

Town Hall
Lord Street
Southport
PR8 1DA

To: Members of the Cabinet

Date: 6 October 2011

Our Ref:

Your Ref:

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Dear Councillor,

CABINET - THURSDAY 13TH OCTOBER, 2011

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

Agenda No.	Item
9.	Transformation Programme 2011 - 2014 (Pages 79 - 270) Report of the Chief Executive

Yours sincerely,

M. CARNEY

Chief Executive

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Subject: Transformation Programme 2011- 2014**Report of:** Margaret Carney
Chief Executive**Wards Affected: All****Is this a Key Decision?** Yes.**Is it included in the Forward Plan?** Yes**Exempt/Confidential**

No

Purpose/Summary

To report the progress of the Transformation Programme in the delivery of approved budgetary savings; reviews of services and consultation processes being undertaken. In particular the report proposes a package of savings options for consultation. The report contains a number of Annexes listed below for ease of reference:

- Annex A Known shortfalls or significant risks that 2011/12 savings will not be fully achieved
- Annex B Work Programme Timetable
- Annex C Ongoing Business Efficiencies and Change Proposals
- Annex D Impact Assessments
- Annex E Options on which approval to commence consultation and engagement activity is sought

Recommendation(s)**Cabinet is recommended to**

- a) approve the funding of known budget shortfalls in 2011/12 totalling £1,494,431 as detailed in Annex A from the Budget Pressures Reserve established for this purpose
- b) recommend to Council the rescheduling of the following meeting –
 - (i) Council 22nd December 2011 be brought forward to 24th November 2011

And to approve the re-scheduling of the following meeting:

- (ii) Cabinet 5th January 2012 is rescheduled to 19th January 2012

In addition to this approve the following supplementary meetings:

- (iii) Cabinet 16th February 2012 (Bootle)
- (iv) Overview & Scrutiny Committee (Performance & Corporate Services) 21st February 2012 (Bootle)
- c) approve the changes in MTFP assumptions as highlighted in paragraph 5.1
- d) note that Officers are currently progressing a number of reviews
- e) note the business efficiencies and consider the change proposals in Annex C and recommend their approval to Council in October 2011 and mandate Officers to commence consultation and implementation processes with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications if appropriate to achieve change
- f) show due regard to the impact assessments at Annex D.
- g) consider the budget savings options in Annex E in order to approve the commencement of consultation and engagement activity
- h) note that all figures Annexes C & E are working assumptions of proposals/options to be

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- considered and these figures should not be seen as predetermining any decisions
- i) note the risks outlined in paragraph 12
 - j) note that further options may be subsequently developed and submitted to Council for approval. However any such options will require appropriate consultation prior to their approval and implementation.

How does the decision contribute to the Council’s Corporate Objectives?

	<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			√

The 2011/12 budget contains £44m savings and it is imperative that implementation continues to be closely monitored so that any necessary corrective action in relation to the delivery of those savings can be taken in a timely way. The vast majority of these savings have been achieved or are on progress to be achieved.

In addition, the Council continues to forecast a significant budget gap over the next three years and additional budget savings will need to be identified over the coming months to ensure that future years’ budgets can be balanced.

Early consideration of budget options continues to be essential as this will lead to informed decision making, including the consideration of the outcome of any consultations undertaken, the impact of any decisions to be made and any steps that can be taken to mitigate the impact of a decision.

What will it cost and how will it be financed?

FD1037 The Head of Corporate Finance and ICT has been involved in the preparation of this report.

(A) Revenue Costs

The forecast revenue gaps for the years 2012/13 to 2014/15 are £20.05m, £7.6m and £10.9m respectively. The Council needs to take action over the coming months in order for a balanced budget to be agreed for 2012/13. This report, together with the Medium Term Financial Plan 2012/13 – 2014/15, underpins the detailed financial position of the Council for the coming years and provides a framework for Revenue planning for the three years 2012/13, 2013/14 and 2014/15.

(B) Capital Costs

Members are reminded that the Council's bid to capitalise any statutory redundancy costs incurred in 2011/12 has passed the first stage of the Department for Communities and Local Government's (DCLG) approval process and a provisional sum of £3m has been agreed. Sefton has submitted a response to the DCLG (as part of the second stage of the application) confirming that a reduced capitalisation amount of £2m is required. This reduction is due to the balance between commissioned and directly provided services within the options. Included in the response was an explanation that saving decisions had not yet been made by the Council (but were currently being considered), and therefore specific redundancy costs could not be identified at the present time. The potential exists therefore, for a reduction of the £2m, if the DCLG were not to accept the arguments put forward by the Council. Should this be the case it is likely there would be an increase in the budget gap of £20.05m for 2012/13.

Implications:

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

Legal LD 392/11

There are no direct legal implications arising from the contents of this report. However in the course of each of the individual projects, consultations, options etc to achieve the savings outlined in the attached annexes, detailed consideration should be given to both the legal, human rights and equality implications. Such consideration will also need to be evidenced to ensure that the Council's decision making processes are defensible.

Human Resources

The proposals contained within this report have a potential impact upon employees and the potential for both voluntary and compulsory redundancies.

It will be necessary for the Authority to comply with the duty to consult with recognised Trade Unions (and as necessary employees) and to complete as necessary a notification under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992. Also form HR1 to the Department of Business Innovation and Skills notifying of redundancies may need to be filed dependent on numbers.

Full and meaningful consultation should take place with the Trade Unions and employees on the matters contained within this report.

Equality See Section 11

The Corporate Commissioning Team hold the responsibility for taking an overview on Equality Impact Assessments and assessing the impact of decisions. These will be published on the Council website.

- | | |
|---|-------------------------------------|
| 1. No Equality Implication | <input type="checkbox"/> |
| 2. Equality Implications identified and mitigated | <input checked="" type="checkbox"/> |
| 3. Equality Implication identified and risk remains | <input type="checkbox"/> |

In relation to compliance with the Equality Act 2010, Section 149, Members need to

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Decisions should be made in an open minded balanced way showing due regard to the impact of the recommendations being presented. Members need to have a full understanding of any risks in terms of people with protected characteristics and any mitigation that has been put in place. Equality Impact Assessments, including consultation, provide a clear process to demonstrate that Cabinet and Council have consciously shown due regard and complied with the duty.

Impact on Service Delivery:

Service implications are contained in Annexes C & E.

What consultations have taken place on the proposals and when?

Regular and ongoing consultations have taken place with Strategic Directors, Director of Built Environment, Director of Street Scene, Director of Young People & Families, Director of Older People, Director of Corporate Support Services and Director of Commissioning, Head of Personnel, Head of Corporate Finance & ICT, Head of Legal Services and Trade Unions.

Are there any other options available for consideration?

None but further options may be developed and brought forward at a later date. Any such options would be the subject of appropriate consultation.

Implementation Date for the Decision

Following the expiry of the "call-in" period for the Minutes of the Cabinet

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Email: jan.mcmahan@sefton.gov.uk

Background Papers:

The following papers are available for inspection by contacting the above officer(s).

Reports to Cabinet and Council 3 March 2011: Transformation Programme and Final Revenue Budget Items 2011/12

Report to Cabinet 14 April 2011: Transformation Programme 2011/12

Report to Cabinet 26 May 2011: Transformation Programme 2011-2014

Report to Cabinet 23 June 2011: Transformation Programme 2011-2014

Report to Cabinet 21 July 2011: Transformation Programme 2011-2014

Report to Cabinet 18 August 2011: Transformation Programme 2011- 2014

Transformation Update Report September 2011

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1. Introduction/Background

1.1 The approved savings within the 2011/12 budget continue to be implemented. The implementation of these savings continues to be very closely managed and this report identifies progress made; current indications are that good progress continues to be made.

1.2 The table below identifies current progress in terms of approved savings proposals, service reviews and cessation of external funding.

Achieved (Reported to 9 th September 2011)	£34,687,820
Achieved to 5 th October 2011	£2,428,431
Total Savings Achieved to date	£37,116,251
Progress is satisfactory (Green)	£603,600
Review scheduled/risk of saving not being fully achieved (Amber)	£4,698,000
Known shortfalls/significant risk of saving not being fully achieved (Red)	£1,494,431
Total Approved Savings	£43,912,282

1.3 In March 2011 Council approved the creation of a Budget Pressure Reserve of £1.6m from one-off resources.

Cabinet is asked to approve the funding of known budget shortfalls in 2011/12 totalling £1,494,431 as detailed in Annex A from the Budget Pressures Reserve established for this purpose. The savings related to this shortfall will be achieved in 2012/13.

1.4 The forecast revenue gaps for the years 2012/13 to 2014/15 are £20.05m, £7.6m and £10.9m respectively, based on assumptions previously approved by the Council. Early identification and consideration of options as to how these savings can be achieved will be required and this will build on the consultation and engagement being undertaken.

1.5 This report is a major step towards the establishment of the 2012/13 budget. However it must be stressed that the options identified in Annex E are presented to enable appropriate consultation and engagement to be undertaken. This will ensure that the views of interested parties will be available for the Council prior to making its final decisions. The Council will therefore be able to take the consultation and engagement activity into account when the final 2012/13 budget is set.

1.6 The figures quoted in this report relating to options for consultation are only estimates of the financial impact to support the budgetary planning process and should not be seen as predetermining any decisions.

2. Transformation Programme Update

2.1 The Transformation Programme Update Report appears elsewhere on this agenda.

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3. Prioritisation

- 3.1 In December 2010 Cabinet approved the assessment of services as Critical, Frontline, Regulatory and Other. Following the budget Council of March 2011, Officers have continued to build upon this process.
- 3.2 Changes in the economy, statute, policy, service need and organisational structure have required Officers to reassess the categorisation of certain services.
- 3.3 The Council also needs to demonstrate that it is considering the inter-relationship between services and service reductions in determining its priorities. The Council must be able to demonstrate - how the decisions to reduce service A rather than Service B have been determined, and to be clear that the effects such a change will have on service C have been understood – in coming to the final prioritisation of services and savings. As budget reductions go deeper, there has to be a clear, rational and transparent process that steers the decision making and ensures that the general duty of Section 149 of the Equality Act 2010 is being applied throughout this process.
- 3.4 Proposals relating to the reassessment of service prioritisation will be presented to a future Cabinet.
- 3.5 Annex B details the agreed work programme, it is important to note that these activities will be supplemented as required in order to ensure that timescales are maintained.
- 3.6 Having considered the existing work programme Cabinet is asked to recommend to Council the rescheduling of the following meeting –
 - (i) Council 22nd December 2011 be brought forward to 24th November 2011

And to approve the re-scheduling of the following meeting:

- (ii) Cabinet 5th January 2012 is rescheduled to 19th January 2012

In addition to this approve the following supplementary meetings:

- (iii) Cabinet 16th February 2012 (Bootle)
- (iv) Overview & Scrutiny Committee (Performance & Corporate Services) 21st February 2012 (Bootle)

4. Ongoing Impact of 2012/13 savings approved in 2011/12

- 4.1 Members are reminded that the current MTFP contains approved savings in respect of the following –
- 4.2 Terms & Conditions to provide a saving of £3m in 2011/12 rising to £4m 2012/13. Cabinet will note the progress in respect of terms and conditions already achieved. Consultation is ongoing with the Trade Unions as to the potential for further changes in terms and conditions and Cabinet will be updated on the views of the Trade Unions and employees.
- 4.3 Corporate and Departmental Management and Support – A savings target of 25% was agreed as part of the budget process last year; this was to be phased in over two years (20% in 2011/12 and the remaining 5% in 2012/13). The remaining

saving of £1m has therefore been assumed in determining the current savings target of £20m for 2012/13.

4.4 Officers are continuing to implement the necessary changes to achieve these savings including –

- Senior management restructure
- Review of administrative support to senior managers
- Review of Performance activities across the organisation
- Restructures in Corporate Support Services, Cemeteries, Crematoria, Registration and Coroners Services and Tourism

4.5 As part of the Corporate and Departmental Management & Support savings further proposals have been submitted for consideration from Corporate Services which would deliver a £0.915m reduction in budget (in addition to the finance proposals of £1.405m included in Section C8 Other). These are made up of reduction in staffing, efficiencies and additional income.

Finance and ICT department	£700k,
Personnel, Admin Support and Workforce Development	£165k
Legal	£50k.

This will be subject to the appropriate staff consultation.

5. Review of MTFP Assumptions

5.1 Officers continue to review all the assumptions within the MTFP to ensure they reflect the latest positions. The following changes are proposed: -

- The release of the pay award provision for 2012/13 of £0.426m; this reflects current government policy of freezing public sector pay.
- A reduction in the Other Services price inflation of £0.800m. N.B. This inflation provision originally totalled £1.200m; the full amount has not been taken to allow for additional resources to be set aside for the higher costs of fuel / utility charges.
- The MTFP currently includes inflationary pressure for the cost of external levies (£0.400m). Discussions between local authorities and the levying bodies are taking place with regard to their spending levels in 2012/13. It is therefore proposed that the inflationary budget provision is removed.

The proposed reduction of inflationary provision for 2012/13 totals £1.626m. It is recognised that RPI/CPI is currently in excess of 4%. Therefore these changes will mean that services will have to manage their purchases within the available resources thereby representing an inbuilt efficiency saving.

5.2 Cabinet is asked to approve the revisions to the MTFP assumptions as highlighted in paragraph 5.1.

5.3 The Government has recently announced the Weekly Domestic Waste Collections Support Scheme which will both support weekly collections and enable Councils to invest in schemes and projects that will benefit the environment including raising recycling rates. In the coming months Councils will be invited to submit innovative bids for funding; further information is awaited before consideration can be given to this matter. No account has been taken of this announcement at this stage.

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- 5.4 The Government have recently announced plans to provide Council Tax Freeze Grant (CTFG) for 2012/13 (i.e. additional resources from Government, on the proviso that the Council has a zero increase in Council Tax). At the time of writing this report, the detail of this is yet to be received. It is hoped that further information will be known prior to the meeting, and if so, a verbal update will be given to Cabinet.

For information, the CTFG for 2011/12 was £2.95m. In the absence of detailed information, a planning assumption of a further £2.95m has been assumed for 2012/13 only i.e. not for the final two years of the MTFP (see 9.1).

The methodology for determining grant support to local authorities from 2014/15 from Central Government is currently under review – no details are expected until mid-to-late 2012. It is likely that these grants will disappear in 2014/15 and future years, but it is hoped that Formula Grant will contain the quantum of these grants in the overall resources to be distributed to local authorities. Further information will be provided at the appropriate time.

Given the scale of savings, it is imperative that the Council continues to make timely decisions in respect of the Council Tax increase for 2012/13. Should the Council be ineligible for the Grant, or choose not to apply, then consideration will be need to be given to the level of Council Tax increases locally determined.

6. Reviews

- 6.1 Cabinet is asked to note that Officers are currently progressing a number of reviews and these may identify further options at a future date.

- 6.2 These reviews include –

- 6.3 Library Services - Members will be aware that the Overview & Scrutiny Committee undertook stage one of the Library review in 2009 when a full Asset Management review was completed and reported through to Cabinet. The second stage of the review was due to initially start in late 2010/11 however, following decisions made by other Local Authorities regarding changes to their Library Services and the breadth of challenges that had come forward, it was accepted by the Party Leaders that this review should be postponed until later in 2011/12.

It is anticipated that the review will commence in January 2012 and could take up to 9 months to complete. A significant element of the review will be around public consultation which is likely to take approximately 3-4 months. The outcome of the review will shape the delivery of library services in Sefton for the foreseeable future.

- 6.4 Children's Centres – The outcome of consultation will reported to the Children's Centre Review Board by mid November 2011. Following that the Children's Centre Review Board will make recommendation to the Cabinet Member for Children's Services. The final decision is a Council decision.

- 6.5 Voluntary, Community Faith Sector - Organisations who receive money from the Council have all been asked to complete a light touch self assessment. The purpose of this is to find out what they are delivering on our behalf and the benefits to the community. The results of this will be known in the next six weeks.

This will inform whether there are any potential saving options for Members to consider and any future commissioning.

Members need to be aware that the best value statutory guidance from DCLG, identifies the need to engage and inform VCF organisations of any potential reductions to funding arrangements as soon as possible and within at least three months of changing a contract. Also, where possible organisations should be given the opportunity to redesign these services.

- 6.6 Assessment & Care Management – Community Care Practitioners - It is intended to commence a review of the role and function of the Community Care Practitioner within the Care Management and Occupational Therapy Teams. Assessment and Care Management functions are covered by specialist teams consisting of social workers, community care practitioners and managers. Teams consist of Hospital Social Work, Elderly Mentally Infirm, Learning Disability and Occupational Therapy (who also work with young adults with disabilities and special needs). Community Care Practitioners provide a low-level assessment and review function to support the Care Management teams. It is intended that the review will commence in November 2011.
- 6.7 Leisure Centres - A review will be undertaken of the 6 Sports and Leisure Centres which are focussed on sports development, physical activity, health promotion programmes and the positive futures programme.
- 6.8 A review of the Capital Programme will be presented to the next meeting of Cabinet.
- 6.9 Street Lighting – It is intended to commence consultation with communities, Elected Members and related agencies on the potential for dimming and / or turning off street lighting during certain hours of darkness in specified locations. However, such decisions are potentially contentious and / or have implications for community safety, road safety and fear of crime. Consultation will need to be full and detailed in order to secure support for proposals.

Additionally, two ‘invest to save’ proposals are being explored; a short term bulb replacement, converting bulbs from existing to cdo-tt bulbs in lighting columns and replacing existing bulbs in lighting bollard to LED’s with a projected two-year ‘payback’ in energy costs and a long term programme of replacement of lighting columns and use of LED bulbs with a projected 60% saving in energy costs.

It is intended to report to Cabinet in quarter three of 2012-13 in order to identify savings from 2013-14 onwards.

7. Business Efficiencies to progress immediately

- 7.1 Annex C contains a number of ongoing business efficiencies (C1 –C4) to be noted and change proposals (C5 – C8) which are recommended for immediate approval. Having due regard for the information contained in Annex C Cabinet is asked to note the business efficiencies and consider the change proposals and recommend to Council that Officers are mandated to commence consultation and implementation processes with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications if appropriate to achieve change. The working estimate for these proposals total £4.1m.

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Equality Impact Assessment documents for each of the options contained in the Annex C are provided in Annex D. Cabinet is asked to show due regard to the impact assessments at Annex D.

8. 2012/13 Budget Options for consultation

8.1 Over the last six months all areas of the Council budget have been reviewed to identify the potential for making savings and the consequential implications and risks. The Leader of the Council has sought the views of other political groups and has considered comments received in proposing an initial package of potential budget options detailed at Annex E on which to commence consultation and engagement activity. The timescales for the consultation and engagement will vary depending on the option and whether it is internal or external consultation. This approval to commence consultation and engagement will enable the Council to make informed decisions in respect of the 2012/13 Budget at subsequent Council meetings.

8.2 There is a need to ensure that what is referred to as 'The Gunning Principles', are observed. These principles arose from the Court case back in 1985 (R v Brent LBC, ex p Gunning (1985) 84 LGR 168), where standards of proper consultation were applied by the Courts in advising clients in administrative law cases on the important issues arising out of the need for due consultation. The principles have been referenced in many Court cases since.

The 'Gunning Principles':-

1. Consultation must be at a time when proposals are still at a formative stage
2. Sufficient reasons for proposals to permit 'intelligent consideration'
3. Adequate time must be given for consideration and response
4. The product of consultation must be conscientiously taken into account in finalising any proposals.

8.3 The principles are codified in the HM Government 2008 Code of Practice, whilst not a legal requirement, local authorities are asked to adopt.

8.4 The outcome of this consultation and engagement activity will help inform future Cabinet decisions and subsequent recommendations to Council. Having due regard for the information contained in Annex E Cabinet is asked to mandate officers to commence consultation and engagement processes with partners, key stakeholders, employees and Trade Unions.

8.5 Further reports will be submitted to Cabinet in November on the progress of the internal consultation and engagement options identified in Annex E, in order to determine the next steps, taking account of the views and information presented during the consultation.

8.6 It is anticipated that the outcomes of the external consultations and engagement activity identified in Annex E will be reported to Cabinet in February 2012 in order inform the formal budget setting process.

8.7 As mentioned earlier in the report Officers are continuing to further explore all areas of the budget with a view to identifying further options for consultation. Should further options for consultation be identified these may be brought forward at a later date, following discussions with political groups. Implementation of

these options would need to take into account appropriate consultation requirements and the possible financial impacts of part year delivery.

9. Summary of options

9.1 The table below summarises the budget proposals and options contained in the report. It can be seen that these exceed the forecast budget gap. This will help to ensure that real choices can be made in the final decision process.

	2012/13	2013/14	2014/15
	£m	£m	£m
Forecast saving requirement	20.05	7.65	10.82
Less			
Assumed Council Tax Freeze Grant *	-2.95	+2.95	0.00
Proposed Changes to MTFP Assumptions	-1.63	0.00	0.00
Recommended for immediate approval (Annex C)*	-4.12	-0.39	+0.80
Budget Planning Assumptions (Annex E)*	-16.02	-0.82	0.00
Forecast Excess (-)/ Residual Net Saving Requirement*	-4.67	9.39	11.62

* Members are asked to note that all figures in this report are working assumptions of options to be considered and figures should not be seen as predetermining any decisions. Many of these options will be subject to consultation and engagement, and any figures indicated are being used to facilitate outline budgetary forecasting only.

10. Consultation and Engagement

10.1 The principle of further reductions in Government support to Local Authorities has been clearly identified nationally and the Council needs to clearly set out the resultant potential savings options and their implications to the public so that meaningful consultation can be undertaken, in order to inform decision making during this three year programme.

10.2 Subject to decisions on this report formal consultation will commence mid to late October, following the determination by the Cabinet of those options to be progressed and on which options formal consultation and engagement activity will commence. Media briefings and Media Releases will be take place be issued around the time of the Cabinet meeting, and shortly after to sign-post any interested parties to the full range of options. The Transforming webpages on the Council's website will be used to set the options into context and also provide feedback on the responses received in the YouChoose tool. Members will recall that the YouChoose tool encouraged the community to have a go at setting their own budget, including savings and their suggestions on how we can save money.

10.3 In terms of the feedback we received in YouChoose, there are many suggestions which have already been implemented in setting the current year's budget, and feedback on this will be provided in the Transforming webpages. In terms of other feedback/suggestions, this has been used to inform the development of the options.

10.4 The Transforming webpages will also provide a link to an e-consultation tool, which the Council and its partners use, where further details on some of the options will be provided. The tool will provide details on the consultation and engagement activity being undertaken on which options and signpost people to

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how they can be involved or provide feedback. Individual stakeholder/service user engagement on a number of the options is absolutely essential. For each option where there is a direct impact on service users, a consultation and engagement plan is under development. These plans will be considered by the Public Consultation and Engagement Standards Panel to ensure that the audiences and methodology of engagement and consultation activity is appropriate and proportionate bearing in mind the risks associated with the option. These plans will need to be signed off by the Standards Panel on 14th October, prior to the launch of the formal consultation process following determination by Cabinet of which options will progress and which will proceed to the consultation and engagement stage.

- 10.5 It is also proposed that the Council will seek to recruit an e-panel of service users/members of the general public the community drawn from across the borough, members of the panel will be kept informed and consulted on options they are progressed. The e-consultation tool will enable people to sign up to the e-panel. The aim would be to recruit a wide range of people and anyone signing up will be asked to provide some basic information to ensure that the panel is representative of the diverse Sefton community. Recruitment to the panel will commence immediately after the Cabinet meeting.
- 10.6 It is further proposed that Focus Groups take place during the consultation period to seek to engage people on the breadth of options which are under consideration. Further information on the Focus Groups will be reported to a meeting of the Cabinet.
- 10.7 If employee savings involve contractual changes and/or redundancy, in some cases up to three months notice may be need to be given to employees. Any employee dismissed with more than 12 months service will attract the protection of unfair dismissal provisions under the Employment Rights Act 1996. Regardless of an employee's length of service, claims for discrimination can potentially be made on a number of grounds.
- 10.8 Before any notice is given to an employee, it is necessary for the Local Authority to comply with its duty to consult. This involves meaningful consultation taking place in respect of proposals with Trade Unions and as necessary employees. This should include a compliance with the Trade Union Labour Relations (Consolidation) Act 1992 where meaningful consultation should include consultation on, amongst other matters:
 - (a) the proposals
 - (b) avoiding the dismissals
 - (c) reducing the number of employees dismissed
 - (d) mitigating the consequences of the dismissal.
- 10.9 All of the above must be undertaken with a view to reaching agreement with Trade Union representatives.
- 10.10 Under the Trade Union Labour Relations (Consolidation) Act 1992, a notice must be provided at an appropriate time to the recognised Trade Unions outlining:
 - (a) the reasons for proposals
 - (b) the numbers and descriptions of employees the Authority proposes to dismiss as redundant

- (c) the total number of employees of that description employed at each site or establishment
- (d) the proposed method of selecting employees who may be dismissed
- (e) the proposed method of carrying out the dismissals including the period over which the dismissals are to take effect
- (f) the proposed method of calculating the amount of redundancy payments to be made (other than statutory redundancy pay) to employees who may be dismissed.

10.11 In addition to the collective situation, individual consultation must take place as necessary to inform employees that they are at risk and to invite consultation and the consideration of alternatives. There is a general duty of maintaining contact and discussion with employees.

10.12 Given the potential numbers involved, 90 days before any dismissals take effect a letter under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992 must be provided to the recognised Trade Unions which covers the areas within that legislation. Also Form HR1 must be provided to the relevant Government Department in the same timescale.

10.13 Dependent upon how options have an effect and/or are formulated, matters will then need to be put into place by officers and additionally when proposals are forthcoming; consideration needs to be given to the equality impact as necessary.

11. Equality Act 2010 duty and Impact Assessments

11.1 The outcomes of Judicial Reviews are starting to prescribe and steer the depth and clarity of Equality Impact Assessments and compliance with the general duty of the Equality Act 2010. Decisions by Local Authorities to change services, thresholds and levels of funding to commissioned providers to meet the needs of those with protected characteristics have been quashed if the Local Authority has not complied with its duties under the Equality Act 2010.

11.2 As the Council put actions into place to balance the budget for 2012/13 and future years, there is a need to be clear and precise about our processes, and impact assess potential change proposals, identifying any risks and mitigating these as far as possible. The impact assessments, including any feedback from consultation or engagement, will be made available to Members when final recommendations are presented for a decision. This will ensure that Members make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented in compliance with the Equality Act 2010.

12. Risk Management

12.1 As part of budget setting process the Council will regularly review strategic and operational risks and put in place measures to manage those risks. The steps outlined in this report will significantly mitigate the main legal and financial risks to the Council's financial management, that is, the Council must set a balanced budget and a legal Council Tax for 2012/2013.

12.2 All options and proposals have been risk assessed by the relevant senior officers with mitigating actions identified where possible.

12.3 The key risks the Council faces as part of this process include

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As the decision making process in relation to budget issues. In addition the process to identify savings options may result in the indicative figures contained in this report being amended. Given the scale of savings required, it is imperative that Council continues to take further steps to reduce its spending.

- 12.5 Creating the capacity to develop and implement the required change continues to carry a significant risk. The Strategic Leadership Team (SLT) will continue to monitor progress and agree priorities.
- 12.6 Changes in statute and policy can have a direct impact on the Council. SLT will continue to plan for known changes with the Corporate Commissioning Team providing regular policy updates. These updates will be made available to Elected Members and Officers on a regular basis.
- 12.7 As referred to above local authority decisions can be challenged by way of a judicial review application to the High Court and if successful the decision may be quashed. The general grounds for judicial review are
- illegality (a failure to understand the law which regulated the decision making power)
 - irrationality (no reasonable local authority could arrive at the decision) or
 - procedural impropriety (which covers a failure to observe procedural rules expressly laid down in the legislative instrument by which its jurisdiction is conferred and can also include a failure to observe basic rules of natural justice or a failure to act with procedural fairness towards the person who will be affected by the decision).

The Council's decision not to pay an inflationary increase to the providers of residential care in the year 2011/12 is currently the subject of a judicial review application and the judgment is expected in October 2011.

- 12.8 Communication must be considered at all stages of this process. It will be essential to communicate proposals through the media in a clear and transparent way. We must ensure that the public are aware of the proposals, the potential impact of them, and how they may engage in the consultation process. Corporate Communications will, again, lead on this aspect of work with regular press briefings, press releases and timely responses to media enquiries. The Communications team will also continue to lead on the publication of the Transforming Sefton webpages, which will link to e-consult, as well as producing the Informing Sefton News-Letters and co-ordinating the staff messages from the Chief Executive. This activity will work alongside the Consultation and Engagement Plan with regard to budget reduction.
- 12.9 The Transformation Team will continue to monitor risks and issues, escalating significant risks and issues to SLT and Cabinet as appropriate.
- 12.10 Cabinet is asked to note the risks outlined above.

13. Conclusion

7. The Council continues to face significant reduction in Government resources coupled with increased demographic pressures and inflationary increases. A forecast budget gap of £20.5m is forecast for 2012/13 with a further £18m in the following two years. The Council must achieve a balanced budget by March 2012 while ensuring that relative priority of services is recognised and taken into account.

- 13.2 By identifying significantly more options than are required to balance the budget, the Council can undertake a genuine consultation in order to inform its final decision.
- 13.3 Over the coming months a variety of consultation approaches will be used, with regular reporting back. Recommendations for changes will be made once the consultation on specific options is considered to be finalised.
- 13.4 All of the options identified have implications and risks and these are articulated in appended proposals and options.
- 13.5 The Council will continue to have to make difficult decisions around service cessation and reduction and identify opportunities for real innovation in service delivery that may mitigate some of the implications.

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Known shortfalls or significant risks that savings will not be achieved

Ref.	Description	Owner	Value 2011/12	Progress	Comment
CE19(b)	Cease membership of North West Employers	Graham Bayliss	£28,000	Red	12 month notice period to be observed, saving will be delivered in 2012/13
Tier 1	Leisure Centres	Steve Deakin	£95,000	Red	£95,000 shortfall identified Full Saving will be achieved in 2012/13.
Tier 2	Arts & Cultural Services	Steve Deakin	£40,000	Red	£40,000 shortfall identified. Full Saving will be achieved in 2012/13.
Tier 2	Coast & Countryside	Rajan Paul	£10,000	Red	£10,000 shortfall identified Full Saving will be achieved in 2012/13.
Tier 2	Tourism	Tony Corfield	£27,000	Red	£27,000 shortfall identified. Full saving will be achieved in 2012/13
CM61	Charge for replacement Grey/Green Wheelie Bins	Jim Black	£10,000	Red	Charging for delivery of replacement w/bins has now been agreed and will commence by July 2011 however the full income target will not be achieved in 2011/12. Income will be monitored and reported as collected.
CS M4(a)	Cease 14-19 Partnership	Peter Morgan	£203,431	Red	Consultation and notice periods observed and this will impact on the saving that can be achieved in 2011/12. Full Saving will be achieved in 2012/13.
SCL12(b)	Tourism – Reduce opening hours and staffing levels in Tourist Information Centre (balance of £30,000)	Tony Corfield	£21,000	Red	Delayed owing to negotiations with MerseyTravel. Full Saving will be £18,000 additional savings being sought.
SCL12(c)	Tourism – Relocate Tourism offices to Southport Town Hall (balance of £20,000)	Tony Corfield	£8,000	Red	Move delayed until 15 August. Full Saving will be achieved in 2012/13.
4	Commissioned Services	Robina Critchley	£1,000,000	Red	Delay in negotiating liabilities and Terms & Conditions has resulted in only a part year saving being achieved. Full Saving will be achieved in 2012/13.
3	Income Increase (Disability Related Expenditure: increase % of people's disposable income from 65% to 80%)	Robina Critchley	£52,000	Red	Shortfall identified to Cabinet 3 rd March 2011 £52k
	Total		£1,494,431		

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Timetable Strategic Leadership Team (SLT)

22 September	Cabinet Review Day	<ul style="list-style-type: none"> Agree final options, Consultation engagement plan (detailed), Agree next steps and approval process
13 th October	Cabinet	<ul style="list-style-type: none"> Approve options for immediate progression or consultation and engagement
14 th October	Public Engagement and Consultation Standards Panel Launch of Consultation/Engagement	<ul style="list-style-type: none"> Panel to sign off Consultation Plans for all options which have a high or medium impact on the service users/stakeholders Formal Launch of Public Consultation and Engagement – activity, including website go live date with link to e-consult Formal recruitment of e-panel to commence
27 th October	Council	<ul style="list-style-type: none"> Approve options for immediate progression contained in the report to Cabinet 13th October
10 th November	Cabinet	<ul style="list-style-type: none"> Feedback on internal consultation and report on Focus Groups Identify any further option for consultation Recommend any budget savings for implementation where consultation is complete
24 th November	Council	<ul style="list-style-type: none"> Recommended that Council meeting is brought forward from 22nd December Consider Cabinet recommendations on internal consultation and report on Focus Groups
8 th December	Cabinet	<ul style="list-style-type: none"> Feedback on any consultations which have been completed Update on Government Grant if available
22 nd December	Council	<ul style="list-style-type: none"> Recommended that this meeting be brought forward to 24th November 2011
5 th January	Cabinet	<ul style="list-style-type: none"> Recommended that this meeting is rescheduled to 19th January 2012
19 th January	Cabinet	<ul style="list-style-type: none"> Recommended that Cabinet 5th January is rescheduled to 19th January 2012
2 nd February	Cabinet	<ul style="list-style-type: none"> Feedback on consultation and engagement activity
16 th February	Cabinet	<ul style="list-style-type: none"> Recommended additional meeting
16 th February	Council	<ul style="list-style-type: none"> Briefing to Council on outcome of consultation and engagement activity on options
21 st February	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> Recommended additional meeting
1 st March	Cabinet	<ul style="list-style-type: none"> No budget activity scheduled
1 st March	Budget Council	<ul style="list-style-type: none"> Approval of Budget and Council Tax

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This Annex contains a number of ongoing business efficiencies (C1 –C4) to be noted and change proposals (C5 – C8) which are recommended for immediate approval. Having due regard for the information contained in Annex C Cabinet is asked to note the business efficiencies and consider the change proposals and recommend to Council that Officers are mandated to commence consultation and implementation processes with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications if appropriate to achieve change.

Members are asked to note that all figures in the tables below are working assumptions of proposals to be considered and figures should not be seen as predetermining any decisions.

