support Services</b>	<b>29.142</b>	<b>25.493</b>	<b>23.748</b>	<b>23.51</b>

**Other Services - Core Funding**

<b>Tier 1</b>				
<b><u>Early Intervention &amp; Preventior</u></b>				
<b><u>Children Schools and Families</u></b>				
150 Sure Start Commissioned Services	0.882	0.882	0.882	0.882
151 Two Year Old Offer Early learning and Childcare	0.233	0.233	0.233	0.233
152 Commissioned Voluntary Sector Youth Services	0.095	0.095	0.095	0.095
153 Aiming High Short Breaks	0.602	0.602	0.602	0.602
154 Disabled Children Access to Childcare	0.1	0.1	0.1	0.1
155 Parenting Team - Think Family Grant	0.262	0.262	0.262	0.262
	2.174	2.174	2.174	2.174
<b><u>Safer, Stronger Communities and Neighbourhoods</u></b>				
156 Cost of Service	2.135	1.2	1.2	1.2
	2.135	1.2	1.2	1.2
<b><u>Voluntary, Community and Faith Sector</u></b>				
157 Commissioned Services	2.299	1.988	1.921	1.921
	2.299	1.988	1.921	1.921
<b>Total Early Intervention &amp; Preventior</b>				
	<b>6.608</b>	<b>5.362</b>	<b>5.295</b>	<b>5.295</b>
<b><u>Community Value</u></b>				
<b><u>Leisure and Tourism</u></b>				
158 Libraries	2.97	2.435	2.413	2.391
159 Leisure Centres	1.73	1.358	1.358	1.358
160 Parks (including Nursery & net of frontline)	1.304	1.135	1.137	1.137
<b><u>Operational Services</u></b>				
161 Public Conveniences	0.356	0.256	0.256	0.256
<b><u>Environmental &amp; Technical Services</u></b>				
162 Pest Control	0.224	0.179	0.179	0.179
<b><u>Assistant Chief Executive</u></b>				
163 Double Rating	0.26	0.26	0.26	0.26
<b>Total Community Value (excluding Business Support Review)</b>				
	6.844	5.623	5.603	5.581
<b><u>Economic Development</u></b>				
164 Cost of Service	0.783	0.783	0.783	0.783
165 Contribution from external resources	0	-0.783	-0.783	-0.783
	0.783	0	0	0

Total Community Value	<u>7.627</u>	<u>5.623</u>	<u>5.603</u>	<u>5.581</u>
Total Tier 1	<u>14.235</u>	<u>10.985</u>	<u>10.898</u>	<u>10.876</u>

**Tier 2****Children Schools and Families**

166 Children's Fund	0.377	0.15	0.15	0.15
167 Sure Start (Aiming High - Short Breaks)	0.5	0.391	0.391	0.391
168 Targeted Youth Work	0.743	0.371	0.371	0.371
169 Detached Youth Work	0.061	0.031	0.031	0.031
170 Parenting Team - Think Family Grant	0.175	0.087	0.087	0.087
171 Teenage Adolescent Mental Health Grant (TAMHS)	0.134	0.067	0.067	0.067

**Leisure and Tourism**

172 Coast & Countryside (Net of frontline)	0.726	0.37	0.37	0.37
173 Arts / Museums	1.216	0.434	0.434	0.634
174 Tourism	0.731	0.365	0.365	0.365

**Neighbourhoods and Investment Programme Department**

175 Energy Team - Energy (Affordable Warmth)	0.099	0.05	0.05	0.05
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**Planning and Economic Regeneration Department**

176 Environmental Conservation & Coast Management	0.296	0.09	0.09	0.09
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Total Tier 2	<u>5.058</u>	<u>2.406</u>	<u>2.406</u>	<u>2.606</u>
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**Tier 3****Children Schools and Families**

177 Pupil Attendance	0.19	0.048	0	0
178 Under Eights Service	0.029	0.007	0	0
179 Contribution to Early Years	0.021	0	0	0
180 Families and Schools Together (FAST)	0.173	0.059	0	0
181 Sure Start (Every Child a Talker)	0.128	0	0	0
182 Centre Based Youth Service	1	0	0	0
183 Duke of Edinburgh	0.077	0.026	0	0
184 Continuing Education Post 16	0.399	0.097	0	0
185 Surestart (Dcatch Programme)	0.585	0.085	0	0
186 Music Service	0.037	0	0	0
187 Other Courses	0.022	0	0	0
188 Teenage Adolescent Mental Health Grant (TAMHS)	0.089	0	0	0
189 Youth Opportunity Fund	0.173	0	0	0
190 Key Stage 4 Foundation Learning	0.095	0	0	0

School Development Grant				
191 Special Educational Needs	0.14	0	0	0
<b><u>Environmental &amp; Technical Services</u></b>				
192 Capita ad hoc variable budgets & R&M Estates	0.135	0	0	0
<b>Total Tier 3</b>	<b>3.293</b>	<b>0.322</b>	<b>0</b>	<b>0</b>
<b><u>Sure Start Children's Centres</u></b>				
193 Cost of Service	4.627	4.627	4.627	4.627
	4.627	4.627	4.627	4.627
<b>Sub-Total Other Services - Core Funding</b>	<b>27.213</b>	<b>18.34</b>	<b>17.931</b>	<b>18.109</b>
<b><u>Other Services - Activity Already Ceasec</u></b>				
194 Other Services - Activity Ceasing by 31st March 2011 (Primarily ABG)	8.033	0	0	0
<b>Sub-Total Other Services - Activity Already Ceasec</b>	<b>8.033</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total All Other Services</b>	<b>71.497</b>	<b>49.966</b>	<b>48.16</b>	<b>50.685</b>
<b><u>Other Items</u></b>				
<b><u>Other Commitments</u></b>				
195 Debt Financing	16.082	16.226	16.788	16.817
196 Levies	37.571	38.767	38.767	38.767
197 Pensions Costs - Non-Controllable	1.994	1.994	1.994	1.994
198 Non Domestic Rates	2.194	2.394	2.394	2.394
	<b>57.841</b>	<b>59.381</b>	<b>59.943</b>	<b>59.972</b>
<b><u>Other Services - Influenced but contractec</u></b>				
199 Floral Hall Complex	0.418	0.418	0.418	0.418
200 Crosby PFI (Net)	0.549	0.549	0.549	0.549
201 Formby Pool	0.275	0.275	0.275	0.275
202 Lifeguard Duties - Royal National Lifeboat Institution	0.186	0.186	0.186	0.186
203 Connexions	2.757	2.513	2.513	2.513
	<b>4.185</b>	<b>3.941</b>	<b>3.941</b>	<b>3.941</b>
<b><u>2010/11 Budget Financing Items</u></b>				
204 One-Off Savings to Support 2010/2011 Budget	-6.563	-2.434	-1.782	-1.76
205 Capitalisation	-1	-1	-1	-1
	<b>-7.563</b>	<b>-3.434</b>	<b>-2.782</b>	<b>-2.76</b>

<b><u>General / Specific Grants Supporting the Budget</u></b>				
206 Area Based Grant - 2010/2011 Initial Allocation	-33.44	0	0	0
207 Area Based Grant - in year Agreed Savings	2.55	0	0	0
208 Children, Schools and Families - Surestart	-9.563	0	0	0
209 Children, Schools and Families - Other Grants gone into EIG	-1.019	0	0	0
210 Children, Schools and Families - EIG	0	-11.318	-11.526	-11.526
211 Adult Social Care - Learning Disabilities Grant	-4.099	-4.099	-4.099	-4.099
212 Adult Social Care - Other	-1.801	0	0	0
213 Technical Services - One-Off "Pot Holes" Grant	-0.248	0	0	0
214 Council Tax Freeze Grant	0	-2.947	-2.947	-2.947
215 Community Safety Fund	0	-0.259	-0.131	0
216 Additional Resources from NHS Sefton		-4.173	-3.97	-3.97
	<b><u>-47.62</u></b>	<b><u>-22.796</u></b>	<b><u>-22.673</u></b>	<b><u>-22.542</u></b>
<b><u>Total Other Items</u></b>	<b><u>6.843</u></b>	<b><u>37.092</u></b>	<b><u>38.429</u></b>	<b><u>38.611</u></b>
<b><u>Net Expenditure</u></b>		<b><u>245.246</u></b>	<b><u>232.558</u></b>	<b><u>235.06</u></b>
<b><u>One-off Resources to meet Budget Gap</u></b>		-1.507	0	0
<b><u>Savings Required to meet Budget Gap</u></b>		0	-16.956	-19.009
	<b><u>242.108</u></b>	<b><u>243.739</u></b>	<b><u>232.558</u></b>	<b><u>235.06</u></b>