C1 Children & Families Business Efficiencies

Ref	Service Area	Efficiency	Assumed Reduction	Council Staffing Implications
C1.1	Children with Disabilities Team	To make minor changes to packages on review through efficiencies	To be confirmed	0
C1.2	Social Care Commissioned Services	There has been a review of voluntary sector services with various organisations and a saving of £80k has been achieved.	£80,000	0
C1.3	Safeguarding Children	A reduction of the contribution to the work of the LSCB	£28,000	0
C 1.4	Early Childhood Commissioned Services	Withdrawing Sefton's contribution to the breastfeeding peer support project provided in partnership with PCT and VCF.	£82,000	0

C2 Older People Business Efficiencies

Ref	Service Area	Efficiency	Assumed Reduction	Council Staffing Implications
C 2.1	Commissioned Services – Voluntary, Faith Sectors and Support to Carers	Review of current arrangements	£129,950	0

C3 Leisure & Culture Business Efficiencies

Ref	Service Area	Efficiency	Assumed Reduction	Council Staffing Implications
C3.1	Sports & Recreation	Increase the income target for the new Netherton Activity Centre	- £50,000 (income)	0

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C4 Street Scene Business Efficiencies

Ref	Service Area	Efficiency	Assumed Reduction	Council Staffing Implications
C4.1	Vehicle Maintenance – Operation of Stores and Parts Procurement	It is proposed to outsource the procurement of all parts and lubricants to a third party supplier, and in addition allow the third party supplier to operate the stores function for the Council.	£125,000	0
C4.2	Sefton Security	Increase income targets for Sefton Security	- £100,000 (income)	0
C4.3	Refuse Collection – Fleet Changes	To identify a variety of options for replacing the current vehicle fleet with a fleet of mixed size vehicles.	To be confirmed	0
C4.4	Careline		- £100,000 (income) £5,000 (rent)	

C5 Children & Families Change Proposals

Ref	Service Area	Change Proposal	Estimated Reduction	Council Staffing Implications
C 5.1	Children in Care	To reduce care packages costs by 3.3% by 2012 increasing to 6.6% in 2013/14 by more effective commissioning, the Turning the Taps approach and by reducing the number of young people subject to care packages.	£396,000 (2012/13) £792,000 (2013/14) £1,188,000 (2014/15)	0
C 5.2	Legal Fees	To reduce our legal costs by instructing Counsel Chambers (barristers) less frequently and requiring our Legal Department to represent the Council in proceedings in front of Magistrates.	£21,000	0
C5.3	Graduated Leader Programme	This training programme has ceased 31 st July 2011	£114,000	0
C5.4	Primary / Secondary	Cease vacant Secondary Strategy Consultant post	£50,000	Vacancy
C5.5	School Improvement Partners	Cease external SIP provision	£26,000	0
C5.6	Targeted Adolescent Mental Health in schools Grant	Cease funding for this programme	£67,000	0
C5.7	Connexions	To redefine the service provided in terms of information, advice and guidance to young people in context of required legislation	£700,000	0

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C6 Leisure & Culture Change Proposals

Ref	Service Area	Change Proposal	Estimated Reduction	Council Staffing Implications
C6.1	Sports & Recreation	Termination of lease agreement with Southport College	£14,000	0
C6.2	Sports & Recreation	Reduce the repair and maintenance budget for all Sports & Leisure centres	£25,000	0
C6.3	Library Services	Introduce a charge for the use of the public access computers in libraries	- £10,000 (income)	0

C7 Regulatory Change Proposals

Ref	Service Area	Change Proposal	Estimated Reduction	Council Staffing Implications
C7.1	Primary Pay Progression	Charge to Dedicated Schools Grant	£170,000	0
C7.2	Secondary Pay Progression	Charge to Dedicated Schools Grant	£170,000	0
C7.3	School Admission, Student Support and Choice Advice	Charge to Dedicated Schools Grant	£100,000	0
C7.4	Environmental Heath	Further rationalisation	£70,000	0

C8 Other Change Proposals

Ref	Service Area	Change Proposal	Estimated Reduction	Council Staffing Implications
C8.1	Non Controllable – Management of long term debt	Review of medium term forecast	£1,000,000	0
C8.2	Non Controllable Banking	Payment cards	£5,000	0
C8.3	Housing Benefit subsidy	The Council gains additional government incentives relating to Housing Benefit by being proactive in the reduction in housing benefit errors and fraudulent claims. The Council and arvato now achieve the targets set to gain the government incentive payments	£200,000	0
C8.4	Non Controllable – Money Management	Improve management of cash held / short term investments	£100,000	0
C8.5	Finance	Discretionary Rates for Voluntary Aided Schools	£160,000	0

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Budget Plan Summary c

For budget planning purposes, the table includes estimates of the potential saving that could be achieved in 2012/13, where there is a working assumption (figures should not be seen as predetermining any decisions). In some cases, the saving figure is identified as zero, as the proposal details, and the resultant financial implications have not been determined with any certainty.

		2012/13 Budget £m	2013/14 Budget £m	2014/15 Budget £m
Business Efficiencies				
C1 Children and Families				
C1.1	To make minor changes to packages on review through efficiencies	0.000	0.000	0.000
C1.2	There has been a review of voluntary sector services with various organisations and a saving of £80k has been achieved.	-0.080	-0.080	-0.080
C1.3	A reduction of the contribution to the work of the LSCB	-0.028	-0.028	-0.028
C1.4	Withdrawing Sefton's contribution to the breastfeeding peer support project provided in partnership with PCT and VCF.	-0.082	-0.082	-0.082
		-0.190	-0.190	-0.190
C2 Older People				
C2.1	Review of current arrangements	-0.130	-0.130	-0.130
		-0.130	-0.130	-0.130
C3 Leisure and Culture				
C3.1	Increase the income target for the new Netherton Activity Centre	-0.050	-0.050	-0.050
		-0.050	-0.050	-0.050
C4 Street Scene				
C4.1	It is proposed to outsource the procurement of all parts and lubricants to a third party supplier, and in addition allow the third party supplier to operate the stores function for the Council.	-0.125	-0.125	-0.125
C4.2	Increase income targets for Sefton Security	-0.100	-0.100	-0.100
C4.3	To identify a variety of options for replacing the current vehicle fleet with a fleet of mixed size vehicles.	0.000	0.000	0.000
C4.4	Careline	-0.105	-0.105	-0.105
		-0.330	-0.330	-0.330
Total Business Efficiencies		-0.700	-0.700	-0.700

Change Proposals				
C5 Children and Families				
C5.1	To reduce care packages costs by 3.3% by 2012 increasing to 6.6% in 2013/14 by more effective commissioning, the Turning the Taps approach and by reducing the number of young people subject to care packages.	-0.396	-0.792	-1.188
C5.2	To reduce our legal costs by instructing Counsel Chambers (barristers) less frequently and requiring our Legal Department to represent the Council in proceedings in front of Magistrates.	-0.021	-0.021	-0.021
C5.3	This training programme has ceased 31 st July 2011	-0.114	-0.114	-0.114
C5.4	Cease vacant Secondary Strategy Consultant post	-0.050	-0.050	-0.050
C5.5	Cease external SIP provision	-0.026	-0.026	-0.026
C5.6	Cease funding for this programme	-0.067	-0.067	-0.067
C5.7	To redefine the service provided in terms of information, advice and guidance to young people in context of required legislation	-0.700	-0.700	-0.700
		-1.374	-1.770	-2.166
C6 Leisure and Culture				
C6.1	Termination of lease agreement with Southport College	-0.014	-0.014	-0.014
C6.2	Reduce the repair and maintenance budget for all Sports & Leisure centres	-0.025	-0.025	-0.025
C6.3	Introduce a charge for the use of the public access computers in libraries	-0.010	-0.010	-0.010
		-0.049	-0.049	-0.049
C7 Regulatory				
C7.1	Charge to Dedicated Schools Grant	-0.170	-0.170	-0.170
C7.2	Charge to Dedicated Schools Grant	-0.170	-0.170	-0.170
C7.3	Charge to Dedicated Schools Grant	-0.100	-0.100	-0.100
C7.4	Environmental Health	-0.070	-0.070	-0.070
		-0.510	-0.510	-0.510
C8 Other				
C8.1	Review of medium term forecast	-1.000	-1.000	0.000
C8.2	Payment cards	-0.005	-0.005	-0.005

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	The Council gains additional government incentives relating to Housing Benefit by being proactive in the reduction in housing benefit errors and fraudulent claims. The Council and arvato now achieve the targets set to gain the government incentive payments			
C8.3		-0.200	-0.200	0.000
C8.4	Improve management of cash held / short term investments	-0.100	-0.100	-0.100
C8.5	Discretionary Rates for Voluntary Aided Schools	-0.160	-0.160	-0.160
		-1.465	-1.465	-0.265
Total Change Proposals		-3.398	-3.794	2.990
		-4.118	-4.514	-3.710

C1 Children and Families

Reference C1.1

<p>Service Description: Children with Disabilities Team Categorisation: Critical Social work team to assess, support and safeguard 200 -250 of the most severe and complex disabled children, with currently 20 who are also Looked After Children (LAC). Assessment results in care packages / direct payments which are regularly reviewed and monitored by the team. The Children with Disabilities Team has an establishment of 6 Full Time Equivalent (FTE). Social Workers although there are 11 hours vacant which comprises 0.3 (FTE). The team is managed by 1 Team Manager and 2x 0.5 FTE Assistant Team Managers. There are currently 254 Children with Disabilities allocated to Social Workers in the team with caseloads averaging over 40 for full time and over 20 for part time Social Workers. The Assistant Team Managers carry a caseload of 21 and the Team Manager temporarily holds 24 cases due to staffing pressures.</p>	
<p>It is proposed to commence consultation on/implement the following change – To make minor changes to packages on review through efficiencies. The key to this proposal is through more effective joint commissioning of services and hence no direct impact is likely for individual service users.</p>	
<p>Rationale for service change proposal – Efficiencies in service delivery.</p>	
<p>The following activity will change, stop or significantly reduce – This service will reduce marginally the cost of services provided by efficiencies.</p>	
<p>Impact of Service Change – Service Users – A reviewed level of service/assessment process as part of normal procedures. Partners – To work with Health colleagues as appropriate to achieve health efficiencies. Council -</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> x Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline As part of day to day business as usual review of care plans</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered –1989 Children Act requires for any disabled child to have an assessment and where there is an assessed need, for services to be provided.</p>	
<p>Risks & Mitigating Actions– Any potential legal challenge will be mitigated by services continuing to ensure a fair and equitable review assessment and signposting to other services.</p>	
<p>Cost of Service: £1.137m</p> <p>Staffing: 6 full time equivalent social workers; one manager and one full time equivalent assistant manager</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Not known</p> <p>Saving 2012/13: Not known</p> <p>Will the saving be full or part year? Full</p> <p>Saving 2013/14: £Not known</p> <p>Investment Required: None</p> <p>Staff at Risk: Nil</p>

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Service Description: Social Care Commissioned Services Categorisation: Critical Service Level agreements with a number of voluntary, community and faith sector (VCF) organisations.	
It is proposed to commence consultation on/implement the following change – This has been delivered as a saving. There has been a review of voluntary sector services with various organisations and a saving of £80k has been achieved.	
Rationale for service change proposal – To review commissioned services for effectiveness and best value for money.	
The following activity will change, stop or significantly reduce – Service Level Agreement has ceased with a number of voluntary, community and faith sector organisations.	
Impact of Service Change – Service Users – None – other council and VCF organisations provide support. Partners – Council – Part of VCF review.	
Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>	
Proposed Timeline <i>Complete</i>	
Equality Impact Assessment – n/a service level agreements have ceased	
Legislation Considered - N/A	
Risks & Mitigating Actions – None identified.	
Cost of Service: £589,000 Staffing: Other Resources:	Proposed Cost 2012/13: £509,000 Saving 2012/13: £80,000 Will the saving be full or part year? – Full Saving 2013/14: £ Investment Required: None Staff at Risk: Nil

Reference C 1.3

<p>Service Description: Safeguarding Children Categorisation: Critical This represents the Council's contribution to the Local Safeguarding Children Board (LSCB) and Child Death Review Panel. There continues to be a statutory requirement to have an independent LSCB. Sefton's recent Safeguarding and Looked After Children Inspection was graded as only adequate in this area.</p>	
<p>It is proposed to commence consultation on/implement the following change – It is intended to reduce, by 20%, the £140,000 contribution to the work of the LSCB.</p>	
<p>Rationale for service change proposal – The LSCB continues to be an important element of safeguarding in Sefton through its challenge and support; however, a reduction of 20% will not significantly impact on its work.</p>	
<p>The following activity will change, stop or significantly reduce – To be determined by LSCB.</p>	
<p>Impact of Service Change – Service Users – No direct impact. Partners – None. Council – None.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered – Children's Act 2004</p>	
<p>Risks & Mitigating Actions – Possible inadequate rating for future inspections. The LSCB will be closely scrutinised as part of the new inspection framework – Mitigated by the formal People Directorate Improvement Board to take forward continuous improvement planning and resolving issues for services.</p>	
<p>Cost of Service: £140,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £112,000</p> <p>Saving 2012/13: £28,000</p> <p>Will the saving be full or part year? – Full</p> <p>Saving 2013/14: £ Investment Required: None</p> <p>Staff at Risk: Nil</p>

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<p>Service Description: Early Childhood Commissioned Services Categorisation: Tier 1</p> <ul style="list-style-type: none"> To ensure community, outreach and individualised services are available to those most at risk Children, Schools and Families would retain commissioned services with the Voluntary Sector to ensure pockets of deprived areas across the borough are also served and the quality of family support is not reduced. Inspection reports have praised this model and the impact it has on isolated, vulnerable children and their families. Voluntary, Community and Faith sector (VCF) and partner organisations that are currently providing outreach work as part of the Children Centre core offer. £122k of this funding provides central staff who support and challenge children's centres; monitor data and Ofsted outcomes. A further post provides the Family Information Service. 	
<p>It is proposed to commence consultation on/implement the following change – A 10% reduction could be secured by withdrawing Sefton's contribution to the breastfeeding peer support project provided in partnership with NHS Sefton and VCF.</p>	
<p>Rationale for service change proposal – Budget reductions.</p>	
<p>The following activity will change, stop or significantly reduce – Breastfeeding Peer Support programme will be reduced.</p>	
<p>Impact of Service Change – Service Users – Reduced support for mother's breastfeeding. Partners – Reduction in funding to support Breastfeeding with NHS Sefton. Council – Breastfeeding target may not be achieved.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: March 2012</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered – Statutory duty to secure early childhood services to meet the needs of 14,000 children aged 0-5 (Sure Start Children's Centres Statutory Guidance and the Apprenticeship, Skills, Children & Learning Act 2009).</p>	
<p>Risks & Mitigating Actions – In considering proposals to close a children's centre or outreach services the legislation requires public consultation, if there are significant changes.</p> <p>This service is commissioned in partnership with NHS Sefton under the National Institute for Health and Clinical Excellence (NICE) guidelines.</p> <p>The disinvestment may jeopardise the service within Sefton and may have a knock on effect to our health partners across Merseyside.</p> <p>Breastfeeding prevalence remains below target; the latest data (quarter one – gives an actual of 28.3% against a target of 30.6%) This is a long term initiative and will also jeopardise out target to achieve the UNICEF baby friendly award – the service may be reduced and will continue to be delivered by our partners.</p>	
<p>Cost of Service: £882,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £800,000</p> <p>Saving 2012/13: £82,000 Will the saving be full or part year? Full Saving 2013/14: £0 Investment Required: None Staff at Risk: Nil</p>

Reference C 2.1

<p>Service Description: Commissioned Services – Voluntary, Faith Sectors and Support to Carers Categorisation: Critical Low level preventive services are commissioned via a number of voluntary and third sector organisations. This expenditure is to enable people to access information streams on various matters, thus allowing them to continue living at home, within their own communities and potentially postponing the time that they need to access higher levels of more personalised care services via the local authority. The Voluntary Community and Faith sector (VCF) prioritisation is running in conjunction with this prioritisation process so it dovetails together, the activities associated with this budget are being considered by the VCF project.</p>	
<p>It is proposed to commence consultation on/implement the following change – Reduction in a selection of low-level preventative services where there is potentially some duplication. As part of the routine commissioning cycle and through this process services are being re-commissioned or decommissioned to produce efficiencies.</p>	
<p>Rationale for service change proposal – Realise efficiency savings.</p>	
<p>The following activity will change, stop or significantly reduce – Reduction in a selection of low level preventative services across the borough.</p>	
<p>Impact of Service Change – Service Users – Reduced number of services provided by the Voluntary sector Partners – May impact on other services provided by the Voluntary Sector Council – Low level services that may prevent people entering social care services will reduce with a potential impact to the Council.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline:</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered – National assistance Act 1948; Chronically Sick and Disabled Persons Act 1972.</p>	
<p>Risks & Mitigating Actions – Potential substantial impact on Council provided care management services. Proposed for funding cessation/reduction are not specialist services, in that, similar services are provided by the Voluntary Sector across the borough.</p>	
<p>Cost of Service: £129,950</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £0</p> <p>Saving 2012/13: £129,950 Will the saving be full or part year? Saving 2013/14: £ Investment Required: None Staff at Risk: Nil</p>

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C3 Leisure and Culture

Reference C3.1

<p>Service Description: Netherton Activity Centre Categorisation: Tier 1 Increase the income target for the new Netherton Activity Centre by £50,000. The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a. It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.</p>	
<p>It is proposed to commence consultation on/implement the following change – Increase the income target for the new Netherton Activity Centre by £50,000.</p>	
<p>Rationale for service change proposal – The new centre will have a range of new services which have the potential to increase income. It is realistic to expect the new facility, which as several new services (e.g. special needs sensory centre, floodlit outdoor pitches) to raise income over and above their respective operational costs.</p>	
<p>The following activity will change, stop or significantly reduce – N/A</p>	
<p>Impact of Service Change – Service Users – None. Partners – None. Council – None.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership Proposed Timeline</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered – Local Government (Miscellaneous Provisions) Act 1976.</p>	
<p>Risks & Mitigating Actions– None anticipated at this time.</p>	
<p>Cost of operating NAC estimated in 2011/12 is: £239,000</p> <p>Staffing: N/A</p> <p>Other Resources: N/A</p>	<p>Proposed Cost 2012/13: £189,000 Saving 2012/13: £50,000 Increased Income Will the saving be full or part year? Full Saving 2013/14: £ Investment Required: None</p> <p>Staff at Risk: Nil</p>

<p>Service Description: Vehicle Maintenance – Operation of Stores and Parts Procurement</p> <p>Categorisation: Traded Service</p> <p>The Vehicle Maintenance Section currently procures, manages and maintains a vehicle fleet of some 320 vehicles. Whilst there will be some reduction in vehicle use by Council Departments over the next two years, there will still exist a requirement to ensure that the remaining vehicles are maintained in accordance with manufacturer’s schedules.</p> <p>The Section currently spends £650,000 per year on procuring parts, lubricants and oils for the vehicle fleet.</p> <p>Whilst the Council benefits from certain collaborative pricing structures for the purchase of parts and lubricants, there are a number of major national and international fleet management service organisations that are able to procure parts at significantly lower prices, and in a lot of cases, direct from the international manufacturers in their own country.</p> <p>It is proposed that a saving of £100,000 per year would initially be generated through adopting an alternative method of parts and lubricant procurement and stores operation.</p>
<p>It is proposed to commence consultation on/implement the following change – It is proposed to outsource the procurement of all parts and lubricants to a third party supplier, and in addition allow the third party supplier to operate the stores function for the Council.</p>
<p>Rationale for service change proposal – Market testing exercises across a number of Councils and service providers has shown that a typical ‘parts basket’ can be procured some 15% cheaper than that available via current procurement routes.</p> <p>The stores would be operated by the partner organisation and parts would be sourced and delivered as required. This would substantially reduce both the area needed to store parts, and the amount of parts in stock at any time. It would also reduce the amount of stock needing to be ‘written off’ due to changes in the technical specification of vehicles over time.</p>
<p>The following activity will change, stop or significantly reduce – Orders will no longer be placed on a daily basis to suppliers. A weekly order to, and invoice from, the partner supplier will enable all vehicles to be serviced and repaired accordingly.</p>
<p>Impact of Service Change –</p> <p>Service Users – There will be fewer vehicle delays due to waiting for parts.</p> <p>Partners – There will be fewer vehicle delays due to waiting for parts.</p> <p>Council – The liability arising from parts procurement will be reduced. Investment in new technology will be made by the partner supplier who will also manage the risks associated with operating stores.</p>
<p>Communications, Consultations & Engagement –</p> <p>Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline Implement in April 2012 following an appropriate tender exercise.</p>
<p>Equality Impact Assessment – N/A</p>
<p>Legislation Considered The tender exercise will be undertaken via the Corporate Purchasing Unit and using the relevant OJEU legislation and processes.</p>
<p>Risks & Mitigating Actions– The only risk associated with the proposal is that the cost of vehicle parts and lubricants rises significantly in the international market, with these rises being passed on to the Council. However, any such rises would affect the Vehicle Maintenance Service whether or not the procurement element were outsourced. In mitigation, this has proved to be quite a steady market in recent years as there is a great deal of competition for vehicle purchase and replacement parts.</p>

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<p>Cost of Parts and Lubricant Procurement: £650,000</p> <p>Staffing: One member of staff</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £525,000 Saving 2012/13: £125,000 Will the saving be full or part year? Full year If part year identify actual saving for 2012/13 £ Saving 2013/14 – Ongoing Investment Required Investment in upgraded IT systems will be expected from the potential supplier partner.</p> <p>Staff at Risk: None. Bumping arrangements will allow existing store personnel to be accommodated elsewhere.</p>
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Reference C4.3

Service Description: Refuse Collection – Fleet Changes

Categorisation: Frontline

The refuse Collection Service currently operates at the minimum level of fleet needed to collect and dispose of waste from 130,000 properties per week through a combination of grey waste bins, green waste bins, and plastic sacks. The recent introduction of zoning has generated an additional saving through the reduction of the fleet to 16 vehicles.

The current fleet is due for renewal during 2012/13 and there is therefore an opportunity to review the size of vehicles used for collection purposes. Work is currently being undertaken to assess the viability of using a number of larger vehicles capable of collecting and holding larger volumes of refuse. This may lead to a reduction in the size of the vehicle fleet required to service the needs of every household and premise across the borough.

If it proves possible to use larger vehicles in some areas of the borough there will be an additional saving generated by a commensurate reduction in the size of the vehicle fleet.

However, such a saving will only be achieved if the purchase and operating costs of any new larger vehicle is less than the total cost of a smaller vehicle.

Its is proposed to commence consultation on/implement the following change –

To identify a variety of options for replacing the current vehicle fleet with a fleet of mixed size vehicles.

Rationale for service change proposal – Sefton's Refuse Collection Service is currently the cheapest on Merseyside based on cost per household.

National Benchmarking Data currently being collated.

The Service collects some 70,000 tonnes of residual waste per year from 125,000 properties:

- 105,000 properties are on AWC collections collected by 16 crews. A total of 5,460,000 bins emptied last year.

- 17,000 (mainly terraced properties) have a weekly sack collection, collected by 2 crews. Total of 2,040,000 sacks collected last year.

- 1,500 properties are classed as 'Hard to Reach' (difficult access, farms, canal cottages, rural properties, etc) collected by 2 crews.

- 1,200 properties are classed as 'Commercial' (Trade High Rise / Low Rise / Apartments / Sheltered Accommodation) collected by 3 crews.

- Each AWC crew collects on average some 1,650 bins each day with a driver and 2 loaders at a rate of one bin every 15 seconds.

- Each wagon holds some 10 tonnes of residual or green waste and 70,000 tonnes of residual waste is collected each year.

If larger vehicles were available to collect more refuse before having to go to the tip it would reduce the number of 'tip runs' and possibly allow for a reduction in the size of the vehicle fleet.

The following activity will change, stop or significantly reduce – There will be no change in the service provided by using larger vehicles. The only change would be the potential use of a smaller number of vehicles.

Impact of Service Change –

Service Users – No Change

Partners – No Change

Council – The Council would potentially utilise a smaller number of vehicles to collect refuse from properties and premises across the Borough.

Communications, Consultations & Engagement –

Type (please specify) Infor Con En Partn p

<p>Proposed Timeline The fleet is due for renewal in June 2012. Savings will be realized throughout the year as new vehicles arrive. It is usually not possible to replace so many vehicles at one time due to production schedules from the manufacturers.</p>	
<p>Equality Impact Assessment –Not Applicable</p>	
<p>Risks & Mitigating Actions – The vehicle fleet will need to be replaced according to schedule as there would potentially be an increase in maintenance and operating costs by continuing to use an ageing fleet</p>	
<p>Cost of Refuse Collection vehicle Fleet:</p> <p>Staffing: N/A</p> <p>Other Resources: None</p>	<p>Proposed Cost 2012/13: Not known at this stage</p> <p>Saving 2012/13: Not known at this stage but could potentially be £??? Rising to a full year saving of £???</p> <p>Will the saving be full or part year? Part</p> <p>If part year identify actual saving for 2012/13</p> <p>Staff at Risk: N/A</p>

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Change Proposals

C5 Children and Families

Reference C5.1

Service Description: Children in Care

Categorisation: Critical

Children in Care includes all services for Looked After Children (including expenditure on Agency placements and foster care). Fostering Agencies are a regulated service under the Care Standards Act 2000 and the Fostering Regulations 2002. Fostering Agencies are Inspected by OFSTED against 32 National Minimum Standard. Fostering Agencies are required to recruit, approve, train and support foster carers. Fostering Agencies are required to provide foster carers with expenses to care for the children they look after (this is not a wage). Fostering Agencies are required to standardise assessment processes (through contracts with various agencies such as British Association for Adoption and Fostering BAAF or Fostering Network) and to have in place independent Fostering panels.

Adoption Agencies are a regulated service under the Adoption and Children Act 2002 and the Adoption Regulations 2004; they are inspected by OFSTED against 31 national Minimum Standards. Adoption Agencies are required to recruit, approve, train, and support prospective adopters and to support approved adopters. They are also required to link, match and place children for adoption. There are other functions that are a legal requirement that can be provided directly or commissioned. Commissioned services include arrangements with agencies for overseas adoptions. Adoption Agencies are required to provide adopters with Adoption Support Plans that will include financial allowances. Adoption Agencies are required to standardise assessment processes through contracts with various Agencies such as British Association for Adoption and Fostering BAAF, and have in place Independent Adoption Panels. The work of the Adoption Agency is also inspected against decision timescales.

Children's homes provide placement choice for those children who cannot cope with or who do not wish to live within, a substitute family and for older children for whom fostering is not deemed appropriate (for example the child presents with challenging behaviours that pose risks to others). Children's homes are a regulated service under the Care Standards Act 2000 and are inspected by OFSTED against 36 National Minimum Standards 2002. There are 4 children's homes within Sefton offering a total of 24 placements. One children's home, Kirwan House, closed in April 2011 (loss of 5 placements). The closure supported savings of £100,000 on running costs of the provision. There is one further children's home offering services to disabled children on a short-term basis.

Looked After Children's Social Work Teams – duties include: - Regular visits to the child – Promoting and monitoring the child's health education emotional and social wellbeing while in placement including contact with significant family members. – Planning for the child (going home to the family, being placed with foster carers long-term or adoption) – Reviewing those plans, Presenting plans to court, - Commissioning legal services for the child, - Working with the birth family, - Contributing to matching children with adopters, - Developing the adoption plan, Scope of the Service – there are currently 373 looked after children (as in September 2011) managed by three teams (including the Leaving Care Team) Leaving Care Service – provision must include: - The provision of an assessment and plan for young people in the care of Sefton MBC at 16 describing how they will be helped to make the transition from being in care to being independent – The provision of accommodation (commissioned from private sector/social landlords or specialist providers) – Assistance with the costs of education employment or training – The provision of a named person, the Personal Advisor, who must maintain contact with the young person and provide practical, emotional and financial advice and guidance Depending on a number of factors including when the young person leaves care (between 16 and 18), and their circumstances this support may carry on to their 21st or even 24th birthday. Currently the Leaving Care Team provides this service as well as forming part of the Looked After Children Service, working with those young people between 16 and 18 who are still in care.

<p>Scope of the Service – Currently there are 44 young people in care children (as in September 2011) and accommodated over 16 who are receiving a service from the Leaving Care Team. There are 127 former looked after children (as in September 2011) receiving a service from the Leaving Care Team. This includes all children with disability, agency and care packages. In 2011/12 anticipated inflationary increases have also been captured as well as full year effect of any in year placements from 2010/11.</p>	
<p>It is proposed to commence consultation on/implement the following change – To reduce care packages costs by 3.3% by 2012 increasing to 6.6% in 2013/14 by more effective commissioning, the Turning the Taps approach and by reducing the number of young people subject to care packages. (Turning the taps is a project developed in partnership with a Commissioning Support Programme. The project team includes social care operations; commissioning, contracts and finance that come together each week to review the current looked after children cohort. The group keep a strategic focus on turning down the entry into care and turning up the exit out of care, but always in the context of what is best for children and young people).</p>	
<p>Rationale for service change proposal – In order to reduce the costs of critical services by better commissioning but also by reducing children in our care through more effective early intervention and prevention measures.</p>	
<p>The following activity will change, stop or significantly reduce – Commissioning of placements will be subject to change through the Turning the Taps approach.</p>	
<p>Impact of Service Change – Service Users – Fewer looked after children, more children supported at home or in family / foster placement. Partners – Council -</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>As part of day to day business as usual review of care plans</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered – Care Standards Act 2000, Fostering Regulations 2002 and National Minimum Standards for Adoption and Fostering and Children Act 1989</p>	
<p>Risks & Mitigating Actions– Numbers of looked after children increases in an uncontrolled manner. Complaints from parents, police and other parties. Increased risk to young people in the community. Risk – This area is subject to a high level of inspection. Mitigated by the formal People Directorate Improvement Board. Mitigation is further focused youth provision on children and young people on the edge of care. Risks continue to be associated with the volatile nature of children in and out of care. Issues around the age profile of foster carers, allowances paid to foster carers and also competition in the market place. There is a Placement Plan which seeks to address these issues.</p>	
<p>Cost of Service: £17.774m</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £17.378m</p> <p>Saving 2012/13: £396,000</p> <p>Will the saving be full or part year? Full</p> <p>Saving 2013/14: £</p> <p>Investment Required: None</p> <p>Staff at Risk: Nil</p>

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<p>Service Description: Legal Fees Categorisation: Critical Duty to provide care arrangements: Local Authorities are required by legislation to provide accommodation for children who require it under section 20 of the Children Act 1989. Sec 31 Children Act 1989 – Legal requirement for the Local Authority to make applications to the court where a child is suffering or likely to suffer significant harm, to place the child with respect to whom the application is made in the care of a designated local authority. Emergency Protection Orders – Sec 44 Ch Act 1989 – duty to undertake emergency action (EPO). Police Protection Orders (S46 Ch Act 1989) – immediate protection of a child where there is insufficient time for the local authority to seek legal order. Regulation 38 – Fostering regulations 2002 – emergency and immediate placement of a child, by the local authority, with a relative /friend. Private law Proceedings – the court can at anytime direct the Local Authority to provide reports under sec 7 and sec 37, in respect of the welfare of the child. Failure to comply could result in contempt of court and/or the making of an order to the Local Authority in respect of children subject of private proceedings. Private Fostering - Where a local authority receive notification under regulation 3 they must, for the purposes of discharging their duty under section 67(1) of the Children Act (welfare of privately fostered children) ensure the safety and welfare of that child.</p>	
<p>It is proposed to commence consultation on/implement the following change – To reduce our legal costs by 10% representing an efficiency of £21,000 by instructing Counsel Chambers (barristers) less frequently and requiring our Legal Department to represent the Council in proceedings in front of Magistrates.</p>	
<p>Rationale for service change proposal – There is increased capacity in the Legal Department from 2009/10.</p>	
<p>The following activity will change, stop or significantly reduce – Reduced frequency of instruction to Counsel Chambers.</p>	
<p>Impact of Service Change – Service Users – None Partners – Barristers Chambers will receive less instructions Council – None</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Infor <input checked="" type="checkbox"/> Cd <input type="checkbox"/> E <input type="checkbox"/> e Par <input type="checkbox"/> hip Proposed Timeline (please specify) TBC</p>	
<p>Equality Impact Assessment – Not applicable</p>	
<p>Legislation Considered – Children Act 1989.</p>	
<p>Risks & Mitigating Actions– Increased demand of proceedings as challenge in other areas could increase fees in legal services as other areas are reviewed. Mitigated by a dedicated legal team.</p>	
<p>Cost of legal fees, etc: £210,000 Staffing: N/A Other Resources:</p>	<p>Proposed Cost 2012/13: £189,000 Saving 2012/13: £21,000 Will the saving be full or part year? Full Saving 2013/14: £ Investment Required: None Staff at Risk: Nil</p>

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<p>Service Description: Primary / Secondary Categorisation: Regulatory Monitor and evaluate standards in schools. Intervene in schools causing concern. Undertake pupil assessment and Newly Qualified Teacher (NQT) compliance in schools. Organisation of assessment moderation at Foundation Stage and Key Stage 1. Provide advice for school leaders and governors. Support Headteacher appointments rationalised to become a focused intervention team (operational from January 2011) to intervene in schools or aspects in schools causing concern. The focus of the work will be in the core areas of English and Mathematics at both primary and secondary phase. There are currently 6 schools on the Schools Causing Concern register and a further 16 schools getting additional support as part of the early intervention strategy which identifies schools potentially at risk of causing concern. There is one secondary school currently in a failing Ofsted category.</p>	
<p>This already includes savings of £210,000 from core budgets in 2011/12 and £2.6 million of Area Based Grants funding.(approx 75% of the budget area)</p>	
<p>It is proposed to commence consultation on/implement the following change – Cease vacant Secondary Strategy Consultant Post.</p>	
<p>Rationale for service change proposal – Post currently not filled. At least 7 secondaries about to become academies and would not be able to access Local Authority (LA) support; more may follow. Nationally, the onus is now on more schools to be accountable for their own improvements and access support from a range of providers in an open 'market place'.</p>	
<p>The following activity will change, stop or significantly reduce – Less support for secondary consultancy provided by the Local Authority.</p>	
<p>Impact of Service Change – Service Users – Currently a limited level of support is provided by other members of the team as the post is vacant. Partners – None. Council – None</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline (<i>please specify</i>) Inform schools of cabinet decision and savings offered for April 2012</p>	
<p>Equality Impact Assessment – N/A</p>	
<p>Legislation Considered – Education and Inspections Act 2006 – Las are responsible for taking a strategic role in supporting schools to improve.</p>	
<p>Risks & Mitigating Actions– Adverse Ofsted inspections requiring specific interventions from the LA with potentially significant additional cost. Reputational risk if schools fail/fall into a category. Reduction in pupil attainment and educational standards. Maths attainment in secondary schools in Sefton is below the national average and may continue to drop as a consequence. Mitigation: Support is offered to schools within the Schools Causing Concern protocol and a level of support will be offered. Schools can access further and alternative support through an open market place.</p>	
<p>Cost of Primary / Secondary Strategy Service: £302,000 Staffing: Other Resources:</p>	<p>Proposed Cost 2012/13: £252,000 Saving 2012/13: £50,000 Will the saving be full or part year? Full Saving 2013/14: £None Investment Required: None Staff at Risk: Nil – recent vacancy</p>

Reference C5.5

<p>Service Description: School Improvement Partners (SIPs) (formerly Area Based Grant funding)</p> <p>Categorisation: Regulatory</p> <p>Partly funds service which provides the challenge and intervention role undertaken by Standards and Effectiveness Advisers and External School Improvement Partners.</p>	
<p>It is proposed to commence consultation on/implement the following change – Cease external SIP provision.</p>	
<p>Rationale for service change proposal – See below.</p>	
<p>The following activity will change, stop or significantly reduce – Existing activity will not be affected as this proposed saving of £26,000 is already available to offer as savings and has been accounted for in the recent reorganisation of this service.</p>	
<p>Impact of Service Change –</p> <p>Service Users – None.</p> <p>Partners –</p> <p>Council –</p>	
<p>Communications, Consultations & Engagement –</p> <p>Type Inform x Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline (<i>please specify</i>)</p>	
<p>Equality Impact Assessment – N/A</p>	
<p>Legislation Considered – N/A</p>	
<p>Risks & Mitigating Actions – None</p>	
<p>Cost of School Improvement Partners (ABG): £26,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £0</p> <p>Saving 2012/13: £26,000</p> <p>Will the saving be full or part year? Full</p> <p>Saving 2013/14: £None</p> <p>Investment Required: None</p> <p>Staff at Risk: Nil</p>

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<p>Service Description: Targeted Adolescent Mental Health for Schools Grant (TAMHS)</p> <p>Categorisation: Tier 1 & 2</p> <p>This funding supports the customised training and support to staff in the local authority and schools to meet the emerging emotional and mental health needs of young people.</p>	
<p>It is proposed to commence consultation on/implement the following change – Cease funding for this programme.</p>	
<p>Rationale for service change proposal – The programme was designed to pump prime development in this area – this has been achieved and work is now part of the core business of Educational Psychology and Well Young Persons Programmes.</p>	
<p>The following activity will change, stop or significantly reduce – As this new work has proved to be effective this has become part of core activity and less effective practice has been reduced or ceased as a consequence.</p>	
<p>Impact of Service Change –</p> <p>Service Users – Negligible due to reasons described above.</p> <p>Partners – Negligible due to reasons outlined above.</p> <p>Council –</p>	
<p>Communications, Consultations & Engagement –</p> <p>Type Inform x Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline (<i>please specify</i>)</p>	
<p>Equality Impact Assessment – N/A</p>	
<p>Legislation Considered – N/A</p>	
<p>Risks & Mitigating Actions – Risks are minimised due to effective learning from this pilot activity. This work is now becoming part of core business in place of other, less effective practice.</p> <p>Potential increased demand for more specialist Child and Adolescent Mental Health Services (CAMHS) services. This will be minimised by maintaining current training programmes in place of other less effective activity.</p>	
<p>Cost of TAMHS Service – Tier1 & 2: £67,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £0</p> <p>Saving 2012/13: £67,000</p> <p>Will the saving be full or part year? Full</p> <p>Saving 2013/14: £</p> <p>Investment Required: None</p> <p>Staff at Risk: Nil</p>

Reference C5.7

<p>Service Description: Connexions Categorisation: Regulatory The Merseyside Authorities have a contractual arrangement with the Greater Merseyside Connexions Service to provide information, advice and guidance to young people through schools and other engagement mechanisms, particularly for vulnerable groups. The contract ceases on the 31st March 2012. A contract reduction of 13% has been achieved for 2011/12 by mutual consent as reported to Cabinet.</p>	
<p>It is proposed to commence consultation on/implement the following change – To effect a further saving from the retained element of the Connexions Grant.</p>	
<p>Rationale for service change proposal – To redefine the service provided in terms of information, advice and guidance to young people in context of required legislation.</p>	
<p>The following activity will change, stop or significantly reduce – The current contract with Merseyside Connexions Partnership ceases in March 2012. Focus to be kept on the defined vulnerable groups rather than the broader definition of those vulnerable of becoming Not in Education Employment or Training (NEET).</p>	
<p>Impact of Service Change – Service Users – None directly as this is flexible enhanced activity funding. Partners – None. Council – None.</p>	
<p>Communications, Consultations & Engagement – Type Inform x Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partner <input type="checkbox"/></p>	
<p>Proposed Timeline (<i>please specify</i>)</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered – 2008 Education and Skills Act. Apprenticeship, Skills and Learning Act 2009.</p>	
<p>Risks & Mitigating Actions– Potential lack of progression of certain vulnerable groups, without focused support, in to Education, Employment or Training (EET). Potential not to be able to effectively track those at NEET to focus intervention. Further guidance awaited from government regarding all age Information Advice and Guidance services.</p>	
<p>Cost of Service: £2.513m</p> <p>Staffing:</p> <p>Other Resources: Delivered through external contract</p>	<p>Proposed Cost 2012/13: £1.813m Saving 2012/13: £700,000 Will the saving be full or part year? Full Saving 2013/14: £None Investment Required: None Staff at Risk: Nil</p>

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Reference C6.1

Service Description: Southport College

Categorisation: Tier 1

Lease agreement with the Southport College.

The Sport & Recreation Service is responsible for the management and operation of the Council's sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

The following proposal is presently being implemented –

In 2004 the Council entered into a 43 year lease agreement with the Southport College. Its purpose was to secure access for a number of sports clubs and organisations in the College's sports facilities. The clubs had become displaced following the closure (and demolition) of their former base, the 'Drill Hall', Manchester Road, Southport.

In effect, the Council pays the College a fee (£14,000 p.a. plus Retail Price Index) which subsidises the clubs use and provides an income to the College. Clubs also pay the College hire fees.

Notice has been served on the college to terminate the lease.

Rationale for service change proposal – A review of this 'Agreement' has been undertaken by the Head of Sport & Recreation as part of the Council's Major Service Review. Consultation with the College and the Council's legal department has also been held over a period of months. The conclusion of this review provided the opportunity for the Council to terminate the Agreement (by giving 12 months notice), ultimately making a budget saving. Careful consideration has been given to the impact on the clubs and a basic strategy has been agreed between the Council and the College to mitigate this to a minimum. The College will maintain the clubs individual bookings for the long term, however, the key change for the clubs is that the hire fees will increase slightly in order to offset the loss of subsidy from the Council to the College.

The following activity will change, stop or significantly reduce – There is no anticipated reduction in activity.

Impact of Service Change –

Service Users – There will be a modest price increase in fees for the sports club members and centre users; however, these will still be below the charges at Dunes Leisure Centre for equivalent facilities.

Partners – No impact.

Council – No impact.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline Consultation has taken place with the clubs, who understand the situation and have accepted the change.
Completed.

Equality Impact Assessment – N/A

Legislation Considered – Local Government (Miscellaneous Provisions) Act 1976.	
Risks & Mitigating Actions– None. The College management has accepted the termination of the agreement. Clubs have been consulted and are sympathetic to Councils position and are accepting of the proposed changes to the fee structure that the College will implement.	
Cost of Service: £ 14,000 Staffing: N/A Other Resources: N/A	Proposed Cost 2012/13: £0 Saving 2012/13: £14,000 Will the saving be full or part year? Full Saving 2013/14: £ Investment Required: None Staff at Risk: Nil

Agenda Item 9

Service Description: Maintenance & Repair

Categorisation: Tier 1

Reduce the repair and maintenance budget for all Sports & Leisure centres.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

It is proposed to implement the following change – Reduce the repair and maintenance budget for all Sports & Leisure centres. The total budget for maintenance for 6 major leisure facilities is £201,800. This proposal would reduce the budget by approximately £25,000.

Rationale for service change proposal – When the new Netherton Activity Centre opens in October, it completes the Council's Sports Facilities Strategy. All centres are very, or relatively, new, with Bootle Leisure Centre being the oldest, opening in 1995. The maintenance requirements for the next 5-10 years should be less demanding, however after this period, reinvestment will be necessary.

At present staff are working to essential maintenance only, with other elements judged on whether they will have a positive effect on income.

The following activity will change, stop or significantly reduce – Only essential maintenance would be undertaken with the minor repairs and upgrading (e.g. painting, fixing etc) ceasing.

Impact of Service Change –

Service Users – Buildings that are not well maintained will become unattractive to users, which could deter them from using facilities and services.

Partners – The Council operates two fitness suites in partnership with the private sector (EZE Fitness) and there may be challenges based on reduced usage, thus affecting income.

Council – Reduced maintenance will only put off the need to catch it up at a future date.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline (*please specify*)

Equality Impact Assessment – N/A

Legislation Considered – Local Government (Miscellaneous Provisions) Act 1976.

Minimum standards required by Health and Safety Acts etc.

Risks & Mitigating Actions–

Maintaining the Council's assets is essential if it is to avoid more significant costs at a later date, so a reduction in the budget will have an impact of the fabric and infrastructure over time.

There will be the utilisation of existing staff to undertake minor works where the skills are available and these can be undertake at quiet periods within the centres operational programme. This already happens in some areas and will be extended to others.

Repairs not maintained to minimum standard and disrepair may lead to increased costs at a later date. Mitigate by maintaining to minimum standards as per H&S Act.

<p>Cost of maintenance Service: £201,180</p> <p>Staffing: N/A</p> <p>Other Resources: N/A</p>	<p>Proposed Cost 2012/13:</p> <p>Saving 2012/13: £25,000</p> <p>Will the saving be full or part year? Full</p> <p>Saving 2013/14: £</p> <p>Investment Required: None</p> <p>Staff at Risk: Nil</p>
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Agenda Item 9

Service Description: Library Service – Charging for use of the People’s Network

Categorisation: Tier 1

The People’s Network was introduced in all English library authorities from 2000 onwards, funded from the New Opportunities Fund (NOF) and the Bill Gates Foundation in some authorities including Sefton. NOF also funded ICT training for all library staff. It did so to recognise the large numbers of people who did not have access to ICT at home, thereby restricting their ability to access information. The latest statistics from the Office of National Statistics show that 30% of households do not have access to the internet. This will be significantly higher in areas of social deprivation.

The levels of People’s Network use vary across Sefton but at Bootle library there are 13 PC’s that are in use 85% of the day (figure excludes logging in and out). The number of PCs could easily be doubled to meet demand. One of the conditions of the NOF funding was that local authorities were not to charge for the service, but were allowed to charge for printing. As local authorities needed to replenish and maintain the network, a few authorities started to introduce charges.

It is proposed to commence consultation on/implement the following change –

- Introduce a charge for the use of the public access computers in libraries
- The proposed charge is free for the first half hour, and 50p per half hour thereafter
- Concessions to be introduced so that there is free use for children, older people and unemployed people.

Rationale for service change proposal –

A recent survey of local authorities shows that out of 153 library authorities, 34 charge. In the North West 5 authorities charge – Cheshire East, Cheshire West and Chester, Tameside, Trafford, Wirral. The Greater Manchester authorities introduced charges to control demand for the service.

From that survey, of the 34 services that charge, 27 do not charge for the first half or full hour each day. This is to recognise the importance of access to information and advice that is available only via the internet industry e.g. health information, tax etc. A number of Government departments are increasingly making applications on-line only, and advertise that this facility is available in libraries. Many job applications now have to be completed on-line. We have requested information from all the library services that charge. Although information about what they charge is readily available, the amount of income and use is not. As of mid September 2011, replies have been received from 21 authorities.

From the 21 that responded:

- 14 do not charge for the first hour
- 4 do not charge for the first half hour
- 1 has an annual subscription
- 1 charges 50p per 15 minutes.
- 1 charges £3 per hour but with concessions for free use

Of the 18 that do not charge for the first half hour or hour, the charges thereafter vary from 50p per half hour to £2.20 per half hour. Some have concessions for free use for over 60s, unemployed and children. Some charge more for visitors. The income raised varies from £2,353 per annum to £90,000 from Cumbria and £100,000 from Devon. Both of these are untypical and have 4 times as many libraries and number of PCs as Sefton, as well as a large number of tourists/visitors from outside. The average amount of income from the other authorities is between £10-20k. Trafford is one of Sefton’s comparator authorities and it achieves £12,800 in income. The first 30 minutes is free, and 50p per half hour thereafter. All the authorities were asked whether they had always charged and if they had not, whether they had seen usage decrease since the introduction of charges. There is no clear picture here.

Most, if not all, library services charge for printing from the People’s Network. This helps to offset the cost of the printing. Most authorities seem to charge a similar rate, including Sefton. This income in 2010/11 was approximately £12,000 which is offset against the costs of toner,

paper and maintenance.

The introduction of a 50p charge per half hour in Sefton is likely to yield in the region of £10,000 additional income on the basis that the first 30 minutes is free, and that concessions are applied to children, older people, unemployed and registered disabled people.

The following activity will change, stop or significantly reduce – Based on information from other authorities, the level of take up of the public access computers will reduce and a consequent reduction in the number of visits to libraries.

Impact of Service Change –

Service Users –

- Service users will not want to pay a charge for a service that has been free
- Quick searches for information and use of word processing will still be free but people wishing to make job applications, study/research for longer periods may not be able to afford to pay the charge.

Partners – Reduces the ability to refer people to libraries for on-line information

Council – Reduces the ability for other Council departments to make services on-line and be able to offer free access.

Communications, Consultations & Engagement –

Type (please specify) Inform Consult Engage Partnership
 Proposed Timeline:

Equality Impact Assessment – Attached in Annex D

Legislation Considered – Public Libraries and Museums Act 1964

Risks & Mitigating Actions–

- People who need free access to computers and information will not be able to do so – mitigated by concessions
- Reduction in take up of the computers and reduction in the number of visits – mitigated by free first half hour.

Will not meet income target – mitigated by research from other authorities and provision of a service that is still affordable.

Cost of Service: Currently free

Staffing:

Other Resources:

Proposed Cost 2012/13:

Saving 2012/13: £10,000 increase income

Will the saving be full or part year?

Saving 2013/14: £

Investment Required: None

Staff at Risk:

Agenda Item 9

Reference C7.1

<p>Service Description: Primary Pay Progression Categorisation: Regulatory Funding for teachers employed centrally such as Sefton Advisory Inclusion Service/ Music Service and Complementary Education full costs plus on-costs between pay grades (TMS6 and UPS1).</p>	
<p>It is proposed to commence consultation on/implement the following change – Moving funding from core to Dedicated School Grant.</p>	
<p>Rationale for service change proposal – Following advice and guidance from Department for Education this cost can now be charged to the Dedicated Schools Grant.</p>	
<p>The following activity will change, stop or significantly reduce – No impact.</p>	
<p>Impact of Service Change – Service Users – None. Partners – None. Council – None.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline:</p>	
<p>Equality Impact Assessment – Not applicable</p>	
<p>Legislation Considered – Following advice and guidance from Department for Education this cost can now be charged to the Dedicated Schools Grant.</p>	
<p>Risks & Mitigating Actions –</p>	
<p>Cost of Service: £170,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Nil for Local Authority</p> <p>Saving 2012/13: £170,000 (charged to DSG) Will the saving be full or part year? Full Saving 2013/14: £None Investment Required: None Staff at Risk: Nil</p>

Reference C7.2

<p>Service Description: Secondary Pay Progression Categorisation: Regulatory Funding for teachers employed centrally such as Sefton Advisory Inclusion Service / Music Service and Complementary Education. Full costs plus on-costs between Teacher Main Scale 6 and Upper Pay Scale 1 (some UPS2 and 3 funded if balance remaining).</p>	
<p>It is proposed to commence consultation on/implement the following change – Moving funding from core to Dedicated School Grant</p>	
<p>Rationale for service change proposal – Following advice and guidance from Department for Education this cost can now be charged to the Dedicated Schools Grant.</p>	
<p>The following activity will change, stop or significantly reduce – No impact.</p>	
<p>Impact of Service Change – Service Users – None. Partners – None. Council – None.</p>	
<p>Communications Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/></p>	
<p>Equality Impact Assessment – Not applicable</p>	
<p>Legislation Considered – Following advice and guidance from DfE this cost can now be charged to the Dedicated Schools Grant.</p>	
<p>Risks & Mitigating Actions – N/A.</p>	
<p>Cost of Service: £170,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Nil for Local Authority</p> <p>Saving 2012/13: £170,000 (charged to DSG) Will the saving be full or part year? Full Saving 2013/14: £None Investment Required: None Staff at Risk: Nil</p>

Agenda Item 9

Reference C7.3

<p>Service Description: School Admission, Student Support and Choice Advice Categorisation: Regulatory School Admissions and Transport Statutory Duties, National co-ordination and allocation of school places for all children in Sefton. School admissions appeals. Administration and provision of all home to school transport for Sefton school pupils monitor and track movement of school pupils in /out of schools, children out of school, children missing education. School Admissions Forum, Fair Access Protocol and Panels. Administer and provide transport and travel passes to eligible Further Education (FE) students (paid for by FE colleges). Administer and provide specialist transport provision to Further Education students with Special Educational Needs (SEN). Processing and allocation of Free School Meals for all Sefton school children. Provide Further Education support grants and Funds for Further and Higher Education Students. Other Services-Internal and external postal and mail /information service to all Sefton Schools via internal distribution post and Schools Intranet.</p> <p>The Choice Advice Service is a specialised impartial Service that supports Sefton Families in choosing and accessing a school place for their children. Providing the Service is currently a statutory duty. This service is of particular benefit to families who do not engage with the schools admissions service or the local authority and require additional support to ensure their children are appropriately catered for.</p>	
<p>It is proposed to commence consultation on/implement the following change – Re-charge £100k to Dedicated Schools Grant.</p>	
<p>Rationale for service change proposal – Received clarification that we can transfer to Dedicated Schools Grant.</p>	
<p>The following activity will change, stop or significantly reduce – No impact.</p>	
<p>Impact of Service Change – Service Users – None. Partners – None. Council – None.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline:</p>	
<p>Equality Impact Assessment – Not applicable</p>	
<p>Legislation Considered – School Standards and Framework Act 1998.</p> <p>School Admissions Code and School Admission Appeals Code.</p> <p>Education Act 1996 – Local Authorities must provide free home to school transport for pupils of compulsory school age who are attending their nearest suitable school, provided that the school is beyond the statutory walking distances (2 miles for pupils below the age of eight and 3 miles for those aged eight and over) and for children unable to walk because of SEN, a disability or mobility problems or an unsafe walking route.</p> <p>Education and Inspections Act 2006 –extended entitlement to free school travel for pupils entitled to free school meals or whose parents are in receipt of maximum Working Tax Credit.</p>	
<p>Risks & Mitigating Actions – None.</p>	
<p>Cost of Service: £442,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: £342,000 (Local Authority element)</p> <p>Saving 2012/13: £100,000 charged to DSG Will the saving be full or part year? Full Saving 2013/14: £None Investment Required: None Staff at Risk: Nil</p>

Reference C7.4

<p>Service Description: Environmental Health Regulatory – Protecting the environmental and public from harm by ensuring statutory compliance with food hygiene, health and safety, pollution and public health legislation.</p>	
<p>It is proposed implement the following change –</p> <ul style="list-style-type: none"> • that the Environmental Health service is further rationalised removing 0.5 Full time Equivalent Environmental Health Officer post. • that supplies, service, sampling and vehicle budgets supporting environmental health statutory work are reduced. 	
<p>Rationale for service change proposal – Budget driven. This is a further rationalisation of the Environmental Health service to the statutory minimum level required to be delivered by the Council. This is an extension to CM 39 service rationalisation undertaken for 2011/12.</p>	
<p>The following activity will change, stop or significantly reduce – Activities will be further prioritised to those statutory activities influencing the greatest environmental public health risks.</p>	
<p>Impact of Service Change – Service Users – There will be less capacity to proactively manage, protect and respond to community environmental health needs. The public will be less well protected from harm. Partners – None Council – to be accommodated through VER and budget restructure</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline implement savings by March31st 2012</p>	
<p>Equality Impact Assessment – Attached in Annex D</p>	
<p>Legislation Considered Relevant environmental health acts and statutory guidance that set minimum statutory levels.</p>	
<p>Risks & Mitigating Actions – A risk based approach will be utilised in order to ensure that priorities are established in order to inform interventions.</p>	
<p>Cost of Environmental Health Service: £ 1.6 m Staffing: 93 Other Resources: Supplies, Services, Sampling, Vehicle budget reduction of £50,000</p>	<p>Proposed Cost 2012/13: £70,000 Council Staff at Risk: No (Vacancy)</p>

Agenda Item 9

C8 Other

Reference C8.1

Service Description: Management of long term debt – review of medium term forecast							
Categorisation: Other							
It is proposed implement the following change –							
<ul style="list-style-type: none"> Amend budget, on a temporary basis, as follows: - <table style="margin-left: 40px;"> <tr> <td>2011/12</td> <td>£1.9m</td> </tr> <tr> <td>2012/13</td> <td>£1m</td> </tr> <tr> <td>2013/14</td> <td>£1m</td> </tr> </table> <p>Future years not amended.</p> 		2011/12	£1.9m	2012/13	£1m	2013/14	£1m
2011/12	£1.9m						
2012/13	£1m						
2013/14	£1m						
Rationale for service change proposal – review of debt implications of falling capital programme and ability to undertake internal borrowing, rather than taking additional PWLB debt. The short-term ability to internally borrow results in lower than planned costs.							
The following activity will change, stop or significantly reduce – none							
Impact of Service Change –							
Service Users – none							
Partners – none							
Council – none							
Communications, Consultations & Engagement – none required							
Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>							
Proposed Timeline Implement immediately, with temporary savings achieved over a three year period.							
Equality Impact Assessment –None required							
Legislation Considered None required							
Risks & Mitigating Actions– No risks are anticipated in the implementation of this proposal.							
	Saving 2012/13: £1m Will the saving be full or part year? Full but only for 2 further years Saving 2013/14 £1m Investment Required : none Staff at Risk: No						

Reference C8.2

Service Description: Payment cards Categorisation: Other	
It is proposed implement the following change – By utilising and expanding the type of payment card used by the Council to purchase goods and services could save £5,000 (based on quotations from the Council's bankers, in July 2011) on banking charges.	
Rationale for service change proposal – financial savings	
The following activity will change, stop or significantly reduce – Transfer to new payment card for current holders and expansion to more of the Council's existing suppliers.	
Impact of Service Change – Service Users – none Partners – none Council – insignificant	
Communications, Consultations & Engagement – none required Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>	
Proposed Timeline From 2012/13	
Equality Impact Assessment –None required	
Legislation Considered –	
Risks & Mitigating Actions– No risks are anticipated in the implementation of this proposal.	
	Saving 2012/13: £5,000 Will the saving be full or part year? Full but reducing annually if the policy is repeated annually Saving 2013/14 £5,000 Investment Required : none Staff at Risk: none

Reference C8.3

Service Description: Increase Housing Benefit subsidy Categorisation: Other	
It is proposed implement the following change – The Council gains additional Government incentives relating to Housing Benefit by being proactive in the reduction in housing benefit errors and fraudulent claims. The Council and arvato now achieve the targets set to gain the government incentive payments	
Rationale for service change proposal – improved performance of service outcomes	
The following activity will change, stop or significantly reduce – Improved performance to be continued	
Impact of Service Change – Service Users – fewer errors of processing and fewer fraudulent claims Partners – arvato to continue increasing performance Council – increased staff performance	
Communications, Consultations & Engagement – none required Type (please specify) Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>	
Proposed Timeline From 2011/12, but Government changes are likely to restrict the period over which the savings can be achieved.	
Equality Impact Assessment –None required	
Legislation Considered –	
Risks & Mitigating Actions– No risks are anticipated in the implementation of this proposal. However, the introduction of changes to the Housing Benefits system over the coming years is likely to reduce / eliminate any savings.	
	Saving 2012/13: £200,000 Will the saving be full or part year? Full Saving 2013/14 £200,000 Investment Required : none Staff at Risk: No

Reference C8.4

Agenda Item 9

Service Description: More pro active management of cash held / short term investments Categorisation: Other	
It is proposed implement the following change – Undertake an significantly more proactive approach to chasing better rates of return on short term investments to achieve average increase in rate of return by ¼ % improvement target whilst maintaining the security of the investments.	
Rationale for service change proposal – Brings our money management into higher quartile range without increasing exposure to high risk banks/ institutions	
The following activity will change, stop or significantly reduce – none	
Impact of Service Change – Service Users – none Partners – none Council – increased staff performance	
Communications, Consultations & Engagement – none required Type Inform <input type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>	
Proposed Timeline Immediate as opportunities arise	
Equality Impact Assessment –None required	
Legislation Considered None required	
Risks & Mitigating Actions – <i>External advisers for risk assessments of banks and financial institutions already employed Performance monitored quarterly by Audit Committee</i>	
	Saving 2012/13: £100,000 Will the saving be full or part year? Full Saving 2013/14 £100,000 Investment Required : none Staff at Risk: none

Reference C8.5 Voluntary Aided Schools' NNDR

Service Description: rates for VA schools

Categorisation: Other

Discretionary Rate Relief is awarded by the Council in two main areas: -

- Voluntary Aided Schools;
- Sports Clubs where they have a particular impact within the community.

The **VA schools** get Discretionary rate relief @ 80%, but can apply for the 20% top-up at the authority's discretion; Sefton has agreed the top-up in previous years. 25% of the top-up is borne by the Govt., with the remaining 75% charged to the Council. It has come to light that this latter element (c. £160k) can be charged to the Dedicated Schools Grant, rather than directly to the General Fund. This would bring Sefton schools in line with other authorities and Schools Funding Regulations.

There is no requirement to change the schools funding formula for this change.

With regard to **Sports Clubs**, the relief can be either 25%, 50% or 75% depending upon the level of impact on the community, with the Council picking up the remainder of the cost. There is also the ability to award 75% on financial hardship grounds. The level of relief that the Council allowed (for 22 organisations) totalled c. £11k, with 6 or 7 of these taking the bulk of the relief. The relief was awarded in March 2010, with the period of financial support running until March 2015. Therefore any change to the relief before 2015 would require a change to this Council decision

It is proposed implement the following change – The Council has met the cost of VA schools net rates from the LA budget in previous years. This will be met from the schools delegated budgets from 2011/12

Rationale for service change proposal – brings all schools into same approach and is common practice throughout LEAs

The following activity will change, stop or significantly reduce – none

Impact of Service Change –

Service Users – none

Partners – none

Council –

Communications, Consultations & Engagement – none required

Type Inform Consult Engage Partnership

Proposed Timeline From 2011/12

Equality Impact Assessment – None required

Legislation Considered – provision contained in Financing Schools regulations

Risks & Mitigating Actions– *2011/12 can be met from schools rates holding account , future years will be met from ISB*

Saving 2012/13: £160,000

Will the saving be full or part year? Full

Saving 2013/14 £160,000

Investment Required : none

Staff at Risk: No

Agenda Item 9

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Equality Analysis Report

Reference No C1.1

1. Reason for Proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	x
Reduction/removal of funding from Government	

8. Details of Service

To make minor changes to packages on review through efficiencies. The key to this proposal is through more effective joint commissioning of services and hence no direct impact is likely for individual service users.

3 Ramification of Proposal

Is there a consequence to 'threshold'	Yes
	No
Is there a consequence to 'capacity'	Yes
	No

If yes, give details.

4 Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence)

Packages of care will continue to be delivered at current levels

Yes (give evidence & list details of any mitigation)

9. Is there evidence that the public sector equality duties will continue to be met (departmentally or organisational wide)

If yes – give details

Individual service users will continue to receive services at the same level

If no –

10. Consultation

As part of the on going daily business of reviewing care plans

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7. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.11	Colin Pettigrew
Action Decisions	14.10.11	Colin Pettigrew

8 Sign off.

Responsible officer (director or above)Colin Pettigrew.....

CEO's office notified Yes

Equality Analysis Report

Reference C1.3

11. Reason for Proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	X
Reduction/removal of funding from Government	

12. Details of service

To reduce the funding to the Local Safeguarding Board by 20%.

13. Ramification of proposal

Is there a consequence to 'threshold'	No
Is there a consequence to 'capacity'	No

14. Are there any protected characteristics that will be disproportionately affected in comparison to others?

No: This continues to be a statutory requirement which will continue to be met.

15. Is there evidence that the Public Sector Equality Duties will continue to be met (departmentally or organisational wide)

Yes

If yes – give details

This continues to be a statutory requirement which will continue to be met.

If no –

16. Consultation

Dialogue with Local Safeguarding Board regards reduction.

7. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.11	Colin Pettigrew
Action Decisions	14.10.11	Colin Pettigrew

17. Sign off.

Responsible Officer (director or above)Colin Pettigrew

CEO's office notified Yes

Agenda Item 9 Equality Analysis Report

Reference No C1.4

2. Reason for Proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	x
Reduction/removal of funding from Government	

18. Details of Service

To reduce Sefton's contribution to the Breastfeeding Peer Support Project by 10%

19. Ramification of proposal

Is there a consequence to 'threshold'	No
Is there a consequence to 'capacity'	Yes

If yes, give details.

Service will be reduced marginally as a consequence of this option.

4 Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence)

Yes (give evidence & list details of any mitigation)

Whilst there is a 10% reduction mothers will be signposted through health visiting and midwifery services

20. Is there evidence that the public sector equality duties will continue to be met (departmentally or organisational wide)

If yes – give details

Individual service users will be signposted by partners in health services to access support for breastfeeding

If no –

21. Consultation

Will be implemented from March 2012 and discussions will be held with partners.

7. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.11	Colin Pettigrew
Action Decisions	14.10.11	Colin Pettigrew

8 Sign off.

Responsible officer (director or above)Colin Pettigrew.....

CEO's office notified Yes

Agenda Item 9

Equality Analysis Report

Reference No C2.1

22. Reason for Proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	x
Reduction/removal of funding from Government	

23. Details of service

Reduction in a selection of low-level preventative services where there is potentially some duplication. As part of the routine commissioning cycle and through this process services are being re-commissioned or decommissioned to produce efficiencies.

24. Ramification of proposal

Is there a consequence to 'threshold'	No
Is there a consequence to 'capacity'	No

If yes, give details.

4 Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence)

Proposal is to eradicate duplication of services delivered by different agencies. Service users / carers will still be able to access services

Yes (give evidence & list details of any mitigation)

25. Is there evidence that the public sector equality duties will continue to be met (departmentally or organisational wide)

If yes – give details

Services are retained to meet needs

If no –

6 Consultation

On-going dialogue with providers

26. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.2011	Peter Moore
Action Decisions	14.10.2011	Peter Moore

8 Sign off.

Responsible officer (director or above)Robina Critchley.....

CEO's office notified Yes

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Equality Analysis Report

Reference No: C3.1

27. Reason for Proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	x
Reduction/removal of funding from Government	

28. Details of service

Sport & Recreational Services – increase income for Netherton Activity Centre.

29. Ramification of proposal

Is there a consequence to 'threshold'	No
Is there a consequence to 'capacity'	No

Improved services to the public including those with disabilities (sensory centre).

30. Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence)

Yes (give evidence & list details of any mitigation) -

31. Is there evidence that the Public Sector Equality Duties will continue to be met (departmentally or organisational wide)

If yes – give details

New fully adapted Centre with specialist support through Sensory Centre.

If no –

6 Consultation

Inform public, schools, and NHS Services of the new services available through the Centre, particularly the new Sensory Centre.

7. What actions will follow?

Action	By When	Responsible
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		13.10.2011	Steve Deakin
Report to Cabinet and Council		13.10.2011	Steve Deakin
Action Decisions		14.10.2011	Steve Deakin

32. Sign off.

Responsible officer (director or above)Robina Critchley

CEO's office notified Yes

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Equality Analysis Report
Reference No: C5.1

33. Reason for Proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	x
Reduction/removal of funding from Government	

34. Details of service

To reduce care packages costs through more effective commissioning, and reducing the number of young people subjected to care packages, by offering different and more beneficial solutions than placing in to care.

35. Ramification of proposal

Is there a consequence to 'threshold'	No
Is there a consequence to 'capacity'	No

The care planning processes, in line with statutory duties will ensure that the care and diverse needs of children in care continue to be met.

36. Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence)

Yes (give evidence & list details of any mitigation) -

Yes – Young People

These will be mitigated through the Care planning processes described above

37. Is there evidence that the Public Sector Equality Duties will continue to be met (departmentally or organisational wide)

If yes – give details.

Through care planning processes under statutory duties.

If no –

6 Consultation

This will be undertaken in accordance with statutory regulations with regard to children in care and their parents/carers. Commissioners will continue dialogue with providers to ensure the needs of children in care are met.

7. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.2011	Colin Pettigrew
Action Decisions	14.10.2011	Colin Pettigrew

38. Sign off.

Responsible officer (director or above)Colin Pettigrew

CEO's office notified Yes

Agenda Item 9

Equality Analysis Report
Reference No: C5.7

39. Reason for Proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	X
Reduction/removal of funding from Government	

40. Details of service

Connexions Service. To effect a further saving from the retained element of the Connexions Grant.

41. Ramification of proposal

Is there a consequence to 'threshold'	Yes
Is there a consequence to 'capacity'	Yes

If yes, give details

Reduced grant will reduce service delivered by Connexions.

42. Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence)

Yes (give evidence & list details of any mitigation) - Young People

Connexions Service has statutory duties to meet the needs of children with disabilities, and these will continue to be met at the same level within a reduced service.

43. Is there evidence that the Public Sector Equality Duties will continue to be met (departmentally or organisational wide)

If yes – give details

The needs of young people with protected characteristics will be prioritised within the new service contract and statutory obligations will be met.

If no –

44. Consultation

Ongoing dialogue with Connexions Partnership

7. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.2011	Colin Pettigrew
Action Decisions	14.10.2001	Colin Pettigrew

45. Sign off.

Responsible officer (director or above)Colin Pettigrew

CEO's office notified Yes

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Equality Analysis Report

Reference No: C6.3

46. Reason for proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	x
Reduction/removal of funding from Government	

47. Details of service

Charging for People's Network (libraries)..

48. Ramification of proposal

Is there a consequence to 'threshold'	Yes
Is there a consequence to 'capacity'	No

There will be an introduction of charges that is currently available free at the point of delivery

49. Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence)

Yes (give evidence & list details of any mitigation) -

Yes – there are people in the community with disabilities, older people and children who currently access the service free and mitigation will include tiered pricing structures and the first 30 minutes free.

50. Is there evidence that the Public Sector Equality Duties will continue to be met (departmentally or organisational wide)

If yes – give details

Mitigation will be through the introduction of the first 30 minutes are free with concessions for children, older people, unemployed and registered disabled.

If no –

Public will be informed of proposal through website and libraries.

7. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.2011	Steve Deakin
Action Decisions	14.10.2001	Steve Deakin

51. Sign off.

Responsible officer (director or above)Robina Critchley

CEO's office notified Yes

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Equality Analysis Report

Reference No. C7.4

52. Reason for proposal

Pilot project coming to an end	
Limited term project coming to an end	
Project not achieving expected outcomes	
Project no longer needed	
Reprioritising of budgets by Council	X
Reduction/removal of funding from Government	

53. Details of service

Environmental Health. Continued rationalisation of the Environmental Health Service through the removal of 0.5 FTE Environmental Health Officer Post and efficiencies in supplies, services, sampling and vehicle budgets.

54. Ramification of proposal

Is there a consequence to 'threshold'	No
Is there a consequence to 'capacity'	No

If yes, give details

This is a vacant post so work can be absorbed into existing teams.

55. Are there any protected characteristics that will be disproportionately affected in comparison to others?

No (give evidence) Vacant Post

Yes (give evidence & list details of any mitigation) -

56. Is there evidence that the Public Sector Equality Duties will continue to be met (departmentally or organisational wide)

If yes – give details Minor change to staffing will not impact on delivery

If no –

57. Consultation

Vacant Post

7. What actions will follow?

Action	By When	Responsible officer
Report to Cabinet and Council	13.10.2011	Alan Lunt
Action Decisions	14.10.2011	Alan Lunt

58. Sign off.

Responsible officer (director or above)Alan Lunt

CEO's office notified Yes

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This Annex contains a package of budget options on which approval to commence consultation and engagement activity is sought. Members are asked to note that all figures in the table are working assumptions of proposals to be considered and figures should not be seen as predetermining any decisions

E1 Children & Families Consultation and Engagement

Ref	Service Area	Option
E1.1	Family Centres	Reducing running costs, resources and management costs by co-working and co-location
E 1.2	Respite Children's	Reduce planned expenditure through increased efficiency
E 1.3	Specialised Transport Unit – Children's	A review of the limited use of the discretionary element
E 1.4	Parenting Network – Think Family Grant	Cessation of universal parenting programmes
E 1.5	Quality Assurance and Safeguarding	Review of the Independent Review Team
E 1.6	Educational Psychologists	Review of the Educational Psychologist Team
E 1.7	Early Years Outcomes Monitoring & Quality Support Service	Reduce the level of Council funding in support of this service
E 1.8	Social Care Administration	Review of children's social work teams administration arrangements

E2 Older People Consultation and Engagement

Ref	Service Area	Option
E 2.1	Supporting People	To review all services that are funded by Supporting People by looking at outcomes, contractual arrangements and diversity of services that this may fund.
E 2.2	Supporting People Commissioning functions	Review of staffing support
E 2.3	Specialised Transport Unit — Adults	Review all Council transportation for adult client groups
E 2.4	Specialised Transport Unit — Adults Income	Review charging policy
E 2.5	Assessment & Care Management Reviewing Team	Review of Reviewing Team
E 2.6	Residential Care Adults	Review of policy –Quality Care Payments
E 2.7	Nursing Care Adults	Review of policy –Quality Care Payments
E 2.8	Area Finance	Review of processes and staffing arrangements
E 2.9	Inflation Provision	Implement zero percent inflation
E2.10	Fair Access to Care Criteria	To review Sefton's application of the Fair Access to Care Criteria with a proposal to raise the adult care eligibility threshold to 'Critical' only

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Future Consultation and Engagement

Ref	Service Area	Option
E 3.1	Sports & Recreation	Review of the operational requirements that are expected of Parkwood Leisure in operating Crosby Leisure Centre
E 3.2	Sports & Recreation	To increase the income target of the Active Sports programmes (includes B-Active, Active Kids, Active Sports, Sportiv8)
E 3.3	Sports & Recreation	Review the organisational structure of the 'Business Development' team and the teams marketing and advertising budget
E 3.4	Sports & Recreation	Review the Crosby Lakeside staffing structure water sports and adventurous activity team and increase the income target.
E 3.5	Sports & Recreation	Review of the operational requirements that are expected of Formby Pool Trust for the operation of Formby Pool.
E 3.6	Sports & Recreation	Review of the life guard cover at all swimming pools
E 3.7	Sports & Recreation	Reduce the coaching and casual staff budget at Litherland Sports Park
E 3.8	Sports & Recreation	Review the management arrangements
E 3.9	Library Services	Reduce the stockfund for the purchase of books and other materials and that Stock Services Unit is restructured
E 3.10	Library Services	Restructure of the Community Cohesion team
E 3.11	Library Services	Restructure of the Facilities Team
E 3.12	Library Services	Restructure of the Local History and Information Services Team
E 3.13	Library Services	Consider the future requirement of the mobile library service
E3.14	Arts & Cultural Services	The cessation of all Council originated activity at Crosby Civic Hall, retaining the building as a 'latch-key' operation for local hirers but retaining core supplies and services budgets.