Ref	Activity	Source(s) of External Funding	Annual Cost of Service/ Activity	Anticipated Funding End Date	Additional Information	Staffing	Scope of Service/ Service Description/ Commissioned Activity	Impact if Funding Re
YOS1	Youth Offending Service	Youth Justice Board	YJB element of funding £450,508	Whilst there is an ongoing national review of Youth justice Board funding it is clear that the current funding levels will not be maintained.	It is anticipated a reduction of up to 20% in external funding	Reduction of 5 posts (managers, education team & business support identified)	YOS is a statutory service providing a range of interventions for those young people at risk and convicted of offending. The YOS is a multi-agency service which has the responsibility for the management of pre-court, community based court orders and custodial sentences. Existing grant to be reduced from April 2011.	The service is undergoing structure on the basis of reductions in funding and positive re-inspection out part of an inspection imp plan.

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## **Transformation : Communication and Consultation Strategy**

### **Background**

The Government Spending Review and the need to save £68m over the next three years presents crucial challenges to the Council. Councillors have identified what the key priorities are for the Council and as a result there will be a significant impact on the services the public receives. The Council has been, and will continue to be, open and transparent with the public about the impact of the budget reductions and all proposed changes to services. Consultation with service users has also already commenced in relation to changes in services. There is a recognition that the speed of the transformation, and the frontloading of the required budget savings, means that there is often limited opportunity for consultation with service users and where it does take place, a shorter timescale in which to consult. Where timing is tight due to emergency measures all reasonable approaches should be adopted to enable the public to receive the relevant information and have an opportunity to give their views on things that they can influence.

This brief strategy explains the principles for public communication and consultation with regard to changes to council services. Knowing when we should provide information/communicate and when to consult will enable us to have a clear distinction of what is appropriate and when.

### **Informing**

#### **When is it appropriate?**

- When you want to tell the public what has been decided or is planned. (i.e. that the decision has been made that a service/activity will cease or there are plans to change a service)
- At the start of a consultation exercise to raise awareness and promote involvement
- To keep the public informed and updated
- To provide information of alternative services

## Consulting

### When is it appropriate?

- When there is scope for the public to offer feedback that can be taken into consideration when making decisions (i.e. reducing or re-designing a service)
- When there might be options they can exercise a view on (i.e. reduction in opening hours)

### When is it not appropriate?

- When decisions have already been taken and the public cannot influence this (i.e. to cease a service)

In progressing this strategy the following **Key Principles** will be adhered to :

### We will :

- Be open, honest, succinct and cost-effective
- Be clear if we are 'informing' or 'consulting'
- Inform and/or consult with all the right people
- Provide accessible information on reasons why the decisions have been taken and / or what the public can influence
- Provide sufficient accessible information on the process and timetable
- Keep a record of our actions

## Review

We will review this Strategy and associated action plan on a regular basis.

## **Transformation Programme : Communications and Consultation** **Action Plan**

### **1. Objectives of Transformation Programme**

The Programme aims to achieve a range of interrelated benefits, including but not limited to:-

- Financial savings;
- Service improvements within available resources; and
- Efficiency gains.

### **2. Objectives for Communications and Consultation**

- Engage stakeholders and build awareness of the programme and its objectives amongst a wide but defined group of audiences and staff. Communicating the process is a key responsibility of all managers and they must own the message.
- Prevent poor, uncontrolled communication resulting in misleading rumours circulating amongst staff and the public. If any rumours do emerge it is imperative that they are nipped in the bud, whilst legitimate concerns are taken on board.

### **3. Principles for Communications and Consultation**

- Communications will be open, honest, succinct, and cost-effective.
- Communications will be active because they will speak in the active voice, positive because they will focus on what is being done and credible because they provide examples.
- We will only consult with the public when there are options they can exercise a view on. If there is no option for the public to exercise a view on we will inform them rather than consult.
- The Trade Unions will have an important role in communications and the intention is that this will be done in the spirit of partnership.
- Communications with the media, including public relations, reputation management and press briefings will be managed by the Corporate Communications Team.
- Internal communications, including the employee intranet 'Informing Sefton' will be managed by the Corporate Communications Team.

- All communications, information and records will be managed in accordance with the Data Protection Act 1998 and will comply with the Government's Code of Recommended Practice on Local Authority Publicity.