E4 Street Scene Consultation and Engagement

Ref	Service Area	Option
E 4.1	Cleansing Administration	Review of team
E 4.2	Highways Maintenance	Temporary reduction in Highways Maintenance Works Budgets (3 years)
E 4.3	Influenced but Contracted – Capita	Reduction and restructuring of a range of services currently delivered as part of the "Core" Contract
E 4.4	Highways Maintenance	A further reduction in Highways Grounds Maintenance Works Budgets which will be delivered by a reduction in the number of cuts to all highway grassed areas
E4.5	Parks and Green Space	Reductions in the standard of management and maintenance of parks and green spaces Changes in the style of management and general appearance of parks and green spaces Reorganisation of service
E 4.6	Parks and Green Space	Recharge formal sports users and allotment users the costs of provision of utilities at pavilions, allotment sites etc
E 4.7	Parks and Green Space	Recharge formal sports users the costs of grounds maintenance to provide formal facilities
E 4.8	Parks and Green Space	Closure of Aviary, Nursery Shop and Fernery at Botanic Gardens and Conservatory at Hesketh Park
E 4.9	Parks and Green Space	Cease supply of all Hanging Baskets
E 4.10	Parks and Green Space	Park Ranger functions
E4.11	Coast and Countryside Service	Merger of Parks & Coastal Rangers
E4.12	Coast and Countryside Service	Reduction to site and visitor management activities

Ref	Service Area	Option
E 5.1	Highways/Environmental Enforcement	Seek further rationalisation through the reorganisation of Highways and Environmental enforcement teams
E 5.2	Planning	Review of organisational structure
E 5.3	Planning	Review regulatory support resources to identify opportunities for efficiencies and new ways of working
E 5.4	Fairways Park & Ride	Ceasing the operation of Fairways Park & Ride facility on Saturdays
E 5.5	Car Parks (including Management)	Implementation of National Scheme Blue Badges
E 5.6	Home Improvements	Bringing the Home Improvement agency service for DFGs, in-house
E 5.7	Cemeteries and Crematoria	Review of charges

E6 Other Consultation and Engagement

Ref	Service Area	Option
E 6.1	Democracy	Reduce the function of mayor to the statutory minimum
E 6.2	Democracy	Reduction in Committee & Scrutiny Support
E 6.3	Other Area Committee Budgets	Reduction in Area Committee Budgets
E 6.4	Voluntary, Community, Faith	Review of existing arrangements
E 6.5	Building Cleaning	Reduction in Cleaning Schedules
E 6.6	Public Conveniences	Public Conveniences – Market Test
E 6.7	Tourism	Review of Service
E 6.8	Environmental Conservation & Coast Management	Reorganisation of service
E6.9	Trade Unions	Reduction in Facility Time
E6.10	Floral Hall	Retendering / disposal of Southport Theatre & Convention Centre

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Budget Plan Summary c

For budget planning purposes, the table includes estimates of the potential saving that could be achieved in 2012/13, where there is a working assumption (figures should not be seen as predetermining any decisions). In some cases, the saving figure is identified as zero, as the proposal details, and the resultant financial implications have not been determined with any certainty.

		2012/13 Budget £m	2013/14 Budget £m	2014/15 Budget £m
E1 Children and Families				
E1.1	Reducing running costs, resources and management costs by co-working and co-location	-0.160	-0.160	-0.160
E1.2	Reduce planned expenditure through increased efficiency	-0.100	-0.100	-0.100
E1.3	A review of the limited use of the discretionary element	-0.300	-0.300	-0.300
E1.4	Cessation of universal parenting programmes	0.087	0.087	0.087
E1.5	Review of the Independent Review Team	-0.148	-0.148	-0.148
E1.6	Review of the Educational Psychologist Team	-0.048	-0.048	-0.048
E1.7	Reduce the level of Council funding in support of this service	-0.250	-0.250	-0.250
E1.8	Review of children's social work teams administration arrangements	-0.135	-0.135	-0.135
		-1.054	-1.054	-1.054
E2 Older People				
E2.1	To review all services that are funded by Supporting People by looking at outcomes, contractual arrangements and diversity of services that this may fund.	-3.000	-3.000	-3.000
E2.2	Review of staffing support	-0.056	-0.056	-0.056
E2.3	Review all Council transportation for adult client groups	-1.754	-1.754	-1.754
E2.4	Review charging policy	-0.146	-0.146	-0.146
E2.5	Review of Reviewing Team	-0.191	-0.191	-0.191
E2.6	Review of policy –Quality Care Payments	-1.500	-1.500	-1.500
E2.7	Review of policy –Quality Care Payments	-1.000	-1.000	-1.000
E2.8	Review of processes and staffing arrangements	-0.100	-0.200	-0.200
E2.9	Implement zero percent inflation	-1.942	-1.942	-1.942
E2.10	To review Sefton's application of the Fair Access to Care Criteria with a proposal to raise the adult care eligibility threshold to 'Critical' only	-1.400	-1.400	-1.400
		-11.089	-11.189	-11.189
E3 Leisure and Culture				
E3.1	Review of the operational requirements that are expected of Parkwood Leisure in operating Crosby Leisure Centre	0.000	0.000	0.000
E3.2	To increase the income target of the Active Sports programmes (includes B-Active, Active Kids, Active Sports, Sportiv8)	-0.010	-0.010	-0.010
E3.3	Review the organisational structure of the 'Business Development' team and the teams marketing and advertising budget	-0.025	-0.025	-0.025
E3.4	Review the Crosby Lakeside staffing structure water sports and adventurous activity team and increase the income target.	-0.025	-0.025	-0.025
E3.5	Review of the operational requirements that are expected of Formby Pool Trust for the operation of Formby Pool.	0.000	0.000	0.000
E3.6	Review of the life guard cover at all swimming pools	-0.070	-0.070	-0.070

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E3.7	Reduce the coaching and casual staff budget at Litherland Sports Park	-0.015	-0.015	-0.015
E3.8	Review the management arrangements	-0.050	-0.050	-0.050
E3.9	Reduce the stockfund for the purchase of books and other materials and that Stock Services Unit is restructured	-0.130	-0.130	-0.130
E3.10	Restructure of the Community Cohesion team	-0.033	-0.033	-0.033
E3.11	Restructure of the Facilities Team	-0.019	-0.019	-0.019
E3.12	Restructure of the Local History and Information Services Team	-0.037	-0.037	-0.037
E3.13	Consider the future requirement of the mobile library service	-0.044	-0.044	-0.044
E3.14	The cessation of all Council originated activity at Crosby Civic Hall, retaining the building as a 'latch-key' operation for local hirers but retaining core supplies and services budgets.	-0.021	-0.021	-0.021
		-0.479	-0.479	-0.479
E4 Street Scene				
E4.1	Review of team	-0.050	-0.050	-0.050
E4.2	Temporary reduction in Highways Maintenance Works Budgets (3 years)	-0.400	-0.700	-0.700
E4.3	Reduction and restructuring of a range of services currently delivered as part of the "Core" Contract	-0.150	-0.150	-0.150
E4.4	A further reduction in Highways Grounds Maintenance Works Budgets which will be delivered by a reduction in the number of cuts to all highway grassed areas	-0.070	-0.070	-0.070
E4.5	Reductions in the standard of management and maintenance of parks and green spaces Changes in the style of management and general appearance of parks and green spaces Reorganisation of service	-0.500	-0.900	-0.900
E4.6	Recharge formal sports users and allotment users the costs of provision of utilities at pavilions, allotment sites etc	See 4.5	See 4.5	See 4.5
E4.7	Recharge formal sports users the costs of grounds maintenance to provide formal facilities	See 4.5	See 4.5	See 4.5
E4.8	Closure of Aviary, Nursery Shop and Fernery at Botanic Gardens and Conservatory at Hesketh Park	See 4.5	See 4.5	See 4.5
E4.9	Cease supply of all Hanging Baskets	See 4.5	See 4.5	See 4.5
E4.10	Park Ranger functions	See 4.5	See 4.5	See 4.5
E4.11	Merger of Parks & Coastal Rangers	See 4.5	See 4.5	See 4.5
E4.12	Coast & Countryside Review	-0.060	-0.060	-0.060
		-1.230	-1.930	-1.930
E5 Regulatory				
E5.1	Seek further rationalisation through the reorganisation of Highways and Environmental enforcement teams	-0.050	-0.050	-0.050
E5.2	Review of organisational structure	-0.088	-0.088	-0.088
E5.3	Review regulatory support resources to identify opportunities for efficiencies and new ways of working	-0.050	-0.050	-0.050
E5.4	Ceasing the operation of Fairways Park & Ride facility on Saturdays	-0.020	-0.020	-0.020
E5.5	Implementation of National Scheme Blue Badges	0.000	0.000	0.000
E5.6	Bringing the Home Improvement agency service for DFGs, in-house	-0.057	-0.057	-0.057
E5.7	Review of charges	-0.215	-0.215	-0.215
		-0.480	-0.480	-0.480

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E6.1	Reduce the function of mayor to the statutory minimum	-0.100	-0.100	-0.100
E6.2	Reduction in Committee & Scrutiny Support	-0.061	-0.061	-0.061
E6.3	Reduction in Area Committee Budgets	-0.026	-0.049	-0.049
E6.4	Review of existing arrangements	-0.150	-0.150	-0.150
E6.5	Reduction in Cleaning Schedules	-0.320	-0.320	-0.320
E6.6	Public Conveniences – Market Test	-0.256	-0.256	-0.256
E6.7	Review of Service	-0.090	-0.090	-0.090
E6.8	Reorganisation of service	-0.111	-0.111	-0.111
E6.9	Reduction in Facility Time	-0.012	-0.012	-0.012
E6.10	Retendering / disposal of Southport Theatre & Convention Centre	-0.383	-0.383	-0.383
		-1.509	-1.532	-1.532
Total Change Proposals		-16.015	-16.838	-16.838

Reference E 1.1

Service Description: Family Centres

Categorisation: Critical

The four Family Centres provide services to children and families within Sefton, assessed by the field social work teams as 'in need'. Key functions delivered:

- Assessment –commissioned by field social work teams
- Crisis intervention and support- this includes working with children and families who are subject of child protection investigations or child protection plans and those who are subject to statutory proceedings or care orders. They offer support to substitute families in order to prevent placement breakdown. Hours of work are based on those of residential workers, day work, evenings, weekends(on a needs led basis)
- Direct work with children and families- for example dealing with issues such as loss, behaviour, self protection/keeping safe, self-esteem and life story work. (in partnership with specialist services)
- Formal contact sessions between looked after children and their parents or between siblings and extended family members
- Children in Need Plans- when it has been assessed that a child is in need and requires a social care intervention the Family Centre Managers holds case responsibility. The family centres work closely with partner and voluntary agencies to ensure families receive appropriate support and exit strategies to meet their needs.

The centres provide local support and assessment services for children and their families who have been assessed and have suffered, or are at risk of significant harm or children who have become looked after. The direct work and specific assessments undertaken by the Family Centres provide critical information for courts and for the planning for those children who are most at risk or who have suffered serious neglect and abuse. In addition they provide a range of supervised contact activities for those children who require this level of protection or as directed by the courts. The family centres provide services to these children and families outside of core hours including weekend cover to maintain these children safely in the community and to facilitate court directed interventions provision.

It is proposed to commence consultation on/implement the following change – reducing running costs, resources and management costs by co-working and co-location.

Rationale for service change proposal – The efficiency target has been set for this service, which can be achieved with a limited impact on front line delivery.

The following activity will change, stop or significantly reduce – Part of new Early Intervention & Prevention Services and integrated teams.

Impact of Service Change –

Service Users - More integrated working with additional pathways

Partners - Further efficiencies by co-working and co-location, particularly with Health.

Council – better value for money

Communications, Consultations & Engagement –

Type (please specify) Inform Consult Engage Partnership

Proposed Timeline (please specify) April 2012

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered - The local authority has a general duty 'to provide family centres as they consider appropriate in relation to children within their area'(Paragraph 9 Section 2 – Children's Act 1989)

Risks & Mitigating Actions – At present reducing services from family centres may jeopardise our ability to strengthen family resilience to enable parents to look after their own children; therefore potentially increasing the number of high cost Looked After Children - Reduction in specific dedicated services could be mitigated by co-location and co-working as appropriate.

Risk to placement stability or assisting with family reunification. Mitigated by monitoring and

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<p>Proposed consultation does not affect front line delivery.</p>	
<p>Cost of Service: £1.626m Staffing: Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

Reference E1.2

<p>Service Description: Respite Children's Categorisation: Critical Overnight respite breaks for disabled children provided, following disabled children social work team assessment, at Springbrook (in house provision) and Nazareth House (commissioned service). Health services contribute £166k to service at Nazareth House.</p>	
<p>It is proposed to commence consultation on/implement the following change – Reduce planned expenditure through increased efficiency.</p>	
<p>Rationale for service change proposal – Unit cost of providing overnight respite care differ enormously between providers which does not reflect the individual child or young person's needs but the cost of the provision. We need to take the opportunity to look at re-commissioning of services and provide value for money.</p>	
<p>The following activity will change, stop or significantly reduce – It is anticipated that following the review the current level of service will be maintained but at reduced cost.</p>	
<p>Impact of Service Change – Service Users – None, service will be maintained at current level. Partners – None, service will be maintained at current level. Council – This will require careful management to minimise reputational risk to council.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline (please specify) To be achieved by end March 2012</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Statutory provision from April 2011 to provide a range of short breaks – no guidance or case law. Children and Young Persons Act 2008.</p>	
<p>Risks & Mitigating Actions– Maintaining level of service with reduced operational costs will mitigate risks.</p> <p>Reputational damaged and protests from parents and carers. Mitigation is for careful press and consultation management.</p> <p>If care packages are set to reduce budget level then there is potential for Judicial Review – mitigate by keeping to legislation and learn from other Judicial Reviews throughout the country.</p>	
<p>Cost of Overnight Short Break Respite Service: £943,000</p> <p>Staffing: To be determined through consultation and engagement</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

Reference E1.3

Service Description: Specialised Transport Unit – Children’s

Categorisation: Critical

Home to school travel facilities primarily for children and young people with Special Educational Needs (SEN) that the Council provides to all client groups to enable access to specialist provision, i.e. Schools.

Specialist Transport Unit is currently under review by the Director of Street Scene.

There are 642 children currently using this service and approximately 100 children qualify for the existing criteria each year.

Of those 642 users 398 in five special schools from these 155 have severe profound learning difficulties, 59 have autism, 62 behavioural difficulties and 122 are in Crosby High (moderate learning difficulties).

Of those 642 users 133 are a resource provision at primary and secondary schools of which 50 have autism.

Of those 642 users 43 are with mainstream schools or with alternative provision (Oakfield/Jigsaw) and 68 are out of borough.

There is currently an on-going review of those who live outside the 2/3 mile limit for transport with complex or severe disabilities and/or learning difficulties.

It is proposed to commence consultation on/implement the following change – A reduction in children’s transport requirements.

Rationale for service change proposal – To reduce costs of this service.

The following activity will change, stop or significantly reduce – This will involve efficiency savings through a review of the limited use of the discretionary element but also consideration to change of thresholds to service within the context of legislation.

Impact of Service Change –

Service Users – Some Service Users will have reduced access to provision and possibly provision to a smaller number will cease.

Partners – None.

Council – None.

Communications, Consultations & Engagement –

Type (*please specify*) Inform Consult Engag Partnershi

Proposed Timeline (*please specify*)

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered -

Children Act 1989

Education Act 1996 – Local Authorities must provide free home to school transport for pupils of compulsory school age who are attending their nearest suitable school, provided that the school is beyond the statutory walking distances (2 miles for pupils below the age of eight and 3 miles for those aged eight and over) and for children unable to walk because of SEN, a disability or mobility problems or an unsafe walking route.

Education and Inspections Act 2006 -extended entitlement to free school travel for pupils entitled to free school meals or whose parents are in receipt of maximum Working Tax Credit

Risks & Mitigating Actions–

Could be a legal challenge as requirement is statutory, mitigated by continuing to provide minimum statutory requirement.

Level of disability and family circumstance also need to be considered as part of the individual assessment & has a potential to lead to parental challenge and SEN tribunal. Mitigation is that we could introduce travel training.

Reputational issues due to sensitivity of issue – mitigation careful management of change.

Challenge by parents who have other children in other schools (cannot transport both) – mitigate by reviewing case by case.

Cost of Service: £3.161m

Proposed Cost 2012/13: Subject to consultation

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Other Resources:	Council Staff at Risk: Yes
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Reference E1.4

<p>Service Description: Parenting Network – Think Family Grant Categorisation: Tier 2 This budget enables the parenting offer to be delivered across the borough which is meeting the needs of universal to high need families. Since October 2011, 34% of parenting referrals were from police, social care and Child and Adolescent Mental Health Services (CAMHS). Totalling 107 families out of 307 referrals. This small investment in ensuring evidenced based delivery for parents will and does result in more young people staying at home (less Looked After Children), reduced criminality and a more resilient next generation of parents. We know that 20% of the male young offenders in custody are fathers; we also know that children of parents who are in custody have a 40% increased risk of offending themselves. Therefore by targeting this population we can ensure that they can make a positive impact on their child and reduce this risk.</p>	
<p>It is proposed to commence consultation on/implement the following change – Cessation of Universal Parenting Programmes.</p>	
<p>Rationale for service change proposal – Budget savings prioritisation.</p>	
<p>The following activity will change, stop or significantly reduce – Universal parenting programmes to all parents will reduce and those with high level needs will be picked up by securing Family Intervention Programme workers.</p>	
<p>Impact of Service Change – Service Users – Reduced access to universal parenting programmes and withdrawal of support to Sefton parents. Partners – Referral pathway to evidence based parenting programmes. Council – Potential Increase demand on other services.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: March 2012</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – N/A</p>	
<p>Risks & Mitigating Actions– This may result in increased LAC, social care intervention, criminality, Anti Social Behaviour (ASB) and ensuring a problematic high cost next generation, all of which may impact upon funding demands on statutory services. Mitigated by the new integrated Early Intervention & Prevention Teams will support evidence based delivery of parenting programmes and mitigate some of the reduction of programmes to families with high level needs.</p>	
<p>Cost of Service: £87,000 Staffing: Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: Yes</p>

Reference E1.5

Service Description: Independent Reviewing Officers Service – Quality Assurance and Safeguarding

Categorisation: Critical This service has responsibility for chairing Multi-Agency meetings about children who are at risk of significant harm or who are looked after by the Local Authority. As at September 2011 there are 221 children subject to Child Protection Plans and 373 children who are looked after by Sefton Council. In addition to the above duties, Independent Reviewing Officers currently chair meetings in respect of children where there are concerns relating to them being missing from care, in danger of sexual exploitation or where they have come to harm whilst being looked after.

The Independent Reviewing Officers also chair complex meetings when there have been sudden unexpected deaths of children, when fabricated or induced illness is suspected or where there are large scale child protection investigations involving groups of children. The Independent Reviewing Officers also attend a variety of multi-agency meetings including Multi Agency Public Protection Arrangements and Multi Agency Risk Assessment Committee (MAPPA) and (MARAC).

The Service has direct input into the Local Safeguarding Children's Board and has responsibilities relating to Serious Case Reviews.

The Independent Reviewing Service has the lead role in quality assuring the services offered and delivered to the children and young people who are looked after by the Local Authority or are subject to Child Protection Plans.

It is proposed to commence consultation on/implement the following change – Reduce the number of Independent Reviewing Officers by 2 and remove a tier of management.

Rationale for service change proposal – Efficiencies through a reduction in the number of children being looked after, and children receiving Child Protection Plans.

The following activity will change, stop or significantly reduce – Fewer Safeguarding Independent Reviewing Officers – however there will also be fewer cases to review – see above.

Impact of Service Change – None.

Service Users – None.

Partners – None.

Council – None.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline: March 2012

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered - The Children Act 1989, Children and Young Persons Act 2008, Working together to safeguard children: a guide to inter-agency working to safeguard and promote the welfare of children (DCSF, 2010).

Risks & Mitigating Actions – Timescales missed for Ofsted inspections – General Safeguarding.

Performance management systems are robust and plans are monitored.

Risks in terms of court proceedings.

Prioritise work to meet statutory deadlines.

Risk – This area is subject to a high level of inspection. Mitigated by the formal People Directorate Improvement Board.

Cost of Service: £391,000

Proposed Cost 2012/13: Subject to consultation

Staffing:

Other Resources:

Council Staff at Risk: Yes

Reference E1.6

Service Description: Educational Psychologists

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<p>Statutory service providing frontline critical services to the most vulnerable children and young people (0 – 19) and their families / carers advising Local Authority and schools regarding nature of Special Educational Needs (SEN) to enable appropriate provision to be put in place. Also works with families and others settings.</p> <p>Savings of £150,000 (25%) made in 2011/12 budget.</p>	
<p>It is proposed to commence consultation on/implement the following change – To reduce number of Educational Psychologists by one.</p>	
<p>Rationale for service change proposal – Staff levels currently at national average with savings through reduction in staff and joint accommodation, service will focus on statutory minimum.</p>	
<p>The following activity will change, stop or significantly reduce – Impact on early intervention and preventative work as service focuses on statutory minimum.</p>	
<p>Impact of Service Change – Service Users – None. Partners – None. Council – Potential for increased cost if assessments not reviewed, potential for tribunal/legal costs to increase.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Statutory requirement for any new and reviewed statement to have an Educational Psychologist assessment and report. Education Act 1996, amended by Education Act 1997. School Standards and Framework Act 1998. Special Education Needs and Disability Act 2001. (2001 legislation was amended in January 2002).</p>	
<p>Risks & Mitigating Actions– As early intervention is reduced there is an increased likelihood of more formal statements and consequent costs to the Authority as responsible for this.</p> <p>Uncertainty over continued support for Post 16 Special Educational Needs (SEN) from Connexions and Young People Learning Agency (YPLA) may impact upon this team and duties expected.</p> <p>Reputational risk.</p> <p>Traded services model has been developed with access to income stream.</p>	
<p>Cost of Service: £621,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

Reference E1.7

Service Description: Early Years Outcomes Monitoring & Quality Support Service

Categorisation: Regulatory

The Early Years Foundation Stage (EYFS) Framework is a statutory requirement for EYFS providers to deliver, and the Childcare Act 2006 places a duty on the Local Authority to provide EYFS training to maintained and Private Voluntary Institutions (PVI) settings; also to support childcare providers judged inadequate by Ofsted. The funding is intended to ensure that more children reach a good level of development at age 5 and that the gap between those children who do least well and the rest, narrows by that age — this includes those with special educational needs, those living in poverty and those from particular minority ethnic communities. Functions of the team include the implementing EYFS Framework; monitor, support and challenge all settings in quality of provision, safeguarding and welfare requirements; monitor childcare 0-19; provide information, advice and training to parents and childcare providers.

Special Educational Needs support for early years settings.

This is made up of three areas central, Special Educational Needs (SEN) and Dedicated School Grant (DSG) and 50% of the core funding has already been removed.

All providers are Ofsted registered.

It is proposed to commence consultation on/implement the following change – Reduce the level of Council core funding in support of this service by 50%.

Rationale for service change proposal – This Service was previously supported through Sure Start Early Years Grant which has ceased and been incorporated into the Council's main funding streams. The reductions proposed would bring the service down to the statutory minimum.

The following activity will change, stop or significantly reduce – The savings proposed would lead to a reduction in staffing in the Early Years team. Visits to settings to monitor quality and ensure statutory duties are met will be reduced according to need, with good and outstanding settings receiving fewer/no visits. Training offered will be greatly reduced to that only linked to statutory duties and vulnerable pupils (e.g. SEN). Level of staff support for SEN children in PVI and childcare settings would be affected. Support for schools will greatly reduce, and will be targeted to those schools where we consider that intervention is needed to intervene to order to improve quality.

Impact of Service Change –

Service Users – Reduced staff support (specifically for SEN children).

Partners –

Council – Reduction in staffing levels will have to be made (possibly 5 posts from a team of 14).

Communications, Consultations & Engagement –

Type (*please specify*) Inform Consult Engag Partnershi

Proposed Timeline (*please specify*) Proposed restructure by beg. Of Sept; three month consultation; new structure in place for beginning of April 2012

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered - Childcare Act 2006; Early Years Foundation Stage (Welfare Requirements) Regulations 2007; early Years Foundation Stage (Learning and Development Requirements) Order 2007

Risks & Mitigating Actions –

Staff reductions will result in a reduced service, which may lead to poorer quality outcomes in PVI settings. A number of settings are vulnerable to changes in circumstances and outcomes without the support and challenge from the team and therefore, there is a risk of more inadequate Ofsted judgements. Safeguarding and welfare requirements are key judgements that continually need monitoring in settings.

Mitigated by prioritisation of work.

The council's overall EYFS results may decline (currently in line with the national average).

The recent improvement in settings has been noted by Ofsted, however, the number of inadequate Ofsted inspection in PVI settings may rise.

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Risks associated with reduced EY SEN funding will be that children previously funded will no longer be eligible as the criteria for agreeing funding will have to change. Some settings may no longer be able to accept SEN children if there is reduced support for enabling access to the provision. Mitigated by core statutory duties still being discharged.

Reputational risk

Cost of Council contribution to Early Years Quality Team : £804,000

Staffing:

14 posts

Other Resources:

Proposed Cost 2012/13: Subject to consultation

Council Staff at Risk: Yes

Reference E1.8

Service Description: Administrative support to Children’s Social Care Teams Categorisation: Critical	
It is proposed to commence consultation on/implement the following change – Review of children’s social work teams administration arrangements.	
Rationale for service change proposal – To co-locate a number of social work teams to ensure efficiency of service delivery including administrative support. The efficiencies will also be dependent on the successful implementation of the new Integrated Children’s System (ICS).	
The following activity will change, stop or significantly reduce – current levels of support to Social Workers and their Managers.	
Impact of Service Change – Reduced admin support to social workers and their managers. Service Users - Partners - Council – potential staffing reductions.	
Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.	
Legislation Considered – None.	
Risks & Mitigating Actions– Risk - support for statutory panels will be affected by any reductions. <i>Risk –</i> delayed/unsuccessful implementation of Integrated Children’s System will lead to ongoing reliance on current levels of admin support. <i>Mitigating Action –</i> Plan for implementation monitored and reviewed on a regular basis. Targets remain challenging but achievable. <i>Risk –</i> Implementation of Electronic Social Care Record (ESCR)/Data Cleansing in advance of Liquid Logic system implementation. <i>Mitigation Action –</i> Person appointed to look specifically at data cleansing. Work has already begun on planning for this. Existing staff resources will need to be allocated to this in the short/medium term on an ‘invest to save’ basis. Liaison ongoing with IT colleagues around server capacity and legislative requirements.	
Cost of Service: £1,228,150 Staffing: Other Resources:	Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: Yes

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Older People Consultation and Engagement

Reference – E2.1

Service Description: Supporting People

Categorisation: Critical

This activity supports 60 providers to deliver commissioned housing related support services. These services cover older people, homeless people, people with HIV/AIDS, people with learning disabilities, people with mental health, offenders, substance mis-users, young people at risk, teenage parents and people at risk of domestic violence. The services include accommodation based floating support and community alarm services. The services combined deliver support services in excess of 5,000 clients at any one time. Services also include short-term provision which has a large throughput of clients, e.g. offenders or people at risk of offending.

The breakdown of provision includes:

Learning Disability £2.3M, Mental Health £622K, Homeless £807K, HIV/AIDS £11K, Older people with support needs £1.6M, Domestic violence £129K, Offenders or people at risk of offending £205K, Young people at risk £396K, Home improvement agency £139K, Physical or sensory disability £136K, Alcohol dependency £112K, Generic £283K

The current contracts are due to be renewed on 31st March 2012.

It is proposed to commence consultation on/implement the following change – To review all services that are funded by Supporting People by looking at outcomes, contractual arrangements and diversity of services that this may fund.

Rationale for service change proposal – A review of commissioning and contract management across the People Directorate will be undertaken to identify efficiency savings.

The following activity will change, stop or significantly reduce – As a consequence of this certain contracts may reduce or cease.

Impact of Service Change –

Service Users – Some services may cease.

Partners – Some contracts may be reduced or cease.

Council – This may result in people with low level housing support needs entering and requiring council services.

Communications, Consultations & Engagement –

Type (*please specify*) Inform Consult Engage Partnership

Proposed Timeline (*please specify*)

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered – Within learning disabilities and mental health funding other statutory functions are supported.

Risks & Mitigating Actions–

- This funding assists adults with learning disabilities and adults with mental health problems to maintain their own tenancy with support. If tenancies break down, there is a risk that people may have to return to high cost residential establishments, or uplift in care packages.
- Funding for fuel poverty would cease (Assists with grants outside Pathway areas to enable insulation/heating/boiler efficiency).
- Care funding for handyperson scheme would cease.
- Potential to increase risks and impacts on service users and substantially impact on care management systems and increased dependency on care packages.
- Loss of funding for registered social landlords & loss of funding for sheltered housing wardens.

Mitigated by ensuring that the funding gap for statutory functions is found elsewhere (e.g. Community Care budget). Risk – This area is subject to a high level of inspection. Mitigated by the formal People Directorate Improvement Board.	
Cost of Service: £6.757m Staffing: Other Resources:	Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: Yes

Reference E2.2

Service Description: Supporting People Team – Commissioning Functions Categorisation: Critical The team monitor the Supporting People budget, develop contracts and measure the performance of services. There will be a full review of the Supporting People service when the commissioning functions of the People Directorate are combined.	
It is proposed to commence consultation on/implement the following change – To review staffing support.	
Rationale for service change proposal – If the Supporting People budget is reduced activity and commissioning will reduce therefore less staff required.	
The following activity will change, stop or significantly reduce – A possible reduction in the number of staff.	
Impact of Service Change – Service Users – Potential reduction in contract monitoring and compliance of commissioned services. Partners – Potential reduction in contract monitoring and compliance of commissioned services. Council – Potential reduction in contract monitoring and compliance of commissioned services.	
Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.	
Legislation Considered – No legislation.	
Risks & Mitigating Actions – Potential reduction in contract monitoring and compliance of commissioned services. Mitigation will be the commissioning functions of the People Directorate will be combined for Adults, Children and Supporting People.	
Cost of Service: £241,000 Staffing: Other Resources:	Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: Yes

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<p>Service Description: Specialised Transport Unit — Adults (Charge from Operational Services into Adult Social Care) Categorisation: Critical Travel facilities that the Council provides to all client groups to enable access to specialist provision. Current service users – Approximately 200 adults per day.</p>	
<p>It is proposed to commence consultation on/implement the following change – Review all Council transportation for adult client groups, with the potential to cease the service. This is an alternative proposal to proposed change of increasing charges for this service.</p>	
<p>Rationale for service change proposal – Realise financial savings.</p>	
<p>The following activity will change, stop or significantly reduce – Review all transportation provided by the Council to adult client groups.</p>	
<p>Impact of Service Change – Service Users - All clients currently pay a small charge (approx. 5%) for their own transportation costs to attend day care etc. The Council would signpost people to appropriate travel specialists and help them to make arrangements. Partners – If Service Users no longer travel to day care centres, or use this opportunity to look at alternative day care support, it may impact on commissioned services. Council – The current service is undertaken by the Council’s Specialist Transport Unit (STU) and this will impact on staff required within the Unit.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline (please specify)</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Fairer Charging Policies for Home Care and Other Non-Residential Social Services.</p>	
<p>Risks & Mitigating Actions– Reputational risk to Local Authority. Potential for legal challenge (1948 National Assistance Act) and Disability and Equality Act 2010. Potential for increased demand for residential/nursing placements. Potential Negative impact on working carers. Hardship considerations. Impact on STU Staffing. Mitigation action includes negotiation with voluntary sector to provide transport solutions (possible pump priming money).</p>	
<p>Cost of Adult Transportation Service: £2,175m Cost of Clients contributions - £146,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

Reference E2.4

<p>Service Description: Specialist Transport Adults – Income Categorisation: Critical There is currently a charge for specialist transport, however, this equates to 5% of the total cost to the Local Authority.</p>	
<p>It is proposed to commence consultation on/implement the following change – Review charging policy and uplift in charges. This is to increase the flat rate charge. This is an alternative proposal to the review of adult transport proposal.</p>	
<p>Rationale for service change proposal – To make the Specialist Transport Unit more efficient and cost effective.</p>	
<p>The following activity will change, stop or significantly reduce – Potential reduction in usage.</p>	
<p>Impact of Service Change – Service Users – Potentially increased charges to service users. Partners - Council – Realise increase in income.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – Chartered Institute for Public Finance Arrangements Legislation. Fairer Charging Policies for Home care and Other Non-Residential Social Services.</p>	
<p>Risks & Mitigating Actions – Reputational risk to Local Authority. Potential for legal challenge (1948 National Assistance Act) and Disability and Equality Act 2010. Potential for increased demand for residential/nursing placements. Potential Negative impact on working carers. Hardship considerations. Impact on STU Staffing. Mitigation action includes negotiation with voluntary sector to provide transport solutions (possible pump priming money).</p>	
<p>Cost of Service: £2.175m</p> <p>Current cost of Clients contributions - £146,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No</p>

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Reference E2.5

<p>Service Description: Assessment & Care Management – Reviewing Team Categorisation: Critical Assessment and Care Management functions are covered by specialist teams consisting of social workers, community care practitioners and managers. Teams consist of Hospital Social Work, Elderly Mentally Infirm, Mental Health, Learning Disability and Occupational Therapy (who also work with young adults with disabilities and special needs). Teams assess people's needs and either refer for low level intervention to the voluntary community and faith sector or if service users meet the Fair Access to Care criteria (critical/substantial) they are then assessed by the appropriate team. Within the Assessment and Care Management teams there are 5 Reviewing Officer posts, this function provides a 12 monthly review for service users to ascertain changes in need or circumstances. These posts do not require a social work qualification.</p>	
<p>It is proposed to commence consultation on/implement the following change – Cease 5 posts & decrease amount of reviews undertaken by transferring reviews to Social Workers.</p>	
<p>Rationale for service change proposal – Implementation of Liquid Logic system in 2012 may have a positive impact and create process efficiencies for care management teams.</p>	
<p>The following activity will change, stop or significantly reduce – This will significantly reduce care management teams' ability to conduct timely outcome focused reviews.</p>	
<p>Impact of Service Change – Service Users – Possible reduction in timely reviews of services. Partners – Council – Possible increase in complaints, also negative impact on key performance indicator.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – NHS & Community Care Act 1990.</p>	
<p>Risks & Mitigating Actions –</p> <ul style="list-style-type: none"> • This will significantly reduce care management teams' ability to conduct timely outcome focused reviews • There is potential for delays in the completion of complex reviews which may result in subsequent issues with care • Awareness and responses to safeguarding issues could be delayed at a time when reforms are taking place within the Care Quality Commission around regulation and compliance of residential providers • Key performance indicator for reviews will significantly reduce in the short term. <p>Mitigation is by transfer of all reviews to social work staff, however, this will reduce their capacity in other areas of work.</p>	
<p>Cost of Service: £191,000 Staffing: Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: Yes</p>

Reference E2.6

<p>Service Description: Residential Care Adults Categorisation: Critical Cease Quality Payments to independent care providers (these are additional payments upon the agreed contract price).</p>	
<p>It is proposed to commence consultation on/implement the following change – Consider the cessation of Quality Payments.</p>	
<p>Residential Care Quality Payments total £1.5m.</p>	
<p>Rationale for service change proposal – Reduction in commissioning costs as part of on-going reviews.</p>	
<p>The following activity will change, stop or significantly reduce – This should not impact on the services provided.</p>	
<p>Impact of Service Change – Service Users – None. Partners - None. Council – Reduction in commissioning costs for adult social services.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – National Assistance Act 1946, Chronically Sick and Disabled Act 1970 and NHS & Community Care Act 1990.</p>	
<p>Risks & Mitigating Actions – Risk of Judicial Review. – need to monitor reviews elsewhere.</p>	
<p>Possible increase in providers fees at next round of contracts negotiations.</p>	
<p>Cost of Service: £1.5m</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No</p>

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Reference E2.7

<p>Service Description: Nursing Care Adults Categorisation: Critical Cease Quality Payments to independent care providers (these are additional payments upon the agreed contract price).</p>	
<p>It is proposed to commence consultation on/implement the following change – Consider the cessation of Quality Payments. Nursing Care Quality Payment total £1m.</p>	
<p>Rationale for service change proposal – Reduction in commissioning costs as part of on-going reviews.</p>	
<p>The following activity will change, stop or significantly reduce – This should not impact on the services provided.</p>	
<p>Impact of Service Change – Service Users – None. Partners - None. Council – Reduction in commissioning costs for adult social services.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – National Assistance Act 1946, Chronically Sick and Disabled Act 1970 and NHS & Community Care Act 1990.</p>	
<p>Risks & Mitigating Actions – Currently subject to judicial review. - need to monitor reviews elsewhere. Possible increase in providers fees at next round of contracts negotiations.</p>	
<p>Cost of Service: £1m Staffing: Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: No</p>

Reference E2.8

<p>Service Description: Area Finance Categorisation: Critical This activity ensures that providers, in accordance with Council policy, are paid promptly thus maximising cash flow. The team also invoice service users for the contributions towards the cost of care which in turn supplements the Community Care budget. The team manages transactions to a value of £16m per annum. Integral within this function is the work of the Finance Visiting Officers, these staff who visit users to maximise people's benefits to ensure maximum contributions towards the cost of care. This activity also generated £2m additional benefit income for users in 2009 /10. This minimises demand on council services. 3 posts already deleted in 2011 at a saving of £63,000.</p>	
<p>It is proposed to commence consultation on/implement the following change – A review of the staffing of the Area Finance team.</p>	
<p>Rationale for service change proposal –This will be achieved through the implementation of a new I.T database, which will enable more effective and efficient electronic administration and finance functions to support adult social care.</p>	
<p>The following activity will change, stop or significantly reduce – New I.T solution will enable a reduction in administration processes.</p>	
<p>Impact of Service Change – Service Users – Minimal. Partners – None. Council – New I.T solution will enable a reduction in administration processes.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – Supports legislative functions as set out in the NHS & Community Care Act 1990.</p>	
<p>Risks & Mitigating Actions – Potential for reduced collection of client contributions equating to £223,813. Potentially slower cash-flow and increased administration function for providers may increase hourly rates. Mitigation involves a merger of People's and Council finance teams.</p>	
<p>Cost of Service: £1,114m</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

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Reference E2.9

Service Description: Inflation Provision Categorisation: Critical To remove inflation provision across all commissioned services.	
It is proposed to commence consultation on/implement the following change – Consider the implement 0% inflation across the board.	
Rationale for service change proposal – Budgetary considerations.	
The following activity will change, stop or significantly reduce – Consider 0% inflation increase across the board for commissioned care providers.	
Impact of Service Change – Service Users – None. Partners - None. Council – None.	
Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.	
Legislation Considered – National Assistance Act 1948.	
Risks & Mitigating Actions – Potential for impact on continuity of business for commissioned care providers. Mitigated by close monitoring of contracts. Under Judicial Review	
Cost of Service: Staffing: Other Resources:	Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: No

Reference E2.10

<p>Service Description: Fair Access to Care Criteria Categorisation: Critical The Fair Access to Care (FACS) guidance provides councils with social services responsibilities with a framework for determining eligibility for adult social care. It covers how councils should carry out assessments and reviews, and support individuals through these processes. The current FACS criteria has four bandings Critical/Substantial/Moderate and Low. Sefton Adult Social Care currently fund service users who meet Critical and Substantial.</p>	
<p>It is proposed to commence consultation on/implement the following change – To review Sefton’s application of the Fair Access to Care Criteria with a proposal to raise the adult care eligibility threshold to ‘Critical’ only</p>	
<p>Rationale for service change proposal – To reduce the costs of the community care budget to deliver savings and deliver the minimum level of care and support using FACS guidance.</p>	
<p>The following activity will change, stop or significantly reduce – Service users who are assessed as having a substantial need would not be eligible for care funding.</p>	
<p>Impact of Service Change – Service Users – Substantial needs would not be met. Potential likelihood of users requiring critical interventions if substantial needs would not be met. Partners – Potential for increase of demands of the voluntary/community sector Council – Reputational risk/risk of judicial review</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline: <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – Chronically Sick and Disabled Persons Act 1970, NHS and Community Care Act 1990, Putting People First Dh 2007</p>	
<p>Risks & Mitigating Actions – Risk of Judicial Review (recent comparative case law)</p>	
<p>Cost of Service: £1.45m Staffing: Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: No</p>

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E3 Leisure & Culture Consultation and Engagement

Reference: E3.1

Service Description: Crosby Leisure Centre

Categorisation: Tier 1

Reduce the operational requirements that are expected of Parkwood Leisure in operating Crosby Leisure Centre.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

It is proposed to commence consultation on the following change –

- i) To reduce the operational requirements expected of Parkwood Leisure in operating Crosby Leisure Centre.
- ii) To consider ways in which the Council may be able to reduce its revenue grant support to Parkwood Leisure following consultation with operator, without affecting the PFI credits that the Council receives from Government. Further work will be undertaken to ensure there is no detriment to the Council.

Rationale for service change proposal –

To reduce the operational requirements and therefore the responsibilities of the operator, the Council may be able to negotiate a reduced revenue grant payment. In exchange for less Council subsidy, Parkwood would not be obliged to maintain existing levels of service (e.g. opening hours).

The following activity will change, stop or significantly reduce – It is unlikely that there would be any significant impact on the principle of the operation, although whatever measures are taken could lead to reduced opening hours, service quality and a reduction on the programme of activities on offer.

Impact of Service Change –

Service Users – Likely to mean a reduced service available with a potential impact on the quality of experience.

Partners – Potential for the working relationship with Parkwood and Waterfront Leisure to be less productive.

Council – Potential for adverse feedback and criticism.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline Open exploratory discussions with Parkwood and Waterfront September 2011. Dependent on outcome, progress to next stages from that point.

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered - Local Government (Miscellaneous Provisions) Act 1976.

Risks & Mitigating Actions – The Council has a legally binding contract with Waterfront Leisure for 25 years, which has 19 years to run. Any willingness to negotiate by Waterfront would have to be voluntary, with no guarantee that they would agree to any changes. There would be little the Council could do if this was the case. Potential for reputational risk for the Council.

Cost of Contract Service: £729,850	Proposed Cost 2012/13: Subject to consultation
Staffing: N/A	Council Staff at Risk: Yes
Other Resources: N/A	

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Reference E3.2

<p>Service Description: Active Sports Categorisation: Tier 1 To increase the income target of the Active Sports programmes by £10,000.</p> <p>The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.</p> <p>It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.</p>	
<p>It is proposed to commence consultation on/implement the following change – To increase the income target of the Active Sports programmes by £10,000.</p>	
<p>Rationale for service change proposal – All the Active Sports programmes now have some form of charge and it is feasible to increase the income target for these programmes.</p>	
<p>The following activity will change, stop or significantly reduce – N/A</p>	
<p>Impact of Service Change – Service Users – None. Partners – None. Council – None.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Part <input type="checkbox"/> p Proposed Timeline</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Local Government (Miscellaneous Provisions) Act 1976.</p>	
<p>Risks & Mitigating Actions– Risk presents itself if the section is unable to deliver the various sports programmes if at some point users become unable to pay.</p>	
<p>Cost of Service: £ N/A Staffing: N/A Other Resources: N/A</p>	<p>Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: No</p>

Reference: E3.3

Service Description: Business Development Team

Categorisation: Tier 1

Review the organisational structure of the 'Business Development' team and the teams marketing and advertising budget.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

It is proposed to commence consultation on the following change –

- i) To review organisational structure and responsibilities within the 'Business Development' team with the intention of reducing the staffing costs.
- ii) Reduce the Business Development Team's marketing and advertising budget.

Rationale for service change proposal –

Will help to minimise the impact of further cuts on other front line services.

The following activity will change, stop or significantly reduce –

i) The Business Development team coordinate and generate the majority of 'back office' support to the front line services and activities. It deals with;

- all marketing and communication functions;
- event support;
- administrative & statistical support
- performance management and service planning;
- budget monitoring;
- income collection & direct debit payment coordination;
- contract liaison and monitoring (Parkwood Leisure and Formby Pool Trust);
- the delivery of certain activity under commissioning arrangements (e.g. NHS Sefton)

ii) The marketing, advertising & communications budget is crucial to the successful trading of the service. It is central to all promotion and advertising for leisure centres and all projects and programmes operated in facilities and community venues. The level of activity will be reduced.

Impact of Service Change –

Service Users – Unable to meet demands for keeping users up to date with information and the new projects and programmes.

Partners – It will be necessary to consider whether the section will be able to meet its obligations to partners that commission it to deliver outcomes around marketing and advertising.

Council – Any reduction in staff and budgets will affect the overall performance of the service, and have an adverse effect on income.

Communications, Consultations & Engagement –

Type (please specify) In Consult Engage

Partnership

Proposed Timeline (please specify)

Where the staffing review is concerned;

- Consultation would commence in October 2011
- Between October – November the review would be completed
- Implementation of new structure by December 31st 2011

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Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered -

Local Government (Miscellaneous Provisions) Act 1976.

Risks & Mitigating Actions–

Awareness and promotion of all of the section's services are at risk and may reduce income.

Cost of Business Development Team: £127,450	Proposed Cost 2012/13: Subject to consultation
Staffing: 4	Council Staff at Risk: Yes
Other Resources: £50,000	
The service is commissioned by NHS to deliver social marketing activity in support of health improvement outputs.	

Reference E3.4

<p>Service Description: Crosby Lakeside Activity Centre Categorisation: Tier 1 The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.</p> <p>It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.</p>
<p>It is proposed to commence consultation on/implement the following change – Following a full 12 months of operation of the Crosby Lakeside Adventure Centre (CLAC) (July 2010 – July 2011), officers are in a better position to assess the options to make savings within its operation. It is proposed to make the following changes: i) increase the income target by £200,000 ii) review the staffing structure water sports and adventurous activity team</p>
<p>Rationale for service change proposal – i) The centre is on course to exceed its income target. The trend for the last 12 months suggests that an increased target is realistic. ii) The water sports and adventurous activity team was set up in advance of the business activity being fully known. After two operating seasons (summer) it is clear that it would benefit from a different staffing arrangement which would move towards self employed coaches rather than full time staff.</p>
<p>The following activity will change, stop or significantly reduce – No significant changes.</p>
<p>Impact of Service Change – Service Users – Negligible. Partners – Negligible. Council – Negligible.</p>
<p>Communications, Consultations & Engagement – Type (please specify) Infor <input type="checkbox"/> Con <input checked="" type="checkbox"/> Er <input checked="" type="checkbox"/> Part <input checked="" type="checkbox"/> p</p> <p>Proposed Timeline Complete staff review by end of October 2011, Consult with staff during October-November 2011, Implement new structure by December 31st 2011</p>
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>
<p>Legislation Considered -Local Government (Miscellaneous Provisions) Act 1976.</p>
<p>Risks & Mitigating Actions– Other savings taken elsewhere in this round will have a knock-on effect for CLAC (e.g. Marketing) which make the increased income target more challenging. In addition, the extra Bank Holidays this year had a big impact in usage.</p> <p>Steps are being taken to increase the number of private bookings (e.g. weddings) and plans are well progressed to secure extended water sports bookings from outside organisations. This will mean that on a number of occasions the centre will be partly closed to 'open access' for local residents.</p>

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<p>Cost of service (with operation at C.L.A.C.): £277,650</p> <p>Staffing: 1 x full time post</p> <p>Other Resources: Grant support from Sport England & sports governing bodies enable the employment of additional support staff to the operation.</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>
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Reference: E3.5

Service Description: Formby Pool

Categorisation: Tier 1

Reduce the Output Specification operational requirements that are expected of Formby Pool Trust (FPT) for the operation of Formby Pool. To offer the FPT an extended lease (presently 10 years), to enable it to plan long term.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

It is proposed to commence consultation on the following change –

- i) To reduce the operational requirements that are expected of Formby Pool Trust (FPT) for the operation of Formby Pool.
- ii) To offer the FPT an extended lease (presently 10 years), to enable it to plan long term. In tandem with this lease would be the gradual reduction in grant support on a sliding scale year on year to eventually being self sufficient. The current support is £284,000.

Rationale for service change proposal –

- i) The FPT aspire to be self financing and independent from any Council 'controls' (the Output Specification). This will take time, but by having control over all aspects of the operation (e.g. pricing) they would not need such significant Council support.
- ii) The Council may also wish to consider whether it is reasonable to make such significant cuts to its own leisure operation and not seek some form of saving from its 'partner operations'.

The following activity will change, stop or significantly reduce –

It is unlikely that there would be any significant impact on the principle of the operation, although whatever measures are taken could lead to reduced opening hours, and a reduction on the programme of activities on offer.

Impact of Service Change –

Service Users – Likely to mean a reduced service available, with a potential impact on the quality of service available.

Partners – There are two partners with a vested interest in the contract and both would need to be in agreement with the proposal. There is an understanding within the FPT of the Councils position and willingness to try and assist in reducing the need for the current financial support.

Council – Would have a much reduced influence on the way that Formby Pool would operate.

Communications, Consultations & Engagement –

Type *(please specify)* Partnership Consult Engage Engage

Proposed Timeline *(please specify)*

- i) Open exploratory discussions with the FPT Board – September 2011.
- ii) Dependent on outcome, progress to next stages after that point.

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered -

Local Government (Miscellaneous Provisions) Act 1976.

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Risks & Mitigating Actions

The Council has a legally binding contract with Formby Land Trust, Formby Pool Trust which has 37 years to run. Any variation in the lease to FPT would have an impact on this contract.

The Council could relax some of its requirements expected from the 'partnership' in return for more flexibility and self determination in the way the Trust operates the facility. This would be dependent of the FPT getting an extended lease for a further 10-15 years, as the present one only has 5 years remaining.

Cost of Contract Service: £287,550

Staffing: N/A

Other Resources: N/A

Proposed Cost 2012/13: Subject to consultation

Council Staff at Risk: No

Reference E3.6

Service Description: Lifeguard Cover

Categorisation: Tier 1

Reduce life guard cover at all swimming pools.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

It is proposed to implement the following change –

Reduce life guard cover at all swimming pools which will include;

- No cover for public sessions between the hours of 07.00 – 09.00 & 20.00 – 22.00.
- No cover in the learner pool at Dunes during weekdays.
- No cover for clubs sessions.
- Reduced cover during school swimming lessons.
- Reduced cover in Splash World.

Rationale for service change proposal –

It is possible for the Council to operate without lifeguards at certain times, providing that appropriate notification is advertised to this effect. Many private sector leisure clubs and hotels do not staff pools and place the responsibility and decision to use at the participants own risk. In addition, most people when on holiday use pools that are unsupervised. So rationale for each of the above is as follows;

- No cover for public sessions between the hours of 07.00 – 09.00 & 20.00 – 22.00
- Most swimmers during these times are adults, who are fit and capable swimmers and using the pools as part of an exercise programme.
- No cover in the learner pool at Dunes during weekdays.
- All users of the learner pool at these times are adults accompanying children. Therefore they already provide supervision.
- No cover for clubs sessions.
- Clubs are delivering swimming development and use highly trained coaches. All members are highly competent swimmers. Coaches would be trained to be able to effect a pool rescue.
- Reduced cover during school swimming lessons.
- Swimming teachers are present during the lessons and can be trained up to provide rescue cover.
- Reduced cover in Splash World.
- By altering the way lifeguards operate and their working hours it is possible to reduce the number.

The following activity will change, stop or significantly reduce –

There is considered to be no adverse effect on the programme of activity, however, people may be reluctant to use facilities (or allow their children to) if no lifeguard cover is available.

Impact of Service Change –

Service Users – It may deter people from using facilities and therefore reduce their access to leisure activity. There is also the potential that their experience will be less positive.

Partners – The clubs have been consulted on this and it would not give them a problem.

Schools may feel differently and this would need to be discussed with them to gauge opinion.

Council – The Council will be exposed to a greater risk of incident without the cover.

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Communications, Consultations & Engagement – Type (please specify) Infor <input type="checkbox"/> <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership	
Proposed Timeline (please specify) Consultation with schools from September 2011. Final consultation with clubs September – November 2011. Implement other reductions following the acceptance of the proposal.	
Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.	
Legislation Considered - Local Government (Miscellaneous Provisions) Act 1976. There are recommended guidelines for Life Guarding and providing the Council has an appropriate risk assessment and a clear policy for users it can work to these changes.	
Risks & Mitigating Actions– The model proposed has been introduced by other Local Authorities elsewhere and is similar to the way that most of the private sector leisure clubs work. A risk assessment at each facility will need to be undertaken to measure risk of making the changes. An action plan and policy of operation would be established, publicised and implemented. All users at the identified times would be made fully aware of the change along with the need to confirm competence in being able to swim unsupervised. The majority of users at early morning and late evening swimming are adults and do so for fitness training purposes and are competent swimmers.	
Cost of Leisure Centres with swimming pools Service: £1,087,700 Staffing: TBC Other Resources: N/A	Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: Yes

Reference E3.7

<p>Service Description: Litherland Sports Park Categorisation: Tier 1 Cease the coaching and casual staff budget at Litherland Sports Park.</p> <p>The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.</p> <p>It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.</p>	
<p>It is proposed to commence consultation on/implement the following change – Reduce the coaching and casual staff budget at Litherland Sports Park.</p>	
<p>Rationale for service change proposal – To meet the savings target.</p>	
<p>The following activity will change, stop or significantly reduce – The range of youth based coaching and engagement will be reduced, with some after school Active Sports not taking place.</p> <p>There will also be reduced support to the clubs based at the centre (cycling, rugby union, and athletics) with their programmes of activity.</p>	
<p>Impact of Service Change – Service Users – Some of the sessions available will either cease, or will have to reduce the numbers able to attend. Partners – Unable to meet some of the participation and activity targets agreed with Sport England and governing bodies of sport. Council – Less activities on offer to local community.</p>	
<p>Communications, Consultations & Engagement – Type <i>(please specify)</i> <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Engage</p> <p>Proposed Timeline <i>(please specify)</i></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Local Government (Miscellaneous Provisions) Act 1976.</p>	
<p>Risks & Mitigating Actions– This may have an adverse effect on the income the centre needs to generate, however most coaching and activity sessions will be self financing so should be able to continue.</p>	
<p>Cost of Service: £30,000</p> <p>Staffing: Based on casual coaches and instructors</p> <p>Other Resources: N/A</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No</p>

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Reference E3.8

Service Description: Principal Manager

Categorisation: Tier 1

Review the management arrangements for the section with the intention of reducing by one Principal Manager.

The Sport & Recreation Service is responsible for the management and operation of the Councils sport & leisure centres, sports development, physical activity and health promotion programmes, positive futures project, contract monitoring for Crosby Leisure Centre & Formby Pool. Assets: 5 sport & leisure centres; 1 outdoor pursuits & residential activity centre; 2 facilities under contract; a workforce of 250 full time equivalents. It has in excess of 3m visits/users p.a.

It is commissioned to deliver services to partners; value circa £1.4m p.a. with grant support sustaining an additional 30 fixed term posts.

It is proposed to commence consultation on/implement the following change –

Review the management of the Sport & Recreation section by reorganising the structure and responsibilities.

Rationale for service change proposal – To meet savings target.

The following activity will change, stop or significantly reduce –

The review will reprioritise all the key service areas and responsibilities, allocating duties amongst fewer managers. As one post will be deleted the capacity and workload will therefore be reduced and it will not be feasible to deliver services and activity to the same level or standard as at present.

Impact of Service Change –

These will only be clearer once the restructure has been completed.

Service Users – There will be a knock-on effect in terms of the overall quality of the service provided. Less Management support.

Partners – Reduction in ability to maintain relationships and service the demands of partners, attend their meetings and working on joint ventures.

Council – The section will have reduced capacity to participate in Council corporate matters and maintain the standards and range of services available. Increased pressure on remaining managers.

Communications, Consultations & Engagement –

Type (please specify) Partnership Consult Engage

Proposed Timeline (please specify)

- i. Prepare revised structure by mid October 2011
- ii. Progress staff consultation October 2011
- iii. Implement revised structure before December 31st 2011

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered - Local Government (Miscellaneous Provisions) Act 1976.

<p>Risks & Mitigating Actions – There will be a risk to the performance of the business however a reassessment of priorities will endeavour to ensure that the Councils key objectives are still met.</p>	
<p>Cost of management Service: £300,000</p> <p>Staffing: 1</p> <p>Other Resources: N/A</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

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Reference: E3.9

Service Description: Library Service – Stockfund and Stock Services Unit

Categorisation: Other Tier 1

The Library Service has 13 Libraries and 1 mobile. It provides a lending and information service for books and other media; a local history service, events and activities for adults, children and young people, and older people; public access to computers and the internet; adult education classes from external partners; access to other Council services, surgeries and advice sessions from external organisations and partners; a safe space; space for hire. Some libraries are the only Council facility in a community. In 2010/11 there were 1,211,443 visits; 1,476,318 items issued; 142,611 library members (53% of Sefton population); 204,000 sessions of People's Network; 58,900 registered users of People's Network; 307,806 "virtual" visits to the library "home" page on the website.

The controllable budget for the whole service in 2011/12 = £2.63m. 2010/11 = £3.5m. The provision of books and other materials for people to borrow browse and reference is the core function of a public library service. Materials are purchased for general use, study and education, specialist enquiries and information and cater for all age groups and all social groups. Most are in printed format, but some are provided in other formats including on-line subscriptions. The service is investigating the most cost effective and efficient way to deliver an e-books service. The Stock Services Unit (SSU) provides the bibliographical support to acquire and make these resources available. Due to a number of technological changes SSU has increased in efficiency and reduced its costs since 2005 by 43%. The stock fund is used to purchase some of the technological support to enable this to happen e.g. downloading of catalogue records. Sefton is part of a North West and Yorkshire consortium to purchase stock, leading to increased discounts and efficiencies. This has helped to partly offset the reductions in the Stockfund of £296,000 over the past six years.

The stock fund for 2011/12 = £454,100. SSU staffing costs for 2011/12 = £110,733. In 2004/5 the stock fund was £750,100 and SSU staffing costs were £193,082 (based on today's salaries).

It is difficult to compare "like with like" data for stock across different authorities. From the CIPFA comparator data available, although Sefton had and still has a very low level of overall expenditure and staffing levels, it also had one of the highest levels of spend on books and other materials per head of population in 2005/06 with a corresponding high level of issues. This high level has since reduced so that Sefton is ranked at the medium. As this has happened, so its performance ranking for level of issues has reduced. A national survey showed that our bibliographic support costs were one of the highest in the North West with a very traditional, labour intensive support service. However, since then technological changes that have been introduced have significantly reduced the costs by 43%. Sefton still spends proportionately more on its stock than its staffing compared too many other authorities.

It is proposed to commence consultation on/implement the following change –

- That the stockfund for the purchase of books and other materials is reduced by £100,000 (from £454,100 to £354,100).
- That SSU is restructured and the post of Stock Services Officer is deleted.
- If the savings also required the closure of any libraries, it would be recommended that the stock fund would not be reduced further.

Rationale for service change proposal –

To achieve the savings required and maintain as high a level of service as possible.

The following activity will change, stop or significantly reduce –

There will be a significant reduction in the ongoing provision of range of library stock – books, multimedia, online resources, newspapers and magazines from April 1st 2012 and a delay in the availability of such stock.

Impact of Service Change – Service Users –

There will be an estimated 10,000 fewer items of books and other materials purchased. This

will reduce the number of copies available for high demand titles and extend the waiting periods. Longer waiting times may deter current and ongoing use of service, leading to a reduction in visits and issues.

There will be a reduction in:

- access to information sources
- number of online reference resources
- number of newspapers and magazines available
- procurement and preservation of local history publications for archival and research purposes
- non-fiction and fiction provision for Sefton residents to pursue health, cultural and lifestyle interests
- educational and recreational provision for children and young people
- provision for disadvantaged groups

Partners –

The library service provides bibliographic support to HMP Kennet and Ashworth Hospital. They pay a charge per transaction for this. The reduction in staffing may diminish the service’s ability to provide appropriate customer service in relation to stock procurement and management.

The reduction in expenditure with book suppliers via the North West Consortium contract – may contribute to lower discount levels being negotiated when contracts are re-tendered in 2013.

The reduction in the library service’s ability to engage with national and local reader development initiatives and participate in partnership projects such as Active Reading with NHS.

Council -

Income generation – reduced purchase of DVDs (a charged for service) may impact on income targets for multimedia.

Communications, Consultations & Engagement –

Type (*please specify*) Inform Consult Engage Partnership

Proposed Timeline (*please specify*)

Review service – October 2011

Consult with staff and Trade Unions – November 2011

Implement revised structure - January 2012

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered -

The Public Libraries and Museums Act 1964.

Our statutory obligation under the Public Libraries and Museums Act 1964 is to provide a comprehensive and efficient library service for all persons in the area that want to make use of it (section 7); promote the service (section 7); lend books and other printed material free of charge for those who live, work or study in the area (section 8). The Act has a number of regulations including what services can be charged. The provision of books and other material is therefore a core function of the legal requirement.

Risks & Mitigating Actions –

Risks

The stockfund was reduced by £96,000 for 2011/12 and a further reduction of £100,000 will mean that since 2004/2005 the fund will have decreased by 53% from £750,100 to £354,100. This represents a significant erosion of one of the primary resources within the library service. Access to books, multimedia and online resources are one of the key services offered by libraries and the core offer as part of its statutory obligation. There is likely to be a resultant

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effect on the use of the service and income generated.

The stockfund also pays for the technological costs of stock supply, such as the automated download of catalogue records and inter-library loan participation. It also supports much of the investment required to implement ongoing stock supply efficiencies and these need to continue. A reduction to the stock fund impacts upon the service's ability to deliver further savings, which would otherwise mitigate against the loss of post from the SSU.

Management of SSU – the loss of the Stock Services Officer post will impact upon the responsibilities currently undertaken by the post holder in relation to ordering systems, classification and monitoring of catalogue records, financial administration, staff management and representation of the service at regional bibliographic meetings.

Reduction of the stock fund and reducing it to its proposed level is a difficult option. The provision of stock is the core function of the library service and will result in a serious reduction in the level of service to the service users. Such a reduction leads to long term decrease in the numbers and the frequency of people using the service. However, the fund could be increased in later years.

The stock fund cannot be reduced any further than this without being able to fulfill its statutory obligation.

Mitigating Actions

Change purchasing specifications to achieve a different balance of stock e.g. purchase more paperbacks and fewer hardbacks, so that there will still be a variety of new titles.

The reduction in the number of items purchased may reduce the level of business at SSU.

The impact of the loss of the post can be mitigated further by ongoing efficiencies within library stock supply chain such as the upgrading of library records. The integration of payment systems will reduce stock support required for processing of invoices. Direct delivery of stock to libraries rather than to a centralised stock services unit will reduce the level of processing required before stock is shelf-ready and available to library borrowers.

The loss of the specialist skills will have to be absorbed as far as possible by the remaining stock services unit, with support from the staff within the Library Service, to ensure that all operational and managerial responsibilities are covered.

SSU is continuing to increase its efficiency and some of the specialist knowledge that was required has now been replaced by automated solutions.

<p>Cost of Stock Services Unit: £110,733</p> <p>Staffing: 1 x Stock Services Officer 1 x Senior Stock Assistant 3.1 FTE x Stock Services Assistant</p> <p>Other Resources:</p> <p>Stockfund £454,100</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>
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Reference: E3.10

Service Description: Library Service – Community Cohesion Team

Categorisation: Other Tier 1

The Community Cohesion team delivers specialist support and advice to staff delivering the service to children and young people, and to disadvantaged groups to enable them to access library services. They also work with partners to improve and deliver services to these groups. The specific responsibilities of this team are library services to children and young people, equality of access for all individuals and groups within the community, management of the Home Visits Service and its 80 community volunteers that deliver a service to 200 people unable to visit libraries, management and support of the library service at HMP Kennet (for which a management fee is charged).

Since the team was created in 2005 the use of the library service by children and young people has increased through increased issues, activities, class visits and the Summer Reading Challenge. This is through extensive training and support for frontline staff working in the libraries. Work with partners and access groups has resulted in improvements to services including those for people with disabilities. The team was reduced from 4 posts to 2 with effect from 1st July 2011. The impact of this reduction is currently under going assessment.

The team consists of one full time Senior Development Manager (SDM) Children and Young People and one full time SDM Social Inclusion. Cost 2011/12 = £65,690 (cost in 2010/11 = £119, 488).

There is limited comparator data available for this area of work. National data for the summer reading challenge and delivery of the Bookstart scheme show that we have a comparatively high level of participation per head of population. The level of staffing and expertise that local authorities use to provide this is not available, but local knowledge of the region and national developments show that this varies considerably from services with large to middle sized units, specialist support such as children's librarians in libraries, and Home Visits Services delivered by paid staff. Sefton provides an extremely low but effective level of specialist support and expertise.

It is proposed to commence consultation on/implement the following change –

- Restructure the Community Cohesion team to reduce from 2 SDM's to one, resulting in the deletion of 1 SDM post.
- This will require the merger of the work of the 2 SDMs for children and young people, and social inclusion, into the 1 remaining SDM post.

Rationale for service change proposal – To reduce the costs of the team to deliver savings and deliver the minimum level of specialist support and advice to staff in libraries delivering the service whilst attempting to continue a high quality of service.

The following activity will change, stop or significantly reduce –

There will be a loss of the skills, knowledge and input of one of the specialist SDM's, leading to a requirement for the remaining SDM to expand their knowledge and capacity to deliver services for both areas. This will result in a reduction of specialist input, reduction in activities to targeted groups, reduction in outreach and partnership working, and reduction in response time to enquiries.

There will be specific reductions to:

- The provision of services to the public.
- The ability to carry out special project work such as the Summer Reading Challenge and reading groups, resulting in a significant reduction of the use of the service.
- The ability to work with schools.
- The ability to manage and deliver volunteering opportunities in the Library Service, to manage the Home Visits Service, to manage the library service at HMP Kennet (and potential loss of income).
- The ability to respond to partnership enquiries and requests, deliver outreach work in the community.
- The ability to select and purchase appropriate stock for the public.

There will be an increase in front line library staff having to deal with enquiries of a specialised

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and possible sensitive nature e.g. compliance with equalities legislation.

Impact of Service Change –

Service Users -

- May see a reduction in the diversity and responsiveness of the Library Services offered.

Partners –

- Reduction in work with schools across Sefton.
- Reduction in work with NHS.
- Reduction in capacity to help people to live at home through the Home Visits Library Service.
- Reduction in management input to the Library Service at HMP Kennet.
- Reduction in capacity to take volunteers from Sefton CVS and work with volunteers.

Council – There will be a reduction in the Library Service’s ability to liaise with other sections of the Council to deliver services to the community.

Communications, Consultations & Engagement –

Type (please specify) Inform Consult Engage Partnership

Proposed Timeline (please specify)

Review service – October 2011

Consult with staff and Trade Unions – November 2011

Implement revised structure - January 2012

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered -

Our statutory obligation under the Public Libraries and Museums Act 1964 is to provide a comprehensive and efficient library service for all persons in the area that want to make use of it. One of the duties is to promote the service to children and adults. The Act has a number of regulations including what services can be charged.

Risks & Mitigating Actions–

There will be a loss of the skills, knowledge and input of one of the specialist SDM, leading to a requirement for the remaining SDM to expand their knowledge and capacity to deliver services for both areas. This may result in a reduction of specialist input and reduction in activities.

Services can to be absorbed by the remaining library staff. The Principal Development Manager for Community Cohesion would work with the remaining SDM, and frontline library staff, to minimise the impact of the staffing reduction on the service to the public.

Cost of Community Cohesion team:

£65,690

Staffing:

Senior Development Manager – Children and Young People

Senior Development Manager – Social

Inclusion

Other Resources:

Proposed Cost 2012/13: Subject to consultation

Council Staff at Risk: Yes

Reference: E3.11

Service Description: Library Service – Facilities Team

Categorisation: Other Tier 1

The facilities team provides security functions to libraries such as call outs, plus routine repairs and

<p>maintenance. There has been no major investment in the infrastructure of libraries and as a result the libraries are in a poor state of repair. The structural survey costs for the 10 libraries that are not new or to be re-developed = £1.3m. The costs of the team have been analysed and indicate that the tasks undertaken by the facilities team are provided at a lower cost than an external contractor and at greater speed, avoiding the need for ad hoc closures of libraries. Larger repairs are undertaken by contractors. They also open and close libraries outside library opening hours for external groups to hire. They provide cover for the mobile library when the driver/assistant is absent. The team also delivers a daily delivery service of books, internal post etc. The team (excluding the delivery driver) was reduced from 5 staff to 3 from 1st July 2011. The cost of the team (excluding the driver) in 2011/12 = £71,000 (£111,339 in 2010/11).</p>	
<p>It is proposed to commence consultation on/implement the following change – To review the Facilities team and reduce the number of Facilities Assistants from 2 to 1.</p>	
<p>Rationale for service change proposal – To reduce the costs of the service as part of the Council's service.</p>	
<p>The following activity will change, stop or significantly reduce – The following will stop:</p> <ul style="list-style-type: none"> The provision of lettings out of hours at Crosby Library. This currently generates £8500 income per annum. The provision of a 'latch key' operation will be considered, a full risk assessment will be undertaken before a decision is made. <p>The following will be reduced:</p> <ul style="list-style-type: none"> Ability to cover sickness and annual leave for the Mobile Library and the daily delivery van. Cover for the mobile library will not be a factor if PO38 (Mobile Library Service) is also accepted. Ability to carry out routine and non-routine maintenance, resulting in much higher levels of essential maintenance passed to contractors, with an increased cost. Ability to respond to emergency maintenance work. Ability to respond to health & safety requests from libraries. Ability to respond to out of hour call-outs. <p>There may be an increase in the time library managers have to deal with contractors, carry out routine maintenance checks and administration.</p>	
<p>Impact of Service Change – Service Users -</p> <ul style="list-style-type: none"> Maintenance levels of front line areas will be reduced. Increased risk of accident in public areas of the library. Increased risk of temporary closure to libraries due to health and safety issues. Further deterioration of the buildings and their appearance, less appealing to people to use them. <p>Partners – Unable to use library outside library opening hours</p> <p>Council – Potentially more costs by using contractors for small jobs</p>	
<p>Communications, Consultations & Engagement – Type (<i>please specify</i>) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Page <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline (<i>please specify</i>) Review service – October 2011 Consult with staff and Trade Unions – November 2011 Implement revised structure - January 2012</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Health and Safety at Work Act 1994.</p>	
<p>Risks & Mitigating Actions–</p> <ul style="list-style-type: none"> Risk of health and safety maintenance issues not being addressed in an acceptable timescale. Mitigated by increased use of contractors. Risk of loss of income from out of hours lettings – investigate alternative methods of making access available. 	
<p>Cost of Facilities team (minus delivery service): £71,000</p> <p>Staffing: 1 Facilities Officer 2 x Facilities Assistant</p> <p>Other Resources: Van – lease and maintenance</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

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Reference: E3.12

Service Description: Library Service – Local History/Information Service

Categorisation , Other Tier 1

The Local History and Information Service is based at Crosby library. It provides a specialist unit for people researching local and family history service, and for more detailed specialist enquiries for information. Although based at Crosby it is a borough wide service providing specialist support and advice for all the libraries in Sefton. It houses the historical archives of Sefton Council. The annual number of local history enquiries = 12,500. There were two such units in Sefton – one at Southport library service and one at Crosby. This was reduced to one unit at Crosby for the whole borough with effect from 1st July 2012. The impact of this reduction is currently under going assessment.