#### 4. **Key Messages**

- Budget Gap is real – need to develop and maintain an affordable and sustainable position.
- The shape of the organisation will change.
- We will deliver fewer services in the future.
- This will have an impact on staff. There will be less people working in the organisation
- We will strive to enhance service quality and improve outcomes within available resources.
- We will keep the public, staff and partners informed of decisions and will consult when appropriate

#### 5. **Actions**

- 5.1 We will communicate and consult (when appropriate) with employees, trade unions, partners, Elected Members and the public

<b>Target audience</b>	<b>Preferred/appropriate channels of communication</b>	<b>Key Dates</b>
Strategic and Service Directors, Heads of Service, Managers	<i>SLT &amp; Strategic and Service Director Meetings</i> Senior Manager meetings, workshops, briefings, presentations, awareness raising of support mechanism for employees.	Recurring

<b>Target audience</b>	<b>Preferred/appropriate channels of communication</b>	<b>Key Dates</b>
Employees	SLT employee briefings, Departmental Team meetings, one to ones, Chief Executive's personal message, Personal letters, Informing Sefton newsletter(Intranet), Internet, transformation frequently asked questions, awareness raising of support mechanism, payslip messages, e-mail ideas/suggestions to Transformation Team	Recurring  November 2010
Elected Members	Workshops, Cabinet Reports, Council Reports, Leaders Group, Chief Executives Briefings, Member Overseeing Groups, Memo via e-mail, Informing Sefton news letter	December 2010 January 2011 And on-going
Partners	Council Reports, face to face meetings, letters, briefings, workshops, presentations	Recurring
Trade Unions	Regular meetings, Informing Sefton newsletter, Intranet, Internet, Chief Executive's personal message, SLT employee meetings	Recurring
Media	Press Briefings, Public Relations, responding to media enquiries, Press Releases, web information, radio and TV interviews	Recurring
Public/ Stakeholders	Media, Council web site and social media (where available), Council Agenda's and Minutes (website), Consultation when appropriate, face to face meetings when appropriate, letters, Elected Members,	Recurring

# Agenda Item 9

- 5.2 We will strive to remove leaflets, posters or web information about services which are no longer delivered by the Council, or have changed, to avoid conflicting information being present in the public domain.

<b><u>Key Activity</u></b>	<b><u>Responsibility</u></b>	<b><u>Dates</u></b>
Remove out of date leaflets, posters, web information	Service Directors	After budget been set and on-going from April 1 <sup>st</sup> 2011
Conduct audit to ensure only up to date information is available	Communications Board Members	3 <sup>rd</sup> week in April 2011
Routine review by service of leaflets, posters and web information including the monitoring of the production of any new public information	Service Directors and members of the Communications Board	May 2011 and on-going

- 5.3 We will develop a single message approach for front of house services and the Customer Contact Centre/One Stop Shops

<b><u>Key Activity</u></b>	<b><u>Responsibility</u></b>	<b><u>Dates</u></b>
Produce scripts for Customer Contact Centre / One Stop Shops around service cessation and change/reduction to services	Service Directors	Immediately after all Council decisions on services



# Agenda Item 16

**REPORT TO:** Cabinet

**DATE:** 3 March 2011

**SUBJECT:** Modernising Democratic Services

**WARDS AFFECTED:** All

**REPORT OF:** Assistant Chief Executive

**CONTACT OFFICER:** Andrea Grant, Assistant Director (Democratic Services) x 2030

**EXEMPT/  
CONFIDENTIAL:** NO

**PURPOSE/SUMMARY:**

To provide further details of proposed changes to the calendar of meetings for 2011/12.

**REASON WHY DECISION REQUIRED:**

To enable changes to be made to the Calendar of Meetings.

**RECOMMENDATION(S):** That

- (1) the revised Programme of meetings for 2011/12 as set out in Appendix B and C be recommended to the Council for approval; and
- (2) the following meetings scheduled to take place in April 2011 be reinstated:
  - Cabinet Member Environment – 6<sup>th</sup> April 2011
  - Cabinet Member Children’s Services – 19<sup>th</sup> April 2011
  - Overview and Scrutiny Committee (Children’s Services) – 19<sup>th</sup> April 2011

**KEY DECISION:** No

**FORWARD PLAN:** No

**IMPLEMENTATION DATE:** From the beginning of the 2011/12 Municipal Year.

**ALTERNATIVE OPTIONS:**  
None

**IMPLICATIONS:**

**Budget/Policy Framework:** The proposals will contribute towards the £120,000 saving agreed by the Council at its meeting on 17<sup>th</sup> December 2010.