The costs of the unit for 2011/12 = £174,000 (£280,000 2010/11).

Where local authorities have accredited archive services, with archivists there are national surveys that result in comparable data. However, Sefton is one of a handful of local authorities nationally that does not have an accredited archive service.

It is proposed to commence consultation on/implement the following change –

To restructure the Local History and Information Services team, deleting 2 posts : 1 X Local History Librarian, 1 X Lifelong Learning Assistants (18 hours).

Rationale for service change proposal –

The need to reduce the costs of the service to deliver savings for the Council, whilst delivering and maintaining a minimum level of service. See additional information.

When the unit at Southport closed there was a reduction in staffing but both of the Local History librarians and all the lifelong learning assistants were retained and those in Southport transferred to Crosby. This was to ensure a smooth transition and maintain the specialist knowledge and expertise. It was hoped to retain the level of specialist knowledge for another year but the need to deliver savings results in the proposal for the local history service to be at the same reduced level as the information service.

The following activity will change, stop or significantly reduce –

The following could cease:

- Local History lecture programme to older people.
- Local History publication programme.

There may be a reduction in the following:

- Speed of response to information enquiries.
- Local history provision in libraries.
- Partnership work.
- Level of specialist knowledge for one (North or South Sefton) area.
- The ability to reply to specialist archival enquiries.
- The ability to provide council information to the public.
- The ability to fulfil the council's responsibilities towards historic archives in the Local Government Act 1972.

Impact of Service Change –

Service Users -

- Reduction in the ability to provide access to information to members of the public.
- Loss of specialist knowledge.
- Reduced service provision of historic archives.

Partners –

- Reduction of partnership working/reduction in services to all departments.
- Negative impacts particularly on schools as local history forms part of the national curriculum.
- Negative impact particularly on the Planning Department who require local historical

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<p>providing a platform for development and conservation work.</p> <ul style="list-style-type: none"> • Reduced service provision of departmental historic archives. • Reduced ability to provide council information to the public. • Overall delays in service to other council departments and loss of specialist knowledge. <p>Council - The Local History section fulfils the council's statutory responsibilities towards the council's historic documents as laid down in the Local Government Act 1972.</p>	
<p>Communications, Consultations & Engagement – Type (<i>please specify</i>) Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline (<i>please specify</i>) Review service – October 2011 Consult with staff and Trade Unions – November 2011 Implement revised structure - January 2012</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Our statutory obligation under the Public Libraries and Museums Act 1964 is to provide a comprehensive and efficient library service for all persons in the area that want to make use of it (section 7) ; lend books and other printed material free of charge for those who live, work or study in the area (section 8).</p> <p>The Local History Service fulfils part of the Council's responsibility for its historic documents, as laid out in the Local Government Act 1972.</p>	
<p>Risks & Mitigating Actions – There is a risk of not being able to fulfil the Council's statutory obligation. Mitigating actions will be to work closely with local history groups and societies, and investigate how they can help to support the service.</p> <p>Mitigating action will be to ensure that such collections are retained and staff are aware of them.</p> <p>There is a risk of a lack of specialist knowledge. This will be mitigated by training and supporting the remaining staff prior to April 2012.</p>	
<p>Cost of Local History and Information Service: £174,000 Staffing:</p> <p>Other Resources: Local History sources and information £24,000</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

Reference: E3.13

Service Description: Library Service – Mobile Library Service

Categorisation: Other Tier 1

The Mobile Library is provided for people who have difficulty in accessing a static library. It is open for 22 hours per week, and has a number of stops across Sefton. The time at these stops varies from 30 minutes to half a day. 213 people used the Mobile Library in 2011/12. Of these, 153 did not use any other Sefton library. The mobile library issued a total of 4,946 items. This is very low compared to the number of items issued in other Sefton libraries per annum (lowest = 35,426 per annum; highest = 207,396).

The costs of the mobile library per annum are an average of £44,000. The vehicle is leased and it is staffed with one driver/assistant. The lease expired last year and it being renewed on an annual basis. The maintenance costs will increase as the vehicle ages. The cost of a new mobile library will be significantly higher, and once there is a new lease there will still be significant costs still to pay, even if the service is withdrawn at a later date. The cost per issue for the mobile library in 2010/11 was £9.28 compared to the lowest of 70p and the highest of £2.61 in Sefton's other libraries.

There is no specific comparator data for mobile libraries. However, there are a number of facts and figures that are known about the level of provision of mobile libraries in other local authorities. Within the 5 Merseyside authorities, Liverpool and Sefton have a mobile library. Warrington ceased to operate its mobile library as of 1st April this year, alongside closure of 2 smaller libraries. Many metropolitan authorities similar to Sefton ceased their services some years ago e.g. Bolton. Many rural library services are reducing, and in some cases halving the number of mobile libraries.

It is proposed to commence consultation on/implement the following change –

To consider the future requirement of the mobile library service.

Rationale for service change proposal –

- There has been a significant reduction in demand for the Mobile Library over the last 5 years. Usage has declined 31% between 2006/7 and 2010/11 from 7149 issues per annum to 4946 issues per annum.
- There are alternative options for users i.e. the 13 static libraries in Sefton plus the Home Visits Library Service for those with mobility issues.
- In the current economic climate the retention of a service with such high usage costs and low demand is hard to justify, especially when more efficient and high performing areas of the Library Service have already been reduced to make savings.
- Other library services have stopped providing a mobile library service over the past few years.

Our statutory obligation under the Public Libraries and Museums Act 1964 is to provide a comprehensive and efficient library service for all persons in the area that want to make use of it (section 7) ; promote the service (section 7); lend books and other printed material free of charge for those who live, work or study in the area (section 8). The Act has a number of regulations including what services can be charged.

There is no legal obligation to provide a mobile library service.

The following activity will change, stop or significantly reduce –

- Should the decision be taken, the Mobile Library Service will no longer operate.

Mobile Library stops and frequency:

Place	Time and frequency
Edge Lane, corner of Water Street, Thornton	45 mins once a fortnight
Brownmoor Close, Crosby	1 hour once a fortnight
Delph Road, Little Crosby	30 mins once a fortnight

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Wingfield Close, Lunt	45 mins once a fortnight
School Road, Hightown	15 mins once a fortnight
Park Lane, near Jubilee Drive, Thornton	3 hours once a week
Pendle Drive, near Bowland Drive, Ford	2.5 hours once a fortnight
Captains Lane, near Captains Close, Netherton	2 hours once a week
Homestead Avenue, Prospect Way, Netherton	1.75 hours once a fortnight
Castleton Drive, Copy Lane, Netherton	2 hours once a fortnight
Buckingham Close, near Simonscroft	1.75 hrs once a fortnight
North Road, near Rufford Green, Crossens	30 mins once a fortnight
Marshside Road, near Fleetwood Road, Marshside	1.5 hours once a week
Cobden Road, off Wennington Road, Southport	1 hour once a week
Ovington Drive, Ingleton Road, Kew	2 hours once a week
Folkestone Road, Kew	2 hours once a fortnight
Northway, Dover Road, Maghull	1 hour once a week
Woodleigh Close, Moss Lane, Lydiate	2 hours once a fortnight
Pygons Hill Lane, opposite Jacksons Bridge Farm, Lydiate	1.5 hours once a fortnight
Spurriers Lane, Outlet Lane, Lydiate	30 mins once a fortnight
School Lane, near Tithebarn Lane, Melling	15 mins once a fortnight
Rock Lane, off Bedford Avenue, Melling	15 mins once a fortnight
Sefton Village	15 mins once a fortnight
Station Road, near Wheeler Drive, Waddicar	15 mins once a fortnight
Westminster Drive, Ainsdale	2 hours once a fortnight
Total of 22 hours per week	
<p>Impact of Service Change –</p> <p>Service Users -</p> <ul style="list-style-type: none"> • Current users of the mobile library service will need to use a static library to receive a library service. • There will be some users who are unable to access a static library. In these instances the alternative will be to receive a visit from the Home Visits Service. <p>Council – The lease for the Mobile Library has expired and is being renewed on an annual basis. The transport service will no longer be responsible for or receive an administration fee (£1223 in 2010/11) for the mobile library.</p>	
<p>Communications, Consultations & Engagement –</p> <p>Type (please specify) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline: Review service – October 2011 Consult with staff and Trade Unions – November 2011 Implement revised structure - January 2012</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Public Libraries and Museums Act 1964.</p>	
<p>Risks & Mitigating Actions –</p>	

<ul style="list-style-type: none"> • Current users no longer able to access a library service. Mitigating actions could be to transfer their usage to 13 static libraries, unless they have mobility issues in which case they would register for the Home Visits Library Service. • That the Home Visits Service will not have sufficient capacity to deal with the demand. Mitigating actions will be to plan to increase the number of volunteers and work with the voluntary sector. 	
<p>Cost of Mobile Library Service: £50,000</p> <p>Staffing: 1 Mobile Library driver/assistant £23,907</p> <p>Cover required when driver is on leave or sick.</p> <p>Other Resources: leasing cost, maintenance of vehicle: fuel, servicing, MOT, insurance, repairs.</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

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Reference – E3.14

Service Description: Arts & Cultural Services

Categorisation: Other – Tier 2

Arts & Cultural Services (ACS) provide activities and events throughout the Borough. They are responsible for Creative Alternatives – Sefton's arts and health programme, courses and classes at different locations throughout the Borough, the Sefton Festival of Writing and support community arts events with advice and access to resources. ACS manages Crosby Civic Hall, which provides an arts and entertainment programme for local people as well as being a venue for hire by local groups and commercial organisations. It directly supports Tourism's events programme by programming events such as the Jazz Festival and provides logistical support for events such as the Air Show. ACS will be responsible for the Atkinson Centre either as the direct operator or as the client side management team when it opens.

It is proposed to commence consultation on/implement the following change –

The cessation of all Council originated activity at Crosby Civic Hall, retaining the building as a 'latch-key' operation for local hirers but retaining core supplies and services budgets.

Restructure detail. It is proposed that the Arts & Culture team is restructured removing the posts of Civic Hall Manager and Support Services Officer – Civic Hall.

Service reduction. The building will be managed as a 'latch-key' venue, not open to the public except to attend events organised by hirers. There will be no public programme originated by the Section, no box office service or café and no support services except at full cost even if statutory.

Contractual changes. It will be necessary to give those organisations that have future bookings at the Hall notice of our intention to change the terms and conditions of hire. Depending on the activity the hirer intends to engage in, it may be necessary for them to obtain the appropriate Licence for that activity from the Council. They will also need to provide the level of staffing required by the Licence at their own expense.

Decommissioning services. The Hall will continue to be maintained in order to ensure it remains 'warm, safe and dry' but any further work, redecoration or other site upgrading, will cease. Should a community group or other organisation wish to take over the management of the Hall, it will be in a suitable condition for them to occupy it.

Changes to frequency, level and the activities that will continue within the reduced resources available) The Hall will be a 'latch-key' venue. The programme will be entirely dependent on who hires the building. No services, including statutory ones, will be provided other than at full cost.

Rationale for service change proposal - The cessation of all Council originated activity at Crosby Civic Hall, retaining the building as a 'latch-key' operation for local hirers with the retention of the energy, maintenance, core admin and minimal supplies and services budgets.

Switching to a 'latch-key' operation maintains access to the venue albeit with a reduced level of service. It also ensures that the venue remains in a useable condition should an independent operator be found at a later date.

The following activity will change, stop or significantly reduce – The cessation of all Council originated activity at Crosby Civic Hall.

There will be no professional arts programme, no activities other than those presented by hirers, no summer programme for young people unless provided by outside organisations etc.

Impact of Service Change –

Service Users – The Hall is used for vote counting in elections and by the returning officer to announce results. It is also used by the Crosby Music Festival, a number of amateur theatre groups, dance and drama schools, local schools for events such as speech days, local groups such as Weight Watchers, commercial operators organising trade fairs etc.

Partners – There are no external partners although any organisation expressing an interest in taking over the running of the Hall will be supported in examining that option.

Council – The Hall has commitments running well into 2012-13.

Communications, Consultations & Engagement –

Type (<i>please specify</i>) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>	
Proposed Timeline (<i>please specify</i>)	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered - Local Government Act 1972. The building's entertainment license will have to be modified:-</p>	
<p>Risks & Mitigating Actions– Given the proposed changes to the level of service being offered, Members may wish to reassess the fees and charges for the use of the building.</p> <p>There are a number of risks associated with unsupervised use of the Hall. Officers are suggesting that a deposit be required to ensure the terms and conditions of hire are met. Even then, there will be no staff on site to ensure hirers have complied.</p>	
<p>Cost of arts and culture service: £ 360,000</p> <p>Staffing: Staff List attached</p> <p>Other Resources: Civic Hall building</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

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E4 Street Scene Consultation and Engagement

Reference E4.1

Service Description: Cleansing Administration and Running Costs - Review

Categorisation: Frontline

The management, supervision, equipment, supplies and administrative support for all street cleansing, refuse collection and recycling contract services currently costs £399,000 per year.

In addition to management/supervisory/admin functions, all necessary training and personal protective equipment (PPE) for both Street Cleansing and Refuse Collection is purchased via this cost centre.

Current administrative support levels and operational costs are at minimum levels in order to support the operation of all street cleansing, refuse collection and recycling contract services.

A further reorganisation is currently being developed which would further reduce management levels and save an additional £50k.

Its is proposed to commence consultation on/implement the following change – To further reduce management levels across Street Cleansing and Refuse Collection Services by two posts in order to achieve an additional saving of £50k.

Rationale for service change proposal – The provision of frontline services such as Street Cleansing and Refuse Collection are vital to the infrastructure of the Borough. As such, whilst a large volume of savings have already been identified within operational areas of the services, additional savings still need to be found and have been identified within management functions so as to maintain minimum service levels at the frontline.

The following activity will change, stop or significantly reduce – It is hoped that the impact of further management reductions will be limited as much as possible by a series of internal reorganisations which will see staff at management levels taking on additional responsibilities in areas not previously under their control. The amount of responsibility will also be reduced as much as possible by distributing management functions across a number of service areas.

Impact of Service Change –

Service Users – No Change

Partners – No Change

Council – No operational change. However, essential management functions will be distributed across remaining personnel and service areas.

Communications, Consultations & Engagement –

Type (*please specify*) Inform Consult Engage Partnership

Proposed Timeline By April 2012.

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Risks & Mitigating Actions– With a further reduction in management capacity, all of the cleansing services (waste, streets and recycling) will then be operating at minimum support levels. Such support is an integral part of the operation of frontline services in order to ensure the health & safety of employees and public. The waste collection and cleansing services are large logistical exercises on a daily basis. As such, a minimum number of support staff are required to ensure that the services can operate effectively and efficiently and that tasks are completed on time every day.

Without dedicated support services the operation would be unable to function. In addition to administrative and financial problems caused through a lack of support services, there is a real risk of injury to staff or public if correct procedures, checks and assessments are not undertaken.

In order to reduce the risks associated with the non-performance of services, plans have been

prepared to allow decisions and authorisations to be taken by a wider range of managers across the Department.

<p>Cost of Cleansing Service Operational Support: £399k</p> <p>Staffing: 8</p> <p>Other Resources: None</p>	<p>Proposed Cost 2012/13: £349k</p> <p>Saving 2012/13: £50k</p> <p>Will the saving be full or part year? Full</p> <p>If part year identify actual saving for 2012/13</p> <p>Staff at Risk: None – Saving relates to 2 posts, 1 recent vacancy and 1 VER.</p>
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<p>Service Description: Highways Maintenance Categorisation: Frontline To maintain the highway network to maximise the safe passage of people and vehicles. This includes maintenance of roads, footways, signs, guardrails, bollards. Resurfacing and reconstruction, weed spray etc. Much of this work forms the core contract for delivery by Capita Symonds. This is a statutory duty under sections 41 and 58 of Highways Act 1980. Funding has been reduced by £800,000 for two years in the previous round of prioritisation. Client is all highway users either residents of Sefton or visitors.</p>
<p>It is proposed to commence consultation on/implement the following change – A further temporary reduction in Highways Maintenance Works Budgets of £400,000.</p> <p>It was agreed in Medium Term Financial Plan to temporarily reduce the Highways Maintenance Budget by £800k in 2011/12 & 2012/13, with the budget returning to the 2010/11 levels (i.e. return of the £800k) in 2013/14.</p> <p>The combination of new contracts (coming into force in July 2011) and the MTFP addressing other significant budget blackholes, it may be possible to now temporarily further reduce the Highways Maintenance Budget.</p>
<p>Rationale for service change proposal – The Council is under a statutory duty (sections 41 and 58 of Highways Act 1980) to ensure a safe highway network. Cessation or massive reduction is not a realistic option as it would likely result in damage to life and limb leading to claims against the authority and potential corporate manslaughter charges. The budget has been significantly under-funded for a number of years and funding has been reduced by £800,000 for two years in the previous round of prioritisation. Further temporary reduction or a permanent significant reduction does carry the risk of short and long-term implications in terms of deteriorating condition of the highways and related infrastructure, with increased risk of accident and injury on the highway. Disruption to use of the highway network has an associated detrimental economic impact.</p> <p>Hence the proposal would only be for a manageable temporary reduction, to the revenue works budget, and corresponding subsequent significant reinvestment in the highway network infrastructure.</p>
<p>The following activity will change, stop or significantly reduce – This would require a continued restructure of the Highway Works Programme. Implementation of the current £800k reduction has delivered by: ceasing footway/carrageway reconstructions; ceasing carrageway "plane & inlay" resurfacing; removing landscaping/flowerbeds on roundabouts; and reductions to arboricultural database and maintenance.</p>
<p>Impact of Service Change –</p> <p>Service Users – Disruption to use of the highway network and deterioration of the highways network would affect movement of individuals, private business and other service delivery (e.g. refuse collection, community services, emergency services, public transport etc.) with associated detrimental economic impact.</p> <p>Partners - These are works contracts, reduction of the budget would impact upon contractors and would have some implications for level of design and supervision work undertaken by Capita Symonds.</p> <p>Council – Whilst works-related expenditure can be reduced there are contractual obligations under the agreement with the external partner, Capita Symonds, which may limit the saving that could be made from the core-payment under that agreement. There are legal and financial implications with reduction or partial/total cessation of the agreement with the external partner. The current proposal is therefore to reduce the revenue works budget only. It is not proposed to consider any reduction to the core-payment under that agreement as part of this change proposals.</p> <p>Deterioration of the Highway Network infrastructure has a significant reputation risk.</p>
<p>Communications, Consultations & Engagement –</p> <p>Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input checked="" type="checkbox"/></p> <p><i>Proposed Timeline Primarily with Elected Members & Capita Symonds</i></p>
<p>Equality Impact Assessment – Equality implications will be assessed should members</p>

agree the proposed option be taken forward	
Legislation Considered <i>Highways Act 1980</i>	
<p>Risks & Mitigating Actions– Further temporary reduction or a permanent significant reduction does carry the risk of short and long-term implications in terms of deteriorating condition of the highways and related infrastructure, with increased risk of accident and injury on the highway. Disruption to use of the highway network has an associated detrimental economic impact and a reputation impact.</p> <p>This would be mitigated by only delivering a manageable temporary reduction, a restructuring of the existing and additional reduction (equating to approximately £3m reduced expenditure over the 3-year period 2011-2014) and a corresponding subsequent significant reinvestment in the highway network infrastructure (c£10m in 2013-2015).</p>	
<p>Cost of Highway Maintenance Service: £6.15m</p> <p>Staffing: 2</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No</p>

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Reference E4.3

Service Description: Capita Symonds Technical Services Partnership

Categorisation: Corporate Support Services – Influenced but Contracted

Capita Symonds are contracted, as the Council's professional partner, to deliver a range of Technical Services including highways maintenance, engineering design, drainage services, street lighting, urban traffic control, property management, architectural services and building maintenance.

It is proposed to commence consultation on/implement the following change –

Reduction and restructuring of a range of services currently delivered as part of the "Core" Contract, including:

- Section 58 Highways Inspections – A risk-based reduction in frequency of inspections.
- UTC Inspection – Risk-based reduction in frequency of inspection
- Street Lighting Column/Lantern Cleansing – reduced frequency of cleansing on some lighting types and link cleaning with Periodic Electrical Testing.
- TMA Noticing in relation to Highway Repair works
- Highway Conditions Surveys
- Reduction in Property & Estates Accommodation resource – in light of reduction in activity arising from changes to the council's operational and Investment properties and reduced activity on major redevelopment projects.
- Restructuring of Highways Maintenance

Rationale for service change proposal –

The change proposals reflect either areas where the level of service is provided at a level above statutory minimum (e.g. S.58 Highways Inspections, Street Light Cleansing and Highway Conditions Surveys); where electronic service delivery would produce lower costs (e.g. Traffic Management Act Noticing); or where other savings or service changes implemented by Sefton result in reduced resource need within Capita Symonds (e.g. Highway Maintenance & Accommodation support).

The following activity will change, stop or significantly reduce –

The frequency of planned S.58 Inspections in low-risk areas would be reduced whilst being maintained and/or reviewed in higher-risk/high footfall areas.
The frequency of cleansing of Street Lighting Lanterns with a SOn luminaire would be reduced from every 3 years to every 6 years and linked to the Electrical Testing Frequency.
The changes within Highways Maintenance and Accommodation support reflect reductions in activity.

Impact of Service Change –

Service Users – Fewer S.58 inspections might result in a longer period before a footway defect is identified, but current levels of inspection frequency in low-risk/low footfall areas is considered to be above the statutory minimum. The reduced cleaning frequency of the Street Light lanterns shouldn't impact of efficiency of the lantern to the extent that it impacts upon service users

Partners - These all relate to services currently delivered by Capita Symonds under the contract agreement.

Council – There is a risk of increased claims relating to defects identified more slowly through lower frequency of inspection.

Deterioration of the Highway Network infrastructure has a significant reputation risk.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

<p>Proposed Timeline These savings would need to be developed in partnership with Capita Symonds, the Highways Maintenance Contractors and in consultation with any staff affected.</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward</p>	
<p>Legislation Considered <i>Highways Act 1980</i></p>	
<p>Risks & Mitigating Actions– These areas of work are provided by Capita Symonds under contract to the Council. Contractual rules would apply to any process of change/reduction in the terms of that contract.</p> <p>Fewer S.58 inspections might result in a longer period before a footway defect is identified, potentially increasing the risk of claims against the Council. This would be mitigated by linking the inspection frequency to level of risk/footfall. Current levels of inspection frequency in low-risk/low footfall areas is considered to be above the statutory minimum.</p> <p>The reduced cleaning frequency of the Street Light lanterns shouldn't impact of efficiency of the lantern to the extent that it impacts upon service users. Not all lighting types would be subject to the reduced cleaning.</p>	
<p>Cost of Capita Symonds "Core" Service: £3m</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No*</p>

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Reference E4.4

<p>Service Description: Highways Grounds Maintenance – (Highway Grass Cutting) Categorisation: Frontline To maintain the grassed areas of the highway network to maximise the safe passage of people and vehicles. This work forms part the core contract for delivery by Capita Symonds. This is a statutory duty under sections 41 and 58 of Highways Act 1980. Funding has previously been permanently reduced by £200,000 in the previous round of prioritisation. Client is all highway users either residents of Sefton or visitors.</p>	
<p>It is proposed to commence consultation on/implement the following change – A further reduction in Highways Grounds Maintenance Works Budgets which will be delivered by a reduction in the number of cuts to all highway grassed areas.</p>	
<p>Rationale for service change proposal – Council is under a statutory duty (sections 41 and 58 of Highways Act 1980) to ensure a safe highway network. Grass, were it allowed to grow unchecked, would create visual obstructions to vehicle drivers and pedestrians. The level of cutting can be reduced without causing such obstructions and the Council would still be able to meet its' statutory duty.</p>	
<p>The following activity will change, stop or significantly reduce – Delivery of the Highway Grounds Maintenance service will be revised by reducing the number of cuts per annum to 8 (The current level is 11 cuts)</p>	
<p>Impact of Service Change – Service Users – Reduced visual impact across the borough. Partners – This is a works contract; reduction of the budget would impact upon the contractor and would result in less supervision work undertaken by Capita Symonds. Council – Whilst works-related expenditure can be reduced there are contractual obligations under the agreement with the external partner, Capita Symonds, It is not proposed to consider any reduction to the core-payment under that agreement as part of this change proposal. There are legal and financial implications with reduction of the agreement with the external partner. Deterioration of the Highway Network infrastructure has a significant reputational risk.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input checked="" type="checkbox"/></p>	
<p>Proposed Timeline Implement for financial year 2012/13</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward</p>	
<p>Legislation Considered Highways Act 1980 sections 41 and 58</p>	
<p>Risks & Mitigating Actions– Further permanent reduction does carry the risk of short and long-term implications in terms of deteriorating condition of the highways network with increased minor risk of accident and injury on the highway. Disruption to use of the highway network has an associated detrimental economic impact and a reputation impact.</p> <p>The condition of the highway grassed areas will be monitored to assess the ongoing impact of the reduction to ensure that the detrimental effect to the highway is minimised</p>	
<p>Cost of Highway Grounds Maintenance Service: £350,000</p> <p>Staffing: Not Applicable</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No</p>

Reference E4.5

Service Description: General Reduction in Parks Management and Maintenance Standards (Parks and Greenspaces Service Review – Option 1)

Categorisation:

Service split between **Frontline** (Grounds Maintenance and Trees: £2,321K + £89K), **Regulatory** (Land Management: £400K), **Other (Tier 1: £1,057)** and **Trading** (Golf: -£295K).

(NB. The Parks and Greenspaces Review recommends that the budgets should be aggregated and the whole service considered Frontline)

The Parks and Green Spaces Service manages the following:

- Parks and Green Spaces (262 No)
- Playgrounds (50 No)
- Golf Courses (2)
- 90,000 trees (including street trees)
- Bowling Greens (18)
- Sports pitches (79) (football and rugby)
- Allotment sites (14)

There are an estimated 12 million visits to parks in Sefton per annum. The service has achieved many nationally recognised benchmarks for quality and performance, including 7 Greens Flags for parks in 2011/12, RoSPA Playground Safety Accreditation, APSE Service Team of the Year finalists (2009/10/11) and the Green Apple Award for environmental sustainability.

The basic level of Park Management needs to address the following factors:

- Large area of land (788 hectares) in urban areas, spread throughout the Borough;
- Unsupervised, no permanent site staff presence,
- Areas of high deprivation
- Vulnerable to ASB and becoming hot-spots of crime which can affect the well-being of the wider community.
- Unable to close parks as most have permissive rights of way through them; Duty of Care under Occupiers Liability Act to manage in a safe condition.
- Complex management of hard and soft landscape and park users.

There are 4 main areas of Park Management:

- Soft Infrastructure
- Hard Infrastructure
- User Management
- Service Co-ordination & Development

In order to successfully manage parks, each of these elements needs to be resourced. Elements are all inter-connected: changing / reducing one element will affect the others, and the overall end product

Regular maintenance (grass, shrubs, bedding, litter picking, cleansing etc) is carried out through the Grounds Management contract; tree maintenance is carried out through the Arboriculture contract; other work to hard infrastructure (paths, buildings, railings, play areas etc) is procured from various contractors via the Repairs and Maintenance budgets.

User Management is mainly carried out by the Parks Ranger Service. These are the only Front-line staff in parks apart from Contractors' staff (which will be significantly reduced should major savings be made from the Grounds Management contract).

NB. The proposals and costings are based on the assumption that the Park Rangers Service will be retained as existing to manage the park users and minimise the effects of the savings on the ground.

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Proposed to be implemented consultation on/implement the following change –

- Significant reductions in the standard of management and maintenance of parks and green spaces
- Changes in the style of management and general appearance of parks and green spaces, to meet the constraints of the reduced budgets
- Reorganisation of service

N.B. These Change Proposals flow from the Review of the Parks and Greenspaces Service)

Rationale for service change proposal – To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

The following activity will change, stop or significantly reduce –

Soft Landscape management

Significant reduction to Parks Grounds Management and Parks Tree element of the Arboriculture contracts: this will require a change in the style of management in parks and a different appearance (wilder and less ornamental / maintained).

Substantial savings only achieved on re-tendering / renegotiation of Grounds Management contracts from 2013 onwards and will depend on the rates that may be received / negotiated at that time.

Examples of the impacts of the reduced standards on parks and on users include:

- Most areas of annual bedding (flowers) removed, mostly grassed over
- Most ornamental shrubs, hedges, herbaceous borders and rose beds removed, remaining areas less managed
- Grassed areas longer and looking unkempt – no tidy edges, and may hide litter, glass and dog fouling
- Paths more dirty and littered: sweeping reduced to monthly, frequent flooding where drains get blocked
- Significant increase in litter and dog fouling left on site (unable to respond to seasonal/ high use/ incidents)
- No daily safety inspections of play areas (completely removed) – increased risk of accidents (fortnightly H&S inspection to remain)
- Minimum tree management (all proactive budget removed): most trees unpruned or unmanaged and trees not replaced if they have to be removed.

This work is undertaken by contract and is contractually committed until April 2013. Limited level of savings only may possibly be secured for 2012/13 by agreement / negotiation with Contractor.

Hard Landscape Management

Reduction in standards of maintenance of hard infrastructure, e.g. footpaths, walls, railings, furniture, play equipment etc.

Examples of the impacts include:

- Fewer repairs carried out
- Less cared-for appearance,
- Increased vandalism,
- Increased perception of park being unsafe, increased anti-social behaviour
- Longer response time to incidents of vandalism,
- Increase in insurance claims
- Play equipment decommissioned and removed when badly damaged
- Smaller / older play areas closed

User Management

Reduction in the pro-active management of park users, by deleting activities and events budgets and summer fun days programme.

Examples of the impacts include:

- No council-funded activities or events in parks
- Summer fun days deleted, and no support for other groups to provide

- Reduced capacity to work with volunteers and Friends Groups, having limited hours
- Likely dramatic increase in complaints by users

Service Co-ordination and Management

Reduction in staffing levels involved with all the different aspects of parks management.

Reorganisation of service and deletion of 6 posts.

Examples of the impacts include:

- Slower response times to correspondence (currently deal with circa 1800 per month) and to requests for works to be undertaken
- Slower response to vandalism, graffiti, and general repairs
- Reduced ability to change/ amend sites to adapt to new maintenance regimes
- Loss of flexibility within service.
- Reduced capacity to deal with new issues as they arise (e.g. to contest new charges by utility companies etc)
- Land management issues

There would be staff placed at risk as a result of these proposals.

Impact of Service Change –

Service Users –

Park users will experience a significant decline in the standards of park maintenance, and a change in the style / character of parks, towards a rougher, less managed and wilder type of landscape. There will be fewer facilities available as smaller play areas, ornamental gardens, etc are removed.

Making such significant savings from the budgets and reducing maintenance standards will increase the incidents of vandalism and anti-social behaviour, and make the parks feel less safe, with a consequential reduction in the number of park users.

Partners –

The current grounds maintenance contracts are 'Partnership' style contracts, where the contractor works with the Council to achieve joint aims. Reductions in the size of the contract will have a significant impact on the contractors operation, and require redundancies in their workforce.

Council -

- 2 redundancies and deletion of 4 vacant posts.
- Significant savings in contracted services cannot be achieved until 2013. Significant reductions in contract value will affect staffing levels when the contract is renegotiated / re-tendered, requiring redundancies to be made in the workforce of the Grounds Management Partner / Contractor. This will have a financial implication for the Council under TUPE regulations.
- Slower responses to problems and issues, less flexibility; more reactive and less pro-active management.
- No new Green Flag applications for parks in near future. Current Green Flags to be reviewed with revised budgets and lower standards (may lose some of the existing GF awards)

Communications, Consultations & Engagement –

Type (please specify) Inform Consult Engage Partnership

Proposed Timeline

Equality Impact Assessment –

Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered Occupiers Liability Act 1957 and 1984

Risks & Mitigating Actions–

Risk: Likely to be big increase in vandalism, anti-social behaviour and complaints about few front-line staff

Mitigating Action: Retain Park Rangers Service as important front-line service to work with park users

Risk: Due to reduced quantities, re-tendering Grounds Maintenance contract may increase rates

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and savings may be less than envisaged.

Mitigating Action: Explore feasibility of negotiating contract

Cost of whole Parks & Greenspaces Service: £3.572M

Staffing: 20 staff (excl. management and admin, externally funded, Park Rangers and Botanic Gardens staff)

Other Resources:

Proposed Cost of whole Parks & Greenspaces Service 2012/13: Subject to consultation

Staff at Risk: Yes

Reference E4.6

Service Description: Recharge sports users and allotment users the costs of provision of utilities at pavilions, changing rooms and allotments (Parks and Greenspaces Service Review – Option 2)

Categorisation: Critical, Frontline, Regulatory, Other

Parks and Greenspaces Service is split between **Frontline** (Grounds Maintenance and Trees: £2,321K + £89K), **Regulatory** (Land Management: £400K), **Other (Tier 1: £1,057)** and **Trading** (Golf: -£295K).

The Parks and Greenspaces Service manages most of the urban parks and open spaces in Sefton, and this proposal should be read in conjunction with the wider service description in Savings Proposal Reference PLR1-01.

As part of its wider integrated responsibilities, the Parks and Greenspaces Service also manages several 'paid-for' facilities which are managed for the exclusive use of certain users or groups of users. The total number of users is approximately 7,500. This is effectively providing for people's hobbies or past-times, unlike the wider park facilities which are open to everyone. Although this is a small element of the total service, it is appropriate that it is considered separately.

The 'paid-for' facilities include:

- Formal Football pitches (adult and Junior)
- Cricket wickets
- Formal Rugby pitches (adult and Junior)
- Bowling greens
- Croquet lawns
- Allotment sites

There are currently a number of costs associated with these facilities and their associated pavilions / changing rooms, which include:

- Utilities costs (e.g. power and water for showers, heating and electricity for pavilions, water for allotment sites)
- Grounds maintenance costs (fine turf management, marking out, pitch reinstatement, watering, goal post management etc)
- Repairs and maintenance (relating to pavilions, fencing, parking etc)
- Officer time and administration costs (day to day liaison with user groups, management agreements, leases etc)

The current income to the Council from FEES AND CHARGES for these services is only £65K.

The total spent on just UTILITIES to service these facilities is £70k.

It is proposed to commence consultation on/implement the following change –

Recharge sports users and allotment users the costs of provision of utilities at pavilions, changing rooms and allotments. Juniors (under 16s) to be exempt from these charges. Recharges at individual locations to be directly related to consumption.

(N.B. This change proposal flows from the Review of the Parks and Greenspaces Service and should be read in conjunction with other Parks & Greenspaces Service review options)

Rationale for service change proposal – To achieve a highly significant level of

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charges will, are to minimise the effect on the wider Sefton community as much as possible.

Those who have more 'exclusive' use of facilities will therefore pay for these directly, rather than general park users.

The following activity will change, stop or significantly reduce –

All users of 'paid for' leisure facilities (indicated above) to pay for all the utilities they use (i.e. electricity, gas, water and drainage charges for pavilions, changing rooms and allotment sites) in addition to existing fees and charges.

Costs will be calculated at each facility, either by using meters, or based on previous year's consumption as shown on Utility bills. The users of each facility will be responsible for their own costs.

The table below summarises the anticipated average cost to the users (in addition to existing fees and charges).

	No of facilities	Approx. number of users (2010/11)	Current approx average income to the Council per user (existing)	Likely approx average payment to Council per user (including utility costs) i.e. this proposal	Likely approx average payment to Council per user (including utility charges and grounds maintenance costs) (as PLR1-03)
			See note 1	See note 1	See note 1
Football pitches (adult see note 3):	49	2,500	£5.41 per year per user £0.14 per week per user (over 38 week season)	£11.60 per year per user £0.31 per week per user (over 38 week season)	£38.20 per year per user £1.01 per week per user (over 38 week season)
Cricket wickets (adult – see note 3)	2	150	£2.29 per year per user £0.10 per week per user (over 24 week season)	As existing (currently no utilities provided)	£78.33 per year per user £3.26 per week per user (over 24 week season)
Rugby pitches (adult – see note 3)	2	35	£16.53 per year per user £0.44 per week per user (over 38 week season)	As existing (currently no utilities provided)	£113.57 per year per user £2.99 per week per user (over 38 week season)
Bowling greens:	18	1,000	£7.88 per year per user	£42.90 per year per user £1.26 per	£119.00 per year per user *

			£0.23 per week per user (over 34 week season)	week per user (over 34 week season)	£3.47 per week * (over 34 week season)
Croquet lawns:	2 (9 courts)	100	£14.04 per year per user £0.41 per week per user (over 26 week season)	As existing (currently no utilities provided)	£118 per year per user £3.47 per week per user (over 34 week season)
Allotment sites:	13	1,000	£27.00 per year per user £0.52 per week per user	£61.00 per year per user £1.17 per week per user	£61.00 per year per user £1.17 per week per user

Note 1. In most instances the relationship with individual users is via agreements with sports leagues / allotment associations. The fees/charges levied on individual users by sports leagues /allotment associations may be higher than quoted above to cover their other costs and aspirations.

Note 2: The approximate average future payments indicated above are based on retaining the existing number of users. Significant reductions in users would mean higher costs or closure of facilities.

Note 3. Junior sport is not listed above, as it is proposed not to increase charges for juniors

* a subsidy could be applied to the recharges for bowling as this sport, which has additional benefits in relation to park use, is generally played by older people and it may be considered inappropriate to pass on the full cost.

Impact of Service Change –

Service Users – Service users will have to pay for utility costs on top of the current fees and charges. The scale of this will depend on the consumption by the users at the different facilities.

Having direct responsibility for utility costs will encourage the users to reduce consumption and conserve energy and water. There is a possibility that paying for utility costs will deter some users and cause a downturn in sports participation, with associated wider health issues.

Partners - Income from facilities is in many cases obtained via management agreements with Leagues, Allotment Associations, Bowling Clubs etc. These partners would need to be involved in the agreements and management of the utility charges.

NB It may be that the leagues/ associations in question will wish to raise fees and charges to users above and beyond those described above in order to continue generating their own income

Council – New agreements would need to be drawn up with users / user groups to ensure that the payment of utility charges was formally agreed.

Communications, Consultations & Engagement –

Type (please specify) Inform Consult Engage Partnership

Proposed Timeline

Equality Impact Assessment – Equality implications will be assessed should members

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Agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.	
Legislation Considered None relevant.	
Risks & Mitigating Actions – Risk: Users may refuse to pay for utility charges Mitigating Action: Formal agreements to be put in place. Users will be encouraged to reduce consumption of utilities.	
Cost of utilities for sports / allotment users: £70k	Proposed Cost of utilities for sports / allotment users 2012/13: Subject to consultation
Staffing: N/A	
Other Resources:	Staff at Risk: Nil

Reference E4.7

Service Description: Recharge formal sports users the costs of Grounds Maintenance to provide outdoor sports facilities (Parks and Greenspaces Service Review – Option 3)

Categorisation: Critical, Frontline, Regulatory, Other

Categorisation:

Parks and Greenspaces Service split between **Frontline** (Grounds Maintenance and Trees: £2,321K + £89K), **Regulatory** (Land Management: £400K), **Other (Tier 1: £1,057)** and **Trading** (Golf: -£295K).

The Parks and Greenspaces Service manages most of the urban parks and open spaces in Sefton, and this proposal should be read in conjunction with the wider service description in Savings Proposal Reference PLR1-01.

As part of its wider integrated responsibilities, the Parks and Greenspaces Service also manages several 'paid-for' facilities which are managed for the exclusive use of certain users or groups of users. This is effectively providing for people's hobbies or past-times, unlike the wider park facilities, which are open to everyone. Although this is a small element of the total service, it is appropriate that it is considered separately.

The 'paid-for' facilities include:

- Formal football pitches (adult and Junior)
- Cricket wickets
- Formal Rugby pitches (adult and Junior)
- Bowling greens
- Croquet lawns
- Allotment sites

There are currently a number of costs associated with these facilities and their associated pavilions / changing rooms, which include:

- Utilities costs (e.g. power and water for showers, heating and electricity for pavilions, water for allotment sites)
- Grounds maintenance costs (fine turf management, marking out, pitch reinstatement, watering etc)
- Repairs and maintenance (relating to pavilions, fencing, parking etc)
- Officer time and administration costs (day to day liaison with user groups, management agreements, leases etc)

The current income to the Council from FEES AND CHARGES for these services is only £64K. The current GROUNDS MAINTENANCE COSTS for these facilities are £218.5K.

It is proposed to commence consultation on/implement the following change – This proposal should be read in conjunction with other change proposals associated with the Parks & Green Spaces Service review.

- All users of paid-for facilities (except juniors and bowlers) to fund the costs of grounds maintenance associated with their use of the facilities (on top of existing fees and charges and utility costs as detailed elsewhere). Formal facilities withdrawn if costs are not met.
- Use of sports facilities by juniors to continue to be subsidised by the Council, and no additional costs incurred by them.
- All users of bowling greens to fund 50% of the costs of grounds maintenance associated with their use of the facilities (on top of existing fees and charges and utility costs as detailed elsewhere). Facilities to close if full costs are not met.

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(These charge proposals flow from the Review of the Parks and Greenspaces Service)

Rationale for service change proposal –

To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

Those who have more 'exclusive' use of facilities (as opposed to general park users), will therefore pay more towards the costs of running these themselves.

It is proposed to continue to subsidise junior sports, because of;

- the important benefits to young people of increased physical exercise
- provision of diversionary activity,
- low income levels in this group.

It is suggested that consideration be given to part-subsidise bowling activity (percentage reduction to the charge stated) because;

- 80% of bowlers are pensioners
- cost of maintenance of bowling greens is relatively high due to intensive management required; therefore removing all subsidies would make the sport unaffordable to most
- bowling greens are generally situated in parks and contribute to the wider park activities / surveillance.

The following activity will change, stop or significantly reduce – Maintenance of adult sports pitches will cease, unless the users / user groups fund the full costs of grounds maintenance associated with their use of the facilities.
Costs will be calculated from the costed bill of quantities in the Grounds Maintenance contract.

Bowling greens- as above, however consideration be given to part-subsidise users / user groups to offset the full cost of grounds maintenance associated with their use of the facilities.

Any pitches / greens which are taken out of use will be maintained to the appropriate grass standard.

The table below summarises the anticipated average cost to the users (including existing fees and charges and utilities costs).

	No of facilities	Approx. number of users (2010/11)	Current approx average income to the Council per user (existing)	Likely approx average payment to Council per user (including grounds maintenance) i.e. this proposal	Likely approx average payment to Council per user (including grounds maintenance costs and utility charges)
			See note 1	See note 1	See note 1
Football pitches (adult see Note 3):	49	2,500	£5.41 per year per user £0.14 per week per user (over 38 week season)	£32.00 per year per user £0.85 per week per user (over 38 week season)	£38.20 per year per user £1.01 per week per user (over 38 week season)
Cricket wickets (adult see note 3)	2	75	£2.29 per year per user £0.10 per week per user (over 24 week	£78.33 per year £3.26 per week per user (over 24 week	£78.33 per year per user £3.26 per week per user (over 24 week

			season)	season)	season)
Rugby pitches (adult see note 3)	2	35	£16.53 per year per user £0.44 per week per user (over 38 week season)	£113.57 per year per user £2.99 per week per user (over 38 week season)	£113.57 per year per user £2.99 per week per user (over 38 week season)
Bowling greens*:	18	1,000	£7.88 per year per user £0.30 per week per user (over 34 week season)	£84.90 per year per user £2.50 per week per user	£119.90 per year per user £3.53 per week (over 34 week season)
Croquet lawns*:	2 (9 courts)	100	£14.04 per year per user £0.54 per week per user (over 34 week season)	£222 per year per user £6.53 per week per user (over 34 week season)	£222 per year per user £6.53 per week per user (over 34 week season)
Allotment sites:	13	1,000	£27.00 per year per user £0.52 per week per user	n/a (no grounds maintenance costs)	£61.00 per year per user £1.17 per week per user

Note 1: In most instances the relationship with individual users is via agreements with sports leagues / allotment associations. The fees/charges levied on individual users by sports leagues /allotment associations may be higher than this to cover their other costs and aspirations.

Note 2: The approximate average future payments indicated above are based on retaining the existing number of users. Significant reductions in users would mean higher costs or closure of facilities.

Note 3: junior sport is not listed above, as it is proposed not to increase charges for juniors

NB * Consideration be given to part-subsidising the GM costs to be recharged for bowling and croquet for the reasons stated above.

Impact of Service Change –

Service Users – Current use of facilities is heavily subsidised by the Council and users generally pay only a small proportion of the actual costs associated with their activity. Therefore the proposed increases in income will mean that users are paying significantly more for their sports / hobbies than they are currently.

This may cause a number of people to stop using the services, with associated wider health issues.

Partners -

Income from facilities is in many cases obtained via management agreements with Leagues, Bowling Clubs etc. These partners would need to be involved in the agreements and management of the increased charges.

NB It may be that the leagues/ associations in question will wish to raise fees and charges to users above and beyond those described above in order to continue generating their own income

Council - New agreements would need to be drawn up with users / user groups to ensure that the payment of increased charges is formally agreed.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

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Proposed Timeline *(please specify)*

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered None relevant

Risks & Mitigating Actions–

Risk: Users may refuse to pay for grounds maintenance charges

Mitigating Action: Formal agreements to be put in place

Risk: Significant number of users may stop using the facilities

Mitigating Action: Sports facilities to be rationalised accordingly.

Extra-over cost of grounds maintenance to provide outdoor sports facilities: £218.5K

Staffing: N/A

Other Resources:

Proposed extra-over cost of grounds maintenance to provide outdoor sports facilities 2012/13: Subject to consultation

Staff at Risk: None

Reference E4.8

Service Description: Closure of Aviary, Nursery Shop and Fernery at Botanic Gardens and Conservatory at Hesketh Park (Parks and Greenspaces Service Review – Option 4)

Categorisation:

Service split between **Frontline** (Grounds Maintenance and Trees: £2,321K + £89K), **Regulatory** (Land Management: £400K), **Other (Tier 1: £1,057)** and **Trading** (Golf: -£295K).

(NB. The Parks and Greenspaces Review recommends that the budgets should be aggregated and the whole service considered Frontline)

The Parks and Greenspaces Service manages most of the urban parks and open spaces in Sefton, and this proposal should be read in conjunction with the wider service description in Savings Proposal Reference PLR1-01. As part of its wider integrated responsibilities, the Parks and Greenspaces Service also has a dedicated team to manage various facilities at Botanic Gardens, and the conservatory at Hesketh Park. Although this is a small element of the total service, it is appropriate that it is considered separately.

The Plant Nursery at Botanic Gardens formerly supplied all the bedding plant material for the Council, and supplied and maintained hanging baskets. As part of the 2011/12 savings, these elements were outsourced, and 7 posts deleted. Some functions were retained in-house:

- Managing and maintaining the Aviary and Fernery at Botanic Gardens and the Conservatory at Hesketh Park
- Growing plants for and operating a Nursery Shop at Botanic Gardens, which provides an income for the Council.

The net cost to the Council for providing this service is approximately £50,000

It is proposed to commence consultation on/implement the following change – N.B. These Change Proposals flow from the Review of the Parks and Greenspaces Service)

- Closing and mothballing the facilities listed above

Rationale for service change proposal – To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

The following activity will change, stop or significantly reduce –

At Botanic Gardens, Southport:

- Aviary to be closed.
- Fernery to be 'closed to the public and 'mothballed'.
- Nursery shop to cease operating.

Hesketh Park:

- Conservatory to be closed off to the public and 'mothballed'.

Staff would be placed at risk as a result of this option.

Impact of Service Change – Service Users –

There will be a significant reduction in the attractions and facilities at two of Sefton's 'destination' parks. The closure of these facilities will add to the reduced maintenance standards described in the separate Savings Proposal (PLR1-01), with a consequential reduction in the number of park users, which may have a knock-on effect in making the parks feel less safe.

Partners –

Council -

There may be significant issues with increased vandalism in the empty facilities and in the parks generally, which would have cost implications.

There would be 3 redundancies.

Communications, Consultations & Engagement –

X

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Engage <input type="checkbox"/> Partnership <input type="checkbox"/>	
Proposed Timeline (<i>please specify</i>)	
Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.	
Legislation Considered N/A	
Risks & Mitigating Actions– Risk: Increase in vandalism, anti-social behaviour, and associated costs. Mitigating Action: Retain Park Rangers Service as important front-line service to work with park users Risk: Closure of Conservatory may raise issues with Heritage Lottery Fund, who provided grant to refurbish the building in 2007/08. Mitigation: This needs to be explored further with Heritage Lottery Fund.	
Cost of Botanic Gardens / Hesketh Park facilities (as listed) including staff: £50K Staffing: 3 Other Resources:	Proposed Cost of Botanic Gardens / Hesketh Park facilities (as listed) including staff 2012/13: Subject to consultation Staff at Risk: Yes

Reference E4.9

Service Description: Cease supply of Hanging Baskets (Parks and Greenspaces Service Review – Option 5)

Categorisation:

Parks and Greenspace Service split between **Frontline** (Grounds Maintenance and Trees: £2,321K + £89K), **Regulatory** (Land Management: £400K), **Other (Tier 1: £1,057)** and **Trading** (Golf: -£295K).

(NB. The Parks and Greenspaces Review recommends that the budgets should be aggregated and the whole service considered Frontline)

The Parks and Greenspaces Service manages most of the urban parks and open spaces in Sefton, and this proposal should be read in conjunction with the wider service description in Savings Proposal Reference PLR1-01.

In addition to the main functions of the Service, it also provides and maintains hanging baskets which are installed at strategic points around the Borough (mainly the shopping centre areas). As this is a small element of the total service (and unconnected with the main function of the Service), it is appropriate that it is considered separately.

There are currently 556 hanging baskets supplied at strategic locations around the Borough, which are paid for by the Council. In addition, other agencies / organisations choose to sponsor hanging baskets in other locations, which the Council procures and maintains on a charged-for basis (74 in 2011/12).

It is proposed to commence consultation on/implement the following change – N.B. These Change Proposals flow from the Review of the Parks and Greenspaces Service)

- Cease the provision of all non-sponsored hanging baskets

Rationale for service change proposal – To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

The following activity will change, stop or significantly reduce – Provision of all non-sponsored hanging baskets

Although it may still be possible to procure and co-ordinate sponsored hanging baskets, this would depend on the effects of other savings on staffing levels (i.e. there may not be the staff available to co-ordinate the requests and procure the baskets from external suppliers). Also, if there were only a small total number of baskets required, or they were widely spread out geographically, the unit costs would be unfeasibly high for a contractor to maintain them)

Impact of Service Change –

Service Users –

There will be a negative effect on the quality of environment in town centres and neighbourhoods, and loss of civic pride.

Partners – Businesses that currently sponsor hanging baskets may be disappointed that they are no longer able to do this

Council -

The attractiveness of the shopping centres throughout the Borough would be diminished and may lead to poor press.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered N/A

Risks & Mitigating Actions– Drop in visual quality in shopping areas. Encourage in bloom steering groups to encourage sponsorship

Cost of hanging baskets: £30K

Proposed Cost of hanging baskets 2012/13:

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Staffing: N/A

Other Resources:

Subject to consultation

Staff at Risk: None

Reference E4.10

Service Description: Cessation of Park Ranger Functions (Parks and Greenspaces Service Review – Option 6)

Categorisation:

Service split between **Frontline** (Grounds Maintenance and Trees: £2,321K + £89K), **Regulatory** (Land Management: £400K), **Other (Tier 1: £1,057)** and **Trading** (Golf: -£295K).

(NB. The Parks and Greenspaces Review recommends that the budgets should be aggregated and the whole service considered Frontline)

The Park Ranger function forms one aspect of the integrated management of Parks and Greenspaces. It was set up in 2008 in response to serious concerns about security, safety and anti-social behaviour in parks.

An extensive review was carried out by Members, and the Community Safety Team, which proposed a model with 5 different tiers to deal with security issues in parks. The purpose of the model was to develop safer and stronger park communities as a way of reducing reactive responses in the long term.

The 5 different parts of the model are:

- Police
- Police Community Support Officers (PCSOs)
- Sefton Security
- Park Rangers
- Local Public Guardianship (Friends of Parks / volunteers)

The basis of the model relies on developing confidence and capacity in the community to stop /reduce anti social behaviour (ASB) before it arises, with the confidence of knowing that support is available from other agencies to provide on a sliding scale harder edged support as and when required.

The Parks Rangers are the only Council front-line staff operating in the Borough's Parks and Greenspaces. Their functions are as follows:

- To manage park users across 260 urban parks and green spaces
- To work pro-actively with other agencies (Police, PCSOs, Sefton Security, Community Safety), in helping to deter vandalism and anti-social behaviour by engaging the local community, and promoting proper use of the Parks.
- To liaise with the local community and 'Friends of..' groups to encourage a greater number and diversity of people to use the parks.
- To provide a visible 'meet and greet' style of presence and to act as the key point of contact on site.
- To lead on the delivery of a programme of events and activities to widen the park audience.
- Work pro-actively with Friends of Parks and other groups to promote and facilitate voluntary work in parks
- Liaise with other Parks staff to carry out minor improvements and maintenance operations on sites especially with voluntary helpers
- Lead on enforcement of byelaws and responsible park use e.g. dog fouling, litter etc
- Education, especially of young people, to encourage future respect for parks

User management in parks is particularly important because:

- Large area of land (788 hectares) in urban areas, spread throughout the Borough;
- Unsupervised, no permanent site staff presence,
- Areas of high deprivation
- Vulnerable to ASB and becoming hot-spots of crime which can affect the well-being of the wider community.

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NB. The savings proposed in PLR01 -1 are based on the retention of the Park Rangers Service to mitigate some of the effects of the proposed savings in the wider Parks service.

It is proposed to commence consultation on/implement the following change – Cessation of the Park Ranger functions

Rationale for service change proposal – To achieve a highly significant level of savings.

The following activity will change, stop or significantly reduce –

The Parks Ranger function will cease, and the following functions will stop:

- No on-site presence to deal with anti-social behaviour
- No pro-active encouragement of responsible park use
- Minimal capacity to work with volunteers and Friends Groups, fewer volunteer hours
- No activities or events in parks
- No staff to help mitigate impact of other significant service cuts.
- No diversionary activities for young people in parks
- No one to enforce dog fouling and litter legislation
- Reduced interaction with police / community safety partnerships
- Reduction in other parts of the safer and stronger parks communities model

Impact of Service Change –

Service Users –

- Park users will experience a very significant decline in the standards of parks, and there would be no staff to help deal with the anticipated increase in vandalism and anti-social behaviour caused by other cuts.
- Parks will feel less safe, with a consequential reduction in the number of park users.
- Slower response to vandalism, graffiti, and general repairs
- Minimal support for volunteers; loss of potential 'income-in kind'
- Increase in dog-fouling and litter in parks

Partners –

- Probable disengagement of Friends of Park groups
- Increased involvement required from police, Community Safety etc to address increased ASB

Council -

- Reduction in ability to deal with public concerns about antisocial behaviour.

This may cause particular problems for the council, as other parts of the 5 tier security model referred to earlier have also been diluted. Unless severe, the police rarely consider perceived ASB in parks to be a priority issue for them. The role of the PCSOs in parks focused work has been reduced as the number of PCSOs has been reduced. The way Sefton security operates has changed.

Removal of the Park Rangers will potentially leave the public feeling isolated.

- Likely increase in costs due to vandalism.
- 8 redundancies and deletion of 1 vacant posts.
- Slower responses to problems and issues, less flexibility; more reactive and less pro-active management.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline

<p>Equality Impact Assessment –Equality implications will be assessed and the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered – N/A</p>	
<p>Risks & Mitigating Actions– Risk: Likely to be big increase in vandalism, anti-social behaviour and complaints about few front-line staff Mitigating Action: None identified</p> <p>Risk: Unable to let volunteers / voluntary groups carry out work to help maintain / improve parks, as no staff to train / supervise volunteers. Mitigating Action: None identified</p>	
<p>Cost of Park Ranger Function: £266,500 (additional funding also provided to Maghull Town Council via double rating)</p> <p>Staffing: 1 head Ranger, 4 Park Rangers, 4 Assistant Park Rangers</p> <p>Other Resources:</p>	<p>Proposed Cost of Park Rangers Service 2012/13: Subject to consultation</p> <p>Staff at Risk: Yes</p>

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Reference E4.11

Service Description: Merger of Parks and Coastal Ranger functions (Parks & Greenspaces / Coast & Countryside reviews – Option 7)

Categorisation:

Service split between

Frontline (Grounds Maintenance and Trees: £2,321K + £89K), (beach lifeguarding and sand clearance (282,500)

Regulatory (Land Management: £500K)

Other (Tier 1: £1,057)

Other (Tier 2: £380,750)

Trading (Golf: -£295K).

(NB. Both the Parks and Greenspaces Review and the Coast & Countryside Review recommend that the budgets should be aggregated and the whole service considered Frontline)

The Rangers in Sefton are the only Council front-line staff operating in the Borough's parks, open spaces and coast and countryside areas. Their functions are as follows:

- To manage users across 260 urban parks and green spaces (788 hectares), 3 local nature reserves, 4 tourist beaches along 21 k of coastline (5,968 hectares)
- To work pro-actively with other agencies (Police, PCSOs, Sefton Security, Community Safety coastguard), in helping to deter vandalism and anti-social behaviour by engaging the local community, and promoting proper use of the Borough's parks, open spaces, coast and countryside. It also includes working with other emergency services and their declared facilities, including the Coastguard and RNLI.
- To liaise with the local community and volunteers Friends of..' groups to encourage a greater number and diversity of people to use the Borough's parks, open spaces, coast and countryside.
- To provide a visible 'meet and greet' style of presence and to act as the key point of contact on sites.
- To lead on the delivery of a programme of events and activities to widen the user audience.
- Work pro-actively with volunteers Friends of and other groups to promote and facilitate voluntary work in Borough's parks, open spaces, coast and countryside
- Liaise with other staff to carry out minor improvements and maintenance operations on sites especially with voluntary helpers
- Lead on enforcement of byelaws and responsible park use e.g. dog fouling, litter etc
- Education, especially of young people, to encourage future respect for Borough's parks, open spaces, coast and countryside

Rangers manage and maintain open spaces such as Country Parks, rural countryside, woodlands, heaths, Local Nature Reserves, common land, urban green spaces and coastal areas. A Ranger is usually one of a team of rangers within the countryside or parks and recreation service.

A ranger usually takes responsibility for a number of sites in a specific geographical area and is usually the first point of contact for people living in that area or if they are visitors and they have difficulties or need advice about issues relating to the local council's informal land-holdings.

A key objective of an integrated ranger service is to increase public participation, recognising that special effort is needed to provide people of all abilities, ethnic minorities and less advantaged communities with a range of opportunities. Volunteering can bring efficiency gains and wider benefits to the service being provided. For example, adding events to a combined programme will enable wider participation.

The role of a ranger includes the provision of Information through, Interpretation, Environmental Education and community engagement. The role also includes natural resource protection and planning, visitor monitoring and recreation management, emergency and safety planning, Instruction in recreation and enforcement of byelaws including dog byelaws,

supervision of staff, volunteers and placements, public consultation, surveillance and maintenance
 Considerable skills and knowledge are held by both the Open Spaces and Coast and Countryside teams and the merging of the two ranger elements could be the conduit that develops a more effective use of reduced resources and joined up working to the benefit of the local community.
 The proposal may improve the scope for the development of transferable skills across a number of areas in both services.

It is proposed to commence consultation/ implement the following change – The merger of the Parks and Coast and Countryside Ranger Services.

Rationale for service change proposal – Budget savings driven. This is further rationalisation of the management of the coast, countryside, parks and other open spaces.

The following activity will change, stop or significantly reduce –

The following activities have been substantially reduced as a consequence of savings made for 2011/12 and the following activities may be reduced further;

- Patrolling levels across the parks, coastline and Rimrose Valley
- Community and educational activity
- Supervision/delivery of site estate maintenance, litter clearance from the parks, open spaces, beaches, coastal Nature Reserves, Crosby Coastal Park and Rimrose Valley Country Park
- Supervision and management coordination of all site management activity across all areas.
- There may be a significant reduction in the ability to liaise with users in relation parks activities

Impact of Service Change –

- As reduced service means there will have to be an emphasis on identifying other opportunities to support management of parks, open spaces and the coast and how a reduction in the ability to respond to community and environmental needs can be supported by volunteers, employment schemes and possibly inclusion partnerships.
- Although there may be an increase in anti-social behaviour in the short-term an increased involvement of the friends/volunteers as ‘eye and ears’ should be seen as a priority to assist in lowering problems with anti-social behaviour across Sefton.

Service Users –

- Interaction with the public/volunteers/friends of groups on site will be reduced, but new opportunities to enhance a reduced merged service through the use of apprenticeship, employment schemes and inclusion projects will be investigated.
- A merged service could deliver inclusion projects with New Directions, other providers and young people excluded from education, employment and training
- Work experience for young people can continue through a merged but reduced service.
- Liaison with schools and other educational establishments on sites will continue and the ability to re-build this element of both services following 2011/12 reductions will be enhanced through a targeted education programme across a wide spectrum of service users.

Partners –

The merger of the ranger services will allow for some cover where it may be potentially lost due to service reductions in respect of the management of some open spaces and nature reserves.

Council

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There will be less staff to deal with issues that may arise, leading to prioritisation of responses.

A targeted programme of developing opportunities for the community through volunteer rangers, activities and skill development can support a reduced merged service.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered The Environmental Protection Act, Wildlife and Countryside Act, Natural Environment and Rural Communities Act and Environmental Impact Assessment Regulations Occupiers Liability Act.

Risks & Mitigating Actions–

- A substantial amount of the work undertaken by a proposed merged service is already supplemented by volunteers, ‘friends groups’ and training scheme placements (e.g. work experience, Future jobs fund etc) and an inclusion project.
- Although a reduction in the overall number of rangers will affect the ability to manage volunteers and trainees etc there is potential to further develop arrangements with Friends/Volunteer groups to take the lead in management of sites in future.
- The ability to draw down and manage external funding such as lottery and other environmental schemes could be reduced, but opportunities may be available through the development of partnerships with communities and service partners.

Cost of Ranger services; ~£315k

Staffing:

1 x Coast and Countryside
9 x Parks and Open Spaces

Note - 1 additional Ranger post is externally funded within the Coast and Countryside section.

Note – 1 ranger post is affected by the Coast & Countryside Service Review – Option 1 proposal

Other Resources:

Proposed cost of merged ranger service ; Subject to consultation

Staff at Risk: Yes

Reference E4.12

Service Description: Coast and Countryside Service Review – Option A

Categorisation: Critical, Frontline, Regulatory, Other

£282,500 frontline, (beach lifeguarding, sand clearance)

£100,000 regulatory, (occupiers liability)

£380,750 Other Tier (2) (rest of service)

£763,330 total

Nb: the coast and countryside review recommends that these budgets should be aggregated and the whole service considered as frontline.

- Visitor and land management of the Coast and Rimrose Valley Country Park. This includes areas of international, national, regional and local importance for nature conservation and tourism. The service is responsible for managing visitors and addressing anti-social behaviour. Removing sand from promenades at Crosby and Southport, clearing litter from beaches and for controlling beach car parking at Southport, Ainsdale and Formby. The Coast & Countryside service also deals with the Council's responsibilities to bring nature conservation areas into 'favourable status' to meet government targets.
- The Council is responsible for coastal areas spanning 39 kilometres. The length of coastline in Council ownership is 22.5k, 10.5k of the coastline is classified as amenity/resort beach

Sefton Council is the largest landowner on the coastal area; including the foreshore, Rimrose Valley Country Park and other areas the total area of responsibility for this service is 5,968 hectares. The Borough of Sefton as a whole is 15,210 hectares.

It is proposed to commence implement the following change – General across the board reduction to site management activities across the coast and countryside service.

Rationale for service change proposal – Budgetary saving. This is further rationalisation of coast and countryside management

The following activity will change, stop or significantly reduce –

The following activities have been substantially reduced as a consequence of savings made for 2011/12 and these activities will now be further reduced.

Exactly which activities are reduced and when will depend on the staff resources available and the issues being faced at any particular time. A flexible and responsive, rather than planned and proactive approach will be adopted for the following;

- Revised and reduced management of beach car parking -Southport and Ainsdale
There will be further reductions in onsite management of car parking
- Reduced level of sand clearance from promenades and access points
A reduced level of plant/equipment and staffing will result in sand blocking the promenade and adjoining paths and/or being in situ for longer periods.
- Reduced level of litter clearance from the Resort beaches, Crosby Coastal Park and Rimrose Valley Country Park
In general there will be further reductions in cleansing activity on all the main amenity beach areas and reduced cleansing on other coastal areas, including the hinterland, nature reserves and pinewoods.
- Reduced 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 Sites of Special Scientific Interest (SSSI's) are 'consented activity' agreed with Natural England.
- Reduced patrolling of the 39km of coastline and Rimrose Valley.

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Impact of Service Change –

- There will be less capacity to proactively manage, protect and respond to community and environmental needs

Service Users –

- There will be reduced interaction with the public e.g.. 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. The capacity of the Coast and Countryside Service to deal with this issue will be reduced. Visitors/drivers may need to seek assistance from motoring breakdown organisations in such circumstances in future.

Partners –

A reduction in staffing will have an impact on the management of SSSI's and other sites designated under European legislation and the ability of partners on the coast to manage their land (as incidents that occur that do not respect boundaries) with reduced support from Sefton

Council

There will be less staff to deal with issues that may arise, leading to prioritisation

The Council is responsible for dealing with and coordinating oil pollution incidents .The Coast and Countryside Service currently lead on the beach management side of any pollution event on behalf of the Council. In the future, the Councils ability to react will be greatly reduced

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Legislation Considered The Environmental Protection Act, Wildlife and Countryside Act, Natural Environment and Rural Communities Act and Environmental Impact Assessment Regulations, Occupiers Liability Act.

Risks & Mitigating Actions–

- A substantial amount of the work undertaken by this service, along the entire length of the coast, is already supplemented by; volunteers, training scheme placements (e.g. work experience, Future jobs fund etc) and an inclusion project.
- Whilst efforts will be made to plug any gaps with volunteers and trainees 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.

Cost of Service: £763,330

Staffing:

3 Admin

14 Staff (including 3 ranger posts)

5.5 Temp FTE (summer staff)

Other Resources:

Proposed Cost 2012/13: Subject to consultation

Staff at Risk: Yes

E5 Regulatory Consultation and Engagement

Reference E5.1

<p>Service Description: Highways/Environmental Enforcement Categorisation - Regulatory - Proactively and in response to public complaint discharge the Councils statutory duties and tackle issues relating to highway obstruction, flytipping, dog fouling and litter.</p>	
<p>It is proposed to implement the following change – Seek further rationalisation through the reorganisation of Highways and Environmental enforcement teams as an extension to CM40 “Merger of Highways and Environmental Enforcement”.</p>	
<p>Rationale for service change proposal – Budget savings driven. This is a further rationalisation of the Highways/Environmental enforcement capacity.</p>	
<p>The following activity will change, stop or significantly reduce – Activities will be prioritised to those statutory activities having the greatest public safety risk. The team may not be able to respond to all public requests for service as capacity is further diminished.</p>	
<p>Impact of Service Change – Service Users – There will be less capacity to proactively manage, protect and respond to community environmental enforcement needs. Partners - None Council – to be accommodated through restructure. Potential liabilities if statutory duties not adequately discharged.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline To complete merger and identify / implement savings by March31st 2012</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward</p>	
<p>Legislation Considered - Statutory duties primarily under Highways Act and Environmental Protection Act</p>	
<p>Risks & Mitigating Actions– Reduced enforcement activity - Training to facilitate comprehensive service despite reduction</p>	
<p>Cost of Service: £270,000 Staffing: 9 posts Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: No</p>

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Reference E5.2

Service Description: Planning Services

Categorisation: Regulatory

Development Management – approximately 1,800 planning applications per annum; 800 pre application development enquiries p.a.; approx 20 planning appeals per annum (including public enquiries); planning enforcement; Tree Preservation Orders and tree works re planning applications; condition monitoring approx 200 per annum.

Building Control – Approx 700 full building regulations approvals per annum; approx 1,200 building notices per annum; 300 dangerous structure inspections; emergency call out; service marketing due to being open to competition and need to retain and maximise income.

Planning Policy – Progression of Core Strategy, Local Development Framework, planning policy development briefs; conservation work – i.e. conservation appraisals etc; Annual Monitoring Report; collection and updating of planning evidence base

Regulatory Support - supports technical administration of planning and building control processes; e.g. validation of applications; consultations on applications; IT support; information management.

It is proposed to commence consultation on/implement the following change –

Deletion of post (vacant - Snr Planner). Will lead to reduced expertise and resource/service levels in urban design as part of the planning/development management process.

Reduction in Regulatory Support – hours reduction of one post. Small saving, will have some minor impact on Building Control support.

Change provider for press notices/planning publicity – same service level and similar geographical spread/coverage with press but cost of adverts of planning applications reduced by £20k p.a.

Minimise officer mileage/spend on equipment and subscriptions etc. Will mean officers reduce business miles and frequency of site visits with consequent impact on service delivery. Timescales for decisions may be extended.

Merseyside Information Services (MIS) contract – planning contribution (Corporate decision to cease MIS contract) Proposed saving of £20k p.a. (out of £76k total budget due to need to fund core strategy etc.) Cessation of MIS service will mean some activities cease (e.g. monitoring of data)and others may need to be absorbed within the service if they are required for Core strategy work etc.

Rationale for service change proposal – Since 2007 there has been a 25% reduction in planning staff budgets.

The planning system is currently being overhauled and radically changed by the new government. There are many impacts of these changes - however there are anticipated to be additional resources demands on the service. The Government requires planning services nationally to be more business friendly, and to make prompt decisions on applications and other matters.

The Core Strategy work is being delivered by a small team on a very tight timescale. The issues associated with this work are significant and sensitive. Changes with the localism bill are anticipated to increase pressure on planning services and require more resource – particularly the requirement to assist with neighbourhood plans etc. When economic conditions improve the service will need to respond to this – workloads in applications, appeals and policy work will all increase. Members and the general public expect the service to deliver in a timely manner. The service is front facing with lots of customer interaction – this is required as part of the regulatory framework of the service.

Planning Services are statutory/regulatory services which are required to operate 'in the public interest'.