**Financial:**

<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				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<b><u>REVENUE IMPLICATIONS</u></b>				
Gross Increase in Revenue Expend		-£120,000		

# Agenda Item 16

Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

**Legal:** None arising from this report.

**Risk Assessment:** None arising from this report.

**Asset Management:** None arising from this report.

## CONSULTATION UNDERTAKEN/VIEWS

The Chief Executive and political group leaders have been consulted.

## 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	Creating Safe Communities		√	
3	Jobs and Prosperity		√	
4	Improving Health and Well-Being		√	
5	Environmental Sustainability		√	
6	Creating Inclusive Communities		√	
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People		√	

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

## 1.0 BACKGROUND

1.1 At its meeting on 17<sup>th</sup> December 2010, the Council agreed savings option CE1 (Modernising Democratic Services & Scrutiny Support). The budget saving agreed was £120,000. In order to achieve this saving, it was noted by the Council that the impact would include the introduction of electronic decision making (eliminating the need for Cabinet Member meetings), a reviewed Constitution to amend the scheme of delegation to Cabinet Members (all non-key decisions delegated to appropriate Cabinet Member), a significantly reduced Committee timetable across all meetings, a revised committee template to produce shorter reports, a reviewed frequency of the delivery of agenda packs, and all large appendices on-line only. It was also noted that system and process changes would be required to achieve this saving.

1.2 At its meeting on 17<sup>th</sup> February 2011, the Cabinet considered a report on the implementation of the changes set out above and resolved as follows:

That

- (1) the system of electronic decision-making for decisions delegated to Cabinet Members be implemented from the 2011/12 Municipal Year;
- (2) the Council be recommended to give approval to the Scheme of Delegation for Cabinet Members being revised in the Council Constitution to allow all non-key decisions to be delegated to the Cabinet Members;
- (3) the Programme of Cabinet Meetings for 2011/12 set out in Appendix B of the report be approved;
- (4) the Council be recommended to give approval to the Programme of Meetings for the Council and Regulatory Committees; Overview and Scrutiny Committees; and Members' Briefings for the 2011/12 Municipal Year, as set out in Appendices C and D of the report; and
- (5) the Programme of Meetings for the Area Committees for the 2011/12 Municipal Year be referred to the Leaders Group for further review and subsequently submitted the next Cabinet meeting prior to consideration by the Council; and
- (6) the Cabinet Member meetings set out in paragraph 4.7 of the report be cancelled and the Council be recommended to approve the cancellation of the remainder of the meetings set out in the same paragraph.

## 2.0 PROPOSED AMENDMENTS

2.1 Following the meeting, the political group leaders have given further consideration to the programme of meetings for Area Committees and Overview and Scrutiny Committees and a revised Programme is set out in Appendix B and C. The programme reflects an additional meeting each for the Crosby and Southport Area Committees and an additional meeting of each Overview and Scrutiny Committee

# Agenda Item 16

- 2.2 Further to resolution (6) above it is further recommended that the Cabinet Member meetings for Environment and Children Services be held on 6<sup>th</sup> and 19<sup>th</sup> April 2011 respectively to allow for urgent decisions to be taken.
- 2.3 In addition, following discussion at the Overview and Scrutiny Management Board held on 22<sup>nd</sup> February 2011, it was noted that a planned scrutiny review was being undertaken by the Overview and Scrutiny Committee (Children's Services) with the final report scheduled to be presented at its meeting on 19<sup>th</sup> April 2011. It is therefore proposed that this meeting take place.

**METROPOLITAN BOROUGH OF SEFTON  
PROGRAMME OF CABINET MEETINGS/LEADER'S GROUP - 2011/2012**

Meeting	Day	Time	2011								2012				
			May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
CABINET	Thur.	10.00 a.m.	26(S)	23(B)	21(S)	18(B)	15(S)	13(B)	10(S)	8(B)	5(S)	2(B)	1(S)/29(B)	26(S)	24(B)
LEADERS' GROUP MEETING - All meetings held in Bootle Δ	Thur.	9.30 a.m.	9/19	2/16/ 30	14/28	11/25	8/22	6/20	3/17	1/15	12/26	9/23	8/22	5/19	

Δ - Meetings not open to the public.

**PGF/669 Mar. 2011**

**METROPOLITAN BOROUGH OF SEFTON  
PROGRAMME OF COUNCIL AND COMMITTEE MEETINGS ETC. - 2011/2012**

Meeting	Day	Time	2011								2012					
			May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
COUNCIL	Thur.	6.30 p.m.	12↑(B) 17←(B)		7(S)			1(B)	27(S)		22(B)		16(S)	1→(B)	12(S)	10°(S)15↓(B)
AUDIT AND GOVERNANCE	Wed.	3.00 p.m.		29(B)				28(B)			14(B)			28(B)		
LICENSING AND REGULATORY	Mon.	6.30 p.m.		6(B)			1(S)	26(B)		21(S)		16(B)		12(S)		
LICENSING SUB-COMMITTEE - as and when required																
PLANNING	Wed.	6.30 p.m.	3(S)	1(B) 29(S)	27(B)	24(S)	21(B)	19(S)	16(B)	14(S)	11(B)	8(S)	7(B)	4(S) 25(B)		
PAY AND GRADING	Thurs	2.00 p.m.		16(B)	14(B)	25(B)	22(B)	20(B)	17(B)	15(B)	26(B)	23(B)	22(B)			
STANDARDS	Thurs	10.00 a.m.			12(S)			13(B)		22(S)	17(B)		13(S)			
OVERVIEW AND SCRUTINY COMMITTEE (Performance and Corporate Services)	Tues	6.30 p.m.	31(S)		12(B)			6(S)		1(B)	3(S)		6(B)			
OVERVIEW AND SCRUTINY COMMITTEE (Health and Social Services)	Tues	6.30 p.m.		7(B)	26(S)			13(B)		8(S)	10(B)		13(S)			
OVERVIEW AND SCRUTINY COMMITTEE (Regeneration and Environmental Services)	Tues	6.30 p.m.		14(B)			2(S)	20(B)		15(S)	17(B)		20(S)			
OVERVIEW AND SCRUTINY COMMITTEE (Children's Services)	Tues	6.30 p.m.		21(S)			9(B)	27(S)		22(B)	24(S)		27(B)			
OVERVIEW AND SCRUTINY MANAGEMENT BOARD Δ	Tues	4.30 p.m.					30(S)	27(S)		1(B)	17(B)		6(B)			
MEMBERS' BRIEFINGS (Prior to the Council Meetings)	Thur.	5.00 p.m.	17(B)		7(S)			1(B)	27(S)		22(B)		16(S)		12(S)	15(B)
APPEALS (FOR PERSONNEL CASES) - as and when required	Thur.	-														

Page 284

← Adjourned Meeting - Appointment of Committees etc. for 2011/12

↑ Annual Meeting 2011/12 - commences at 6.00 p.m.

→ Budget Meeting

↓ Special Meeting - Appointment of Committees etc. for 2012/2013

° Annual Meeting 2012/2013 - commences at 6.00 p.m.

Δ Meetings not open to the public

**METROPOLITAN BOROUGH OF SEFTON**  
**PROGRAMME OF MEETINGS 2011/12 - AREA COMMITTEES**

Meeting	Day	Time	Venue	2011								2012				
				May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
CROSBY	Wed.	6.30 p.m.	①	25	-	13	-	7	-	2	-	4	-	14	-	-
FORMBY	Thur.	7.00 p.m.	②	-	9	-	-	15	-	10	-	12	-	8	-	-
LINACRE AND DERBY	Mon.	6.30 p.m.	③	-	13	-	-	5	-	7	-	9	-	5	-	-
LITHERLAND AND FORD	Wed.	6.30 p.m.	④	-	15	-	-	14	-	9	-	18	-	21	-	-
OSWALD AND NETHERTON AND ORRELL	Thur.	6.30 p.m.	⑤	-	16	-	-	22	-	17	-	19	-	15	-	-
SEFTON EAST PARISHES	Thur.	6.30 p.m.	⑥	-	23	-	-	29	-	24	-	26	-	22	-	-
SOUTHPORT	Wed.	6.30 p.m.	⑦	25	-	20	-	28	-	23	-	25	-	28	-	-

- ① Crosby Area Committee - alternates between - SING Plus, Cambridge Road, Seaforth/St. Stephen's Church Hall, St. Stephen's Road, Hightown /Waterloo Rugby Club, St. Anthony's Road, Blundellsands
- ② Formby Area Committee - Formby Professional Development Centre, Park Road, Formby
- ③ Linacre and Derby Area Committee - Bootle Town Hall, Oriel Road, Bootle
- ④ Litherland and Ford Area Committee - Goddard Hall, Stanley Road, Bootle/Ford Lane Community Centre, Ford Lane, Litherland
- ⑤ St. Oswald and Netherton and Orrell Area Committee - Alternates between Netherton Activity Centre, Glovers Lane, Netherton/Bootle Day Centre, Linacre Lane, Bootle/Netherton Park Neighbourhood Centre, Chester Avenue
- ⑥ Sefton East Parishes Area Committee - Alternates between Maghull Town Hall, Hall Lane, Maghull/Old Roan Methodist Church, Altway/Lydiate Primary School, Lambshear Lane/Melling Primary School, Wheelwright Drive
- ⑦ Southport Area Committee - Southport Town Hall, Lord Street, Southport

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# Agenda Item 18

**REPORT TO:** Cabinet  
Council

**DATE:** 3 March 2011

**SUBJECT:** Selection of the Deputy Chair for 2011/12

**WARDS AFFECTED:** All

**REPORT OF:** Assistant Chief Executive

**CONTACT OFFICERS:** Andrea Grant  
Tel: 0151 934 2030

**EXEMPT/CONFIDENTIAL:** No

**PURPOSE/SUMMARY:**

To consider the selection of a Deputy Chair for the Municipal Year 2011/12.

**REASON WHY DECISION REQUIRED:**

Under the present political management framework the nomination of the Deputy Chair is a matter for the Cabinet to decide, with a recommendation to the full Council.

**RECOMMENDATION(S):**

- (1) The Cabinet is invited to consider the nomination of Deputy Chair for 2011/12 and to select the Member to be nominated to that Office at the Annual Council Meeting on 12 May 2011; and
- (2) Council be recommended that the Constitution be amended at Article 5 to reflect the amended role of Deputy Chair for 2011/12 and to delete the payment of a Deputy Mayor's allowance.

**KEY DECISION:** No

**FORWARD PLAN:** No

**IMPLEMENTATION DATE:** Annual Council Meeting on 12 May 2011

**ALTERNATIVE OPTIONS:**

There are no alternative options.

# Agenda Item 18

## IMPLICATIONS:

<b>Budget/Policy Framework:</b>	Not appropriate
<b>Financial:</b>	None arising from this report
<b>Legal:</b>	None arising from this report
<b>Risk Assessment:</b>	Not appropriate
<b>Asset Management:</b>	None arising from this report

## CONSULTATION UNDERTAKEN/VIEWS

The Chief Executive, the Mayoral Working Party and the political group leaders have been consulted.

## 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	Creating Safe Communities		√	
3	Jobs and Prosperity		√	
4	Improving Health and Well-Being		√	
5	Environmental Sustainability		√	
6	Creating Inclusive Communities	√		
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People		√	

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

None

## **BACKGROUND:**

1.1 At the last meeting of the Cabinet, a report on the nomination of a Deputy Mayor for 2011/12 was considered and it was resolved as follows:

That:

(1) it be noted that Councillor P. Cummins stands nominated as Mayor Elect for 2011/12; and

(2) the Conservative Group nomination for the post of Deputy Mayor for 2011/12 be referred to the Mayoral Working Group for consideration and subsequently submitted to the next meeting of the Cabinet.

1.2. The Mayoral Working Party considered this matter at its meeting on 17<sup>th</sup> February 2011 and the political group leaders considered the comments made.

1.3 It should be noted that Section 5(1) and 5(2) of the Local Government Act 1972 make it a requirement that the Council appoints a Deputy Mayor, however the only statutory role for this position is to Chair the Council meeting in the absence of the Mayor.

1.4 Following consultation with the political group leaders, it is proposed that a Deputy Chair be appointed for 2011/12, as opposed to a Deputy Mayor. The difference between the two roles is that the Deputy Chair would only fulfil the statutory function set out in paragraph 1.3 above.

1.5 The existing selection criteria would not apply as this is not an appointment to the position of Deputy Mayor. No engagements would be attended by the Deputy Chair and this practice would contribute towards the savings required by the Council in terms of Civic and Mayoral Services.

1.6 There is reference to the position of Deputy Mayor in Article 5 of the Constitution and it is recommended that the Council be requested to amend any reference to the Deputy Mayor to reflect the arrangements set out above. This would include the deletion of a Deputy Mayor's allowance for 2011/12 in view of the limited role anticipated for the position.

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