The following activity will change, stop or significantly reduce – Urban design input into the application and policy workload will reduce significantly. This will need to be picked up by other team members thereby impacting on decision making timescales. More prioritisation of workloads/ site visits etc will be needed.

Impact of Service Change –

Service Users – Some potential for delay in planning decisions.

Partners – None

Council – Potential for corporate and external complaints due to extended timescales for decisions.

Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>	
Proposed Timeline from Autumn 2011	
Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward	
Legislation Considered Planning and Building Control Legislation	
Risks & Mitigating Actions – Service – re prioritising, maximising efficiencies in processes, managing expectations.	
Cost of Planning Services: £814,000 Staffing: 76 Other Resources: Some savings in revenue budgets – e.g. press notices, office supplies.	Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: No vacancy

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Reference E5.3

<p>Service Description: Planning Categorisation: Regulatory 'Regulatory Team /Resource Re-structure'</p> <p>Regulatory Support- supports technical administration of planning services – i.e. planning and building control e.g. validation of applications; consultations on applications; IT support; information management; customer interface.</p>	
<p>It is proposed to commence consultation on/implement the following change – Review regulatory support resources to identify opportunities for efficiencies and new ways of working.</p>	
<p>Rationale for service change proposal – There are opportunities within the current resource to re-organise the Planning regulatory support resource; to re allocate work tasks and to re prioritise workloads. These changes should improve service outcomes and realise savings.</p> <p>These changes are linked to the need to continue to deliver a flexible, customer focussed service whilst meeting statutory requirements.</p>	
<p>The following activity will change, stop or significantly reduce – There may be some associated impacts on customers accessing the service – e.g. time to receive/register/determine applications may be extended. This may ultimately impact on timescales for decisions on applications. Some tasks may also be de prioritised.</p>	
<p>Impact of Service Change – Service Users - Other team members; applicants; developers and external customers. Potential for delay in enquiries and formal decisions. Partners – N/A Council – Potential for corporate or external complaints if action/decision making times extended.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input type="checkbox"/> Consult (Staff) <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Consult with staff Proposed Timeline from Autumn 2011</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward</p>	
<p>Legislation Considered Various Planning and Building Control legislation.</p>	
<p>Risks & Mitigating Actions– Need to re prioritise work tasks; maximise efficiencies in processes; re organise responsibilities; manage resources and expectations.</p>	
<p>Cost of Planning Service: £814,000 Staffing: 76 Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: Yes</p>

Reference E5.4

<p>Service Description: Fairways Park & Ride Categorisation: Regulatory Fairways Park & Ride facility is one of 3 Park & Ride facilities in Southport. Kew Park & Ride facilities was mothballed as part of the previous prioritisation programme, the third and most popular facility is Esplanade Park & Ride. Clients include all who park their vehicles within Southport and at this facility in particular, including visitors to events in the Borough.</p>	
<p>It is proposed to commence consultation on/implement the following change – Ceasing the operation of Fairways Park & Ride facility on Saturdays</p>	
<p>Rationale for service change proposal – Fairways Park & Ride is not heavily used on Saturdays and there is sufficient capacity at the Esplanade Park & Ride to accommodate displaced service users. This would enable a reduction in the number of buses needed to operate the Park & Ride scheme on Saturdays from 4 to 3.</p>	
<p>The following activity will change, stop or significantly reduce – Fairways Park & Ride facility would not operate on Saturdays, enabling a reduction in the number of buses (from 4 to 3) needed to operate the Park & Ride scheme on Saturdays.</p>	
<p>Impact of Service Change – Service Users – Current service users using Fairways Park & Ride would be inconvenienced but sufficient capacity exists to accommodate them at Esplanade Park & Ride. Partners – This change would involve a reduction in buses operated by our bus contractor. Council – There may be criticism in relation to access to Park & Ride facilities at the North of the Town. Adequate signage would be needed to redirect service users.</p>	
<p>Communications, Consultations & Engagement – Type (please specify) Inform ✓ Consult ✓ Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline (please specify) There will be need to consult with the Bus Contractor and inform Service Users</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward</p>	
<p>Legislation Considered <i>For assistance in this process please contact Head of Corporate Legal Services</i></p>	
<p>Risks & Mitigating Actions– <i>There is sufficient capacity at Esplanade Park & Ride Facility. The assumption is that all of the motorists currently using the Fairways site will transfer to Esplanade and continue to provide the income but allow the saving to be made on the operation of the service. If motorists do not transfer and park elsewhere (not necessarily on a Sefton Car Park) then some income may be lost.</i></p>	
<p>Cost of Park and Ride Service: £356,000 (income £250,000)</p> <p>Staffing: 2</p> <p>Other Resources: External Provider</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No*</p>

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Reference E5.5

<p>Service Description: Car Parks (Including Management) Blue Badges Categorisation: Regulatory A new National Blue Badge production service will change the way in which badges are issued in England. As a result, Local Authorities will now have discretion to charge for the provision of blue badges up to £10 from the current £2. However, the cost of procuring each blue badge from the national supplier is £4.60, meaning that on the basis of a continued maximum current provision of blue badges (18,000 renewable every three years, so an average of 6,000 renewals per year) an additional income of £3.40 is possible, should Cabinet Member (Transportation) decide to charge the maximum £10 per badge issue. The Service would also need to accommodate some small set up costs.</p>	
<p>It is proposed to commence consultation on/implement the following change – Implementation of a £10 charge for the issue of each badge</p>	
<p>Rationale for service change proposal – National Policy has revised the Blue Badge scheme in England. Badges will now be produced centrally by an approved contractor who will be administering and printing the badges. Although Sefton Council will retain overall responsibility for dealing with clients' applications and making the decision over eligibility for badges, they will be printed centrally. All current issuing authorities will be legally obliged to use the contractor as of January 2012. As part of these reforms the maximum fee that local authorities can charge for a badge will be raised from £2 to £10 for all new style badges issued from 1st January 2012.</p>	
<p>The following activity will change, stop or significantly reduce – N/a</p>	
<p>Impact of Service Change – The changes to the administration of the Blue Badge Scheme as a result of the National Blue Badge Improvement Service (BBIS) will allow applicants to apply on line, will improve the security of the badge and will reduce Blue Badge fraud. Service Users – Additional charge. Partners – n/a Council – Additional income.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Advice <input type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline Implement for financial year 2012/13</p>	
<p>Equality Impact Assessment –The National blue Badge Improvement Scheme has been assessed at National level</p>	
<p>Legislation Considered</p>	
<p>Risks & Mitigating Actions– The saving will be dependant upon the number of applicants each year. The number of applicants cannot be guaranteed. There are also some additional revision and set up costs.</p>	
<p>Cost of Blue Badge Service Staffing: Not Applicable Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation Council Staff at Risk: No*</p>

Reference E5.6

Service Description: Home Improvements Team - Reorganisation

Categorisation: Regulatory

Delivery of the Disabled Facility Grant (DFG) Services is mandatory. The different elements of the service are delivered through the Councils Home Improvements Team and an external contract. Services for clients, such as the procurement and site management of works, assistance with completing their grant application, are outsourced and managed by an Agency, Mears, with the current contract taking us up to March 2012. Mears derive a fee income from the capital works costs, as well as revenue from Supporting People and Adult Social Care

It is proposed to commence consultation on/implement the following change –

To consider the option of bringing the Home Improvement agency service for DFGs, in-house. This will be done in conjunction with Adult & Social Care and the supporting people who also tender additional complimentary services within this arrangement.

Rationale for service change proposal – Part of the client service is currently managed by Mears. They derive their income by charging a 10% fee on client grant works, which is capital and grant funded. In addition part of the service is managed in-house, and a further 10% fee is charged. This fee covers the technical and management costs of the service and it is only the administrative staffing costs which are met from revenue, which was £57,000 in 2010 / 11. The total income derived by Mears in the previous financial year is circa £294,000 and is made up of approximately £260,000 fee income, £12,500 Adult Social Care Grant and £21,500 Supporting People Grant. In addition to this a recent HMRC ruling has confirmed that they also need to charge VAT on their fees, which will add another £52,000 to this annual cost. If the service was brought in-house it is estimated that there could be savings of between £50,000 and £100,000 in running costs, which could be realised in 2012 / 2013. Part of these savings will be the Adult Social Care and Supporting People grants. It may also be possible to derive further efficiency savings in staffing costs once a full service review has been completed and implemented by 2013 / 14.

This assumes that the current capital budget for DFGs of circa £2.6m will be maintained at similar levels in future. If the budget is less, there will be fewer applications for grant and less fee income to be derived. However, provision of DFGs is a mandatory service, and there has always been a high level of need and demand for DFG work in Sefton. Any potential of having a lower capital budget for DFGs increases the argument for reducing the scale of the 'client support services', which may be easier to achieve and maintain if the service is combined. Likewise any increase in capital budget would mean fees charged and paid for from capital could be capped at actual running cost levels.

The following activity will change, stop or significantly reduce –

There should be no change in activity levels, or service to DFG clients. In fact if the higher level of cash savings can be achieved, the savings will allow the council more of it's capital resources to spend on providing major adaptations through DFG.

Impact of Service Change –

Service users – *Should see little change in the range and scale of service. In fact dealing with one organisation rather than 2, as at present would be far simpler. Also, this opportunity will enable the overall fee level to be reduced, which will be a direct benefit to clients who may have to repay grant exceeding the current £5k threshold if they decide to move within 10 years of practical completion.*

Partners – *n/a*

Council – *the Council could continue to provide this statutory service, but in a more cost effective way.*

Currently Mears provide a combined service, managing DFGs (core service) for the Built Environment Department, along with minor adaptations and handy person services (complimentary services) for Adult Social Care and Supporting People. If we only brought the DFG service in-house, we would need to consider implications for the other elements.

Communications, Consultations & Engagement –

Type (please specify) Inform Consult Engage Partnership

Proposed Timeline (please specify) Implement for financial year 2012/13

Equality Impact Assessment – *Equality implications will be assessed should members agree the proposed option be taken forward*

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General Council 1996 Housing Grants, Construction and Regeneration Act [for DFGs]

TUPE

Risks & Mitigating Actions–

The Council would need to take on increased direct staff to provide the service. There is likely to be TUPE implications involving the staff currently being employed by Mears. This would mean that Mears could transfer in their staff. Without knowledge of the precise staff numbers, length of service and T&Cs, it is difficult to estimate the total cost. Our savings projections are based upon employing circa 5 staff. It would be preferable to employ some/all of the existing Mears staff, given their knowledge and experience in providing the required services, and dealing with the client group. However, if the number of existing staff eligible to transfer is greater than 5, the Council would face immediate redundancy costs. The economic argument for internalising the service would only stand if this cost is less than the saving in running costs over [say] a 3 year period.

Given this is a mandatory service, there is little risk that the council could cease to provide a service in future, reducing risks of further redundancies. However, if a service review led to the need for fewer staff, then there may be a need for some redundancies before 2013-14.

The impacts on delivering the [complementary] Minor Adaptation and Handyperson services needs to be considered further. Options for these are currently being considered by People Directorate.

<p>Cost of Service: £57,000 (core)</p> <p>Staffing: The Council would need to employ additional staff for the service</p> <p>Other Resources:</p> <p>£12,000 Adult Social Care Grant and £21,500 Supporting People Grant</p> <p>Other resources - Accommodation, IT, telephones and central support services would be required</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk: No*</p>
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Reference E5.7

Service Description: Increased charges for burials and cremations (cemeteries and crematoria service)

Categorisation: Critical, Frontline, Regulatory, Other

-£1.217m	Regulatory
<u>£0.412</u>	Frontline (contracted)
-£0.805m	

Provision of a burials and cremations and funeral services at six sites through out the borough

It is proposed to commence/ implement the following change –

- To increase the charge for burials, cremations and other associated services, to a level that is comparable to those charged for providing such services elsewhere. The increase in charges would be above the rate of inflation.
- Currently the charge for the main services provided are ;
 - Cremations £501
 - Interments (2 grave depth) £547
 - Purchase of grave (resident) £686

There are also a number of lesser/ miscellaneous items that represent less than 5% of the total income this service.
- Research suggests that Sefton's fees are lower than the average when compared to prices charged elsewhere on Merseyside and nearby competitors
- In view of this charges could be raised by :-
 - Approx 20% for cremations,
 - Approx 10% for interments,
 - Approx 10 % for grave purchases
 - Approx 0-20% for lesser miscellaneous / items
- If these percentages were applied, the new prices would move Sefton into the upper quartile, but below the maximum charged within the comparison group. In addition they would still continue to be competitive, so reducing the risk of losing customers to other providers.
- If these percentages were applied, the new charges (subject to rounding) would be:-
 - Cremations £600
 - Interments (2 grave depth) £600
 - Purchase of grave (resident) £750
- If these percentages were applied, they would generate an increased income in the order of £215,000

Rationale for service change proposal – There is an opportunity to increase charges to a level that is comparable to prices charged elsewhere.

The following activity will change, stop or significantly reduce – The charge for the provision of a burial, cremation and associated services will increase.

Impact of Service Change –

Service Users – Will have to pay more. However the charges levied by the council are only a small percentage of the average total funeral cost..

The average basic funeral spend is in the order of £2800. A survey carried out by a

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national insurance company indicates that the average spend on a full funeral (flowers, cars, wake, memorial etc) is ~£6,800

Partners – There should be little impact for partners as any local authority fees will be considered ad-disbursement

Council - The council may receive a poor press for increasing charges above the rate of inflation.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward

Legislation Considered No legislation implications

Risks & Mitigating Actions–

There will be risk that some customers may use services offered by neighbouring authorities.

There is also a general increase in life expectancy so the number of funerals may decrease.

A 10% factor has been built into the proposed cost below to reflect this.

Cost of Service: -£0.805m

Staffing: 15 – regulatory
11 – frontline (contractor's staff)

Other Resources:

Proposed Cost 2012/13: Subject to consultation

Staff at Risk: None

E6 Other Consultation and Engagement

Reference E6.1

<p>Service Description: Provision of hospitality programme for Mayor and budget for mayoral engagements and twinning programme.</p> <p>Categorisation: Cost of democracy The budget for the mayoral hospitality programme was reduced for 2011/12 and is now operating on a comparable level with other Merseyside authorities including the reduction to one mayoral attendant post and the subsequent reduction in 'hours of activity' available to the Mayor. The twinning budget was also substantially reduced although a twinning events programme is still in place covering links with Mons, Gdansk and Pafos albeit on a reduced expenditure.</p>	
<p>It is proposed to commence consultation on/implement the following change – The proposed change is to reduce the function of mayor to the statutory minimum (that is to Chair the Council meeting). The implications of this would be to delete 3 FTE posts and associated budgets for hospitality, twinning, mayoral engagements etc.</p>	
<p>Rationale for service change proposal – The local authority is required to appoint a Mayor under s 2 of the LGA 1972 but the only statutory duty is to Chair the Council meeting. Events such as Remembrance Sunday and Holocaust Memorial Day would need to be facilitated with other groups currently engaged such as the Royal British Legion and the Holocaust Memorial Day Trust.</p>	
<p>The following activity will change, stop or significantly reduce – Reconfiguration of staffing structure. The local authority is required to appoint a Mayor under s 2 of the LGA 1972 but the only statutory duty is to Chair the Council meeting - impact of this would be cancellation of Mayoral Ball, cancellation of installation ceremony, cancellation of charity fund therefore a reduction in funds available for worthy causes, cancellation of twinning programme, cancellation of mayoral hospitality programme leading to possible loss of civic pride and cancellation of the hospitality programme. Remembrance Day and Holocaust Memorial Day would be negotiated with other groups as set out above. Arrangements for events such as Royal Visits would need to be put in place.</p>	
<p>Impact of Service Change –</p> <p>Service Users – Lack of contact with Mayor and availability for community events. Sensitive issues around veterans regarding Remembrance Day and Holocaust Memorial Day.</p> <p>Partners – Discussions with Royal British Legion and Holocaust Memorial Day Trust regarding their continued involvement with events.</p> <p>Council – A decision of the Council on the budget would be sufficient to reduce the civic hospitality programme, although engagement with partners and twinned towns would need to take place regarding reduced involvement.</p>	
<p>Communications, Consultations & Engagement –</p> <p>Type Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input checked="" type="checkbox"/></p> <p>Proposed Timeline <i>The reductions could take place for the start of the 2012/13 municipal year.</i></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered The Local Government Act 1972 sets out the statutory responsibilities of the Mayor.</p>	
<p>Risks & Mitigating Actions– Events such as Holocaust Memorial Day and Remembrance Services will continue through working in partnership with partner organisations.</p>	
<p>Cost of Civic and Mayoral Service: £107,000 Staffing: 3 FTE Other Resources: Income generated from room bookings and refreshments and the catering contract contributes towards the hospitality programme. This income would also be available for use (£40k in 2010/11).</p>	<p>Proposed Cost 2012/13: £ Subject to consultation</p> <p>Staff at Risk: Yes</p>

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Reference E6.2

<p>Service Description: Committee Services Categorisation: Cost of Democracy. Servicing of all meetings within the democratic process (including scrutiny support), publication of delegated reports and associated decisions, co-ordination of the Forward Plan, maintenance of statutory registers, organisation of tender opening, co-ordination of Member training (including Member Induction), provision of clerking service for school admission and exclusion appeals.</p>	
<p>It is proposed to commence consultation on/implement the following change – To reconfigure the staffing structure for the service.</p>	
<p>Rationale for service change proposal – To base service staffing at minimum levels</p>	
<p>The following activity will change, stop or significantly reduce – There may be delays in producing minutes and decision records although all statutory timeframes will be met. Member's expectations regarding the level of scrutiny support would need to be examined.</p>	
<p>Impact of Service Change – Service Users – None Partners –None Council – There may be some delays in terms of publication of decisions and minutes and the level of support for scrutiny reviews may reduce.</p>	
<p>Communications, Consultations & Engagement – Type Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline <i>by March 2012</i></p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered There is no specific legislation in relation to this however we must be mindful of the statutory obligations with regards the publication of agendas and plans</p>	
<p>Risks & Mitigating Actions– Risks – Publication of agendas and statutory plans are delayed and level of scrutiny support not meeting member expectations. This would be mitigated through prioritising statutory work and ensuring members are aware of the impact of a reduced resource.</p>	
<p>Cost of Committee Support: £ 405,000</p> <p>Staffing:11 FTE</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Staff at Risk: Yes</p>

Reference E6.3

Service Description: Area Committee Budgets Categorisation: Other.

The Area Committees budget of £226,000 is calculated on the basis of £12,254 (£557 per ward) for new and replacement bins £22,000 (£1,000 per ward) for street signs and the rest (split by population size per ward) core budget. There are two statutory functions that the Area Committee budget must fulfil: the replacement of street signs and funding of street bins. It is a flexible fund that Members can utilise to make improvements to local areas that they feel will make a difference. General guidance is that it can't be spent on things that require ongoing maintenance unless this is agreed; revenue items such as staffing are also not eligible. Amounts are normally small one offs and given as grants, rather than commissioned. Nationally, other Councils delegate area based budgets to local Committees. These vary from entire Highways budgets to small community grants pots. Sefton is probably comparable locally to somewhere like Wirral which has the following funding is available to each forum area Empty Shops Fund (£17,500); Funds for You (£15,500 for local VCF groups to bid into); Public Health Fund (£4,577 – contribution from NHS Wirral); You Decide (£20,000 to spend on additional Council services from a wide range of options given) and Improving Road Safety & Promoting Active Travel and Health (£20,000).

Other areas vary in how they support their area structures, for example:

- Halton BC - £600k borough wide allocated to Area Forums per capita based on ward boundaries. Must be spent against Council priorities and cannot be used for revenue support.
- Liverpool – small pot allocated to wards (Councillors decide). The amounts vary based upon IMD – there is a basic amount which increases dependent upon levels of deprivation

It is proposed to commence consultation on/implement the following change –

Consult on a possible reduction of:

10% = £26,025 spread across 22 wards would represent a reduction of £1,183 for each ward

Reductions by Area Committee:

<i>Linacre and Derby</i>	<i>£2,366</i>
<i>Ford and Litherland</i>	<i>£2,366</i>
<i>St Oswald and Netherton and Orrell</i>	<i>£2,366</i>
<i>Sefton East Parishes</i>	<i>£3,549</i>
<i>Crosby</i>	<i>£4,732</i>
<i>Formby</i>	<i>£2,366</i>
<i>Southport</i>	<i>£8,281</i>

15% = £39,079 spread across 22 wards would represent a reduction of £1,776 for each ward

<i>Linacre and Derby</i>	<i>£3,552</i>
<i>Ford and Litherland</i>	<i>£3,552</i>
<i>St Oswald and Netherton and Orrell</i>	<i>£3,552</i>
<i>Sefton East Parishes</i>	<i>£5,328</i>
<i>Crosby</i>	<i>£7,104</i>
<i>Formby</i>	<i>£3,552</i>
<i>Southport</i>	<i>£12,432</i>

20% = £52,051 spread across 22 wards would represent a reduction of £2,366 for each ward

<i>Linacre and Derby</i>	<i>£4,732</i>
<i>Ford and Litherland</i>	<i>£4,732</i>
<i>St Oswald and Netherton and Orrell</i>	<i>£4,732</i>
<i>Sefton East Parishes</i>	<i>£7,098</i>
<i>Crosby</i>	<i>£9,464</i>
<i>Formby</i>	<i>£4,732</i>
<i>Southport</i>	<i>£16,562</i>

Rationale for service change proposal – In the past some Area Committees have not spent their full annual allocation and so have some reserves (from carry over from previous years)

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<p>Proposed change will change, stop or significantly reduce – This proposal would mean a reduction of what could be delivered through use of Area Committee budgets</p>	
<p>Impact of Service Change – Service Users – would limit what could be resourced to respond to needs of residents. Criteria would need to be revised to limit what resources could be spent on Partners – there would be less additional resources to support partners to deliver specific initiatives in local areas Council – there would need to be some consultation in order to revise funding criteria to ensure maximum use of resources; reduction in additional services being bought from existing Council departments</p>	
<p>Communications, Consultations & Engagement – Type Inform <input type="checkbox"/> Consult <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p>	
<p>Proposed Timeline Deadline of October 2011</p>	
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p>Legislation Considered There is no specific legislation in relation to this however we must be mindful of the statutory obligations with regards the placement of bins and maintenance of street signs</p>	
<p>Risks & Mitigating Actions– Risks – currently AC budgets have been used to respond to specific local issues and reduction in resources will limit our ability to do this. Revision to criteria and consultation on local priorities may mitigate some of this as potentially will rule out some actions. Also continued negotiations with services and partners by the Neighbourhoods Division will assist in responding to local issues</p>	
<p>Cost of AC Budgets: £ 226,000</p> <p>Staffing: 0</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Staff at Risk: No</p>

Reference E6.4 - VCF Review

<p>Service Description: VCF Review (different elements)</p> <p>Follow on from initial prioritisation exercise carried out earlier this year, which was agreed by Cabinet and Council.</p> <p>Encompasses a number of pieces of work:</p> <ul style="list-style-type: none"> ▪ Youth Service Redesign – led by People Directorate ▪ Youth and Community Centre Review – led by People Directorate ▪ CAB Review – led by Corporate Commissioning Department ▪ CVS Review – led by Corporate Commissioning Department ▪ Interim funding review -led by Corporate Commissioning Department ▪ VCF Service Review -led by Corporate Commissioning Department <p>The information from the review will be used to assess the current market in terms of VCF provision in Sefton, and to help identify the future need for services that could be supported by the Council and NHS Sefton</p> <p>This information will be fed into the Youth Service Redesign and Youth and Community Centre Review to ensure a full picture of the sector is available</p> <p>One of the first pieces of work in the VCF Review was to map the resources given by the Council to the VCF sector this year as part of the interim arrangements agreed by Cabinet and Council earlier this year. Whilst information is still being collected to inform the mapping, and the performance review will take place later this year, a number of savings have already been identified in conjunction with lead officers.</p>	<p>Categorisation: Critical and Other</p>
<p>It is proposed to commence consultation on/implement the following change – Potential savings amount to £300,000. Most of these are still subject to ongoing reviews but could realistically be saved from next year’s budget and as far as we are aware there are no contractual arrangements that would prevent these savings being taken.</p> <p>This savings figure is an overall figure for potential savings to be made as a result of the wider VCF review. Savings have also been identified in individual lines within directorates which make up this overall figure therefore the final figure needs to be determined to ensure that no double counting takes place</p>	
<p>Rationale for service change proposal – A number of areas have been identified as no longer needed or as suitable for scaling back</p>	
<p>The following activity will change, stop or significantly reduce – Determined subject to consultation</p>	
<p>Impact of Service Change –</p> <p>Service Users – potential reduction or withdrawal of services (clearer once consultation is complete) will impact directly upon service users</p> <p>Partners – partners in the VCF will be adversely impacted as a result of reduction in resources plus the potential increased pressure on other partners (both public sector and VCF) from service users seeking alternative support measures</p> <p>Council – depending on which services are reduced or stopped there may be increased pressure upon Council services to pick up where there may be gaps in provision</p>	
<p>Communications, Consultations & Engagement –</p> <p>Type Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline The Best Value Statutory Guidance from DCLG, under the duty of Best Value, identifies the need to engage and inform VCF organisations of any potential reduction to funding arrangements as soon as possible and within at least three months of a contract ending. Also, where possible organisations should be given the opportunity to redesign these services. Therefore organisations that could be losing funding after March 2011 need to be informed of this as soon as possible</p>	
<p>Equality Impact Assessment Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	

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Legislation considered The Best Value Statutory Guidance from DCLG, under the duty of Best Value has been considered and taken into account in relation to consultation

Risks & Mitigating Actions–

Clear risks will be identified as a result of the consultation, however, potential risks are identified as:

- Service gaps as a result of reduced or withdrawn services which could leave vulnerable service users without access to important support services
- Could compromise the ability of some organisations within the VCF sector to remain operational
- Relationships between the Council and VCF could become strained and compromise partnership working

Once consultation has identified final outcomes the risks will be clearer and mitigating actions can be implemented – this will be focussed upon using the resource available to best meet needs and priorities and engaging support from CVS to strengthen capacity within the sector to respond to resource pressures

Risk of double counting of savings proposals - the savings figure presented here is an overall figure for potential savings to be made as a result of the wider VCF review. Savings have also been identified in individual lines within directorates which make up this overall figure therefore the final figure needs to be determined to ensure that no double counting takes place

Cost of VCF Review Budgets: £ 3.8m

Staffing: (*number of staff within VCF orgs*)

Other Resources:

Proposed Cost 2012/13 (either): Subject to consultation

Council Staff at Risk: No

Reference E6.5

Service Description: Building Cleaning – Reduction in Cleaning Schedules

Categorisation: Traded Service

The Building Cleaning Section currently operates across a number of contract areas. The 'core' contracts relate to the cleaning functions undertaken at a range of Council buildings, facilities and services. In addition cleaning contracts are operated at a large number of schools and work premises.

The 'core' contracts employ some 110 staff operating at 65 sites.

The cost of providing this service is currently £730k per annum which is collected via internal recharge.

Every site is currently being assessed to establish the minimum cleaning requirement to maintain necessary health & safety standards. It is envisaged that the absolute minimum level of service is 55% of the current levels.

It is proposed to commence consultation on/implement the following change – It is proposed to reduce the cleaning operation across all sites by an average of 45%.

This will allow cleaning to be undertaken in areas where there are health & safety implications, such as toilets, kitchen/mess facilities, stairs, entrances/exits, etc. Cleaning operations will be reduced in areas which are deemed 'non essential'. This does not mean that cleaning will stop in these areas, but cleaning frequencies will be greatly reduced in order to reduce the overall time spent cleaning in any given facility or service.

It is proposed that a saving of £320,000 per year would initially be generated through implementing amended cleaning frequencies. The savings would be generated from the budgets of services which currently contribute to the cleaning operation undertaken at their facilities.

Rationale for service change proposal – The regular cleaning of any workplace is obviously a very important function, and in addition to providing a pleasant environment, it also provides safeguards against a number of potential hazards including slips and trips and infection and bacteria control.

However, there are also a number of functions which may be reduced without overly affecting the important issues outlined above. These 'lesser' functions may include wiping, polishing, emptying waste bins, hoovering, etc.

By reducing the time spent on some of the non-essential tasks there will be a reduction in the amount of hours spent cleaning at each location. If cleaning hours were reduced by an average of 45% across all sites, the resultant savings would total some £320k.

The following activity will change, stop or significantly reduce – The type of functions that would be reduced would be those considered non-essential. At this stage all contracts are being reviewed to establish where such reductions can take place without increasing any Health & Safety related risks. There will be a significant and noticeable reduction in the levels of cleanliness at all sites, whilst maintaining minimum standards in those areas deemed to pose a Health & Safety risk.

Impact of Service Change –

Service Users -

There will be less cleaning in offices, corridors and other non-essential areas.

Partners - N/A

Council – There will be a perceived decline in cleanliness in certain areas. High risk areas will be targeted in order to maintain high standards of risk control.

Communications, Consultations & Engagement –

Type (*please specify*) Inform Consult Engage Partnership

Proposed Timeline/Implement in April 2012 following appropriate consultation with affected staff.

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are

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Legislation Considered Health & Safety issues related to cleaning operations.	
Risks & Mitigating Actions – If workplaces are not regularly cleaned there is a risk that germs and bacteria could pose a threat to employees. In addition, cleansing of stairs, rails, corridors, etc, reduce the risk of accident from trips and falls. Cleaning also reduces dust and other irritants which can cause respiratory problems for employees The saving proposal is based on being able to reduce cleaning hours at all sites by an average 45%. At sites or facilities where there is only one or a small number of cleaners this may necessitate a negotiated reduction in working hours. At sites or facilities with larger numbers of cleaners this may result in the deletion of one or more posts and subsequent redundancy. Rotas are currently being assessed across all contract areas to examine the possibility of transferring staff to existing 'external' contracts to lessen the impact of the reductions.	
Cost of Cleaning 'internal' Council facilities: £730,000 Staffing: 110 staff across 65 sites. Other Resources:	Proposed Cost 2012/13: Subject to Consultation Staff at Risk: Yes

Reference E6.6

Service Description: Cleansing Services – Public Conveniences – Market Test
Categorisation: Frontline

The Council currently operates a number of public conveniences across the Borough as follows:

6 x 'pay-to-use' units: 4 in Southport (Promenade, Eastbank Street(2), Hill Street)
 1 in Blundellsands (Burbo Bank)
 1 in Waterloo (South Road).

'Free-to-use' toilets: Maghull (Leighton Avenue)
 Crosby (Moor Lane)
 Southport (Hesketh Park)
 Churchtown (Preston New Road).

Static Attendants were removed from toilets last year as part of savings proposals. There are currently two attendants who clean toilets on a mobile basis.

The service currently costs £256k per annum.

The 'pay-to-use' units were funded via Prudential Borrowing in 2006 over a ten year period. Funds for this prudential borrowing (£78k) are not included in the above sum.

It is proposed to commence consultation on/implement the following change – It is proposed to visit the market place to determine if there are private sector companies or other organisations that are interested in operating all of the public conveniences in Sefton. A soft market consultation exercise could be used to identify if there is sufficient interest within the private sector which would allow the Council to establish a specification that would enable the current level of service to continue to be provided whilst achieving an overall efficiency saving. An output specification would be developed which would see all current toilets continuing to remain available for public use, but with the operator being responsible for full operational service delivery.

Rationale for service change proposal – The six 'pay-to-use' units are subject to prudential borrowing and therefore costs of £78k per year will still be incurred until 2016. NNDR and 'mothballing' costs would also be incurred if the facilities were closed.

In order to maintain the provision of the current public conveniences it may be possible to operate the service more efficiently via an external organisation.

Some 'soft consultation' has taken place with a number of providers of such services and it is unlikely that the Council could outsource the operation to include the repayment of the prudential borrowing, the NNDR, full utility costs, and the full maintenance of all facilities.

However, it is felt that an organisation may be prepared to undertake the daily cleansing of all facilities, the general small scale maintenance jobs to the level currently undertaken and the collection of income from the 'pay-to-use' units. It is felt that the current level of income plus an annual 'fee' would enable a contractor to operate the facilities accordingly.

Therefore, even though the Council would still be responsible for the prudential borrowing repayment, NNDR and utilities, there would still be an efficiency saving.

The following activity will change, stop or significantly reduce – There would be no change in the provision of public conveniences across the Borough.

Impact of Service Change –

Service Users - No Change.

Partners - Sefton Council currently has an agreement with Arriva to operate a toilet in Southport and a toilet in Crosby for the use of Arriva Drivers. This proposal would allow the

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Agenda Item 9 will continue unaltered.

Council –

There would be TUPE implications for the two members of staff affected by this proposal.

Communications, Consultations & Engagement –

Type (please specify) Inform Consult Engage Partnership

Proposed Timeline (please specify)

Implement in April 2012.

Equality Impact Assessment –

Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

Risks & Mitigating Actions–

This process would obviously be subject to a tender/contractual arrangement with suitable protections in place to maintain the level of service currently enjoyed by users of public conveniences.

Cost of Public Conveniences: £256,000

Staffing: 2

Other Resources: None

Proposed Cost 2012/13: Subject to consultation

Staff at Risk: Yes

Reference E6.7

Service Description: **Sefton Tourism Service** **Categorisation: Other**

The Tourism Service supports the Sefton Visitor Economy (worth £374 million), of which 74% (£278 million) is spent in Southport Classic Resort and generates 5,300 jobs in the town (source: STEAM 2008; Sheffield Hallam University 2010).

The Service provides a Conference Bureau which drives business into the Council owned Southport Theatre & Convention Centre, currently operated on the Council's behalf by Ambassador Theatre Group under a 15 year lease (expires June 2012). Conferencing generated £19.2 million of direct & indirect expenditure in 2009/10.

Destination Marketing promotes Southport as a destination to multiple markets, both generic and targeted e.g. nature, golf. Southport attracted 13.7 million tourist visitor days in 2008 (source: STEAM). For example – Southport Holiday Guide is cost neutral, but the economic impact of staying visitors resulting from their seeing the guide is estimated at £2.27 million (source: conversion research 2009).

The Events team co-ordinates a programme of events such as Southport Airshow. The events programme in 2009/10 attracted 200,000+ visitors and generated an economic impact of £10 million

Tourism leads the management and support of the Southport Tourism Business Network, a public/private marketing partnership that pools marketing budgets to promote the town as a whole and thereby grow the market for everyone.

Operational management of Southport Seafront attractions and Southport Market Hall rests with the Service and generates income from leases, concessions, car parking and STBN contributions

The Tourism service was cut by 50% in 2011/12. The current estimate for 2012/13 is net controllable costs of £239,000 with a workforce of 25, and this is the baseline for any subsequent savings.

The Service has recently moved to Southport Town Hall as part of the savings agreed for 2011/12.

It is proposed to review the service and commence consultation on/implement the following change – To reduce the Tourism Service to a minimum feasible level of service, based on a core events programme, destination marketing, and support for conferences.

This review has the potential to deliver gross savings in excess of £90,000 up to complete cessation:

- Closure of Tourism Information Centre £90,000
- Delete vacant post in Conference Team £22,000
- Complete cessation = £0 controllable costs

Any other costs or income remaining upon cessation of the service will be considered as part of the tourism review.

Rationale for service change proposal –The market is very competitive and Southport therefore has to remain visible as a destination if it is to continue to function as a visitor destination to other than local markets.

The proposal set out above ensures the cost to the Council of the Tourism Service is minimised at a low and sustainable level, while the core business-generating potential is preserved.

The core business generating functions comprise a reduced and refocussed conference

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and events and destination marketing. In addition, smaller income-earning functions such as leases & concessions are retained that reduce the net cost of the service.

The reduction of the Tourism Service to a minimum feasible level is the express alternative to cessation of the service.

Cessation would allow a modest net saving of around £200,000 per annum, while generating additional costs for the Council because leaving the resort without a Destination Management Organisation will precipitate a “spiral of decline”.

Without destination marketing, fewer visitors will come to Southport, there will be no events to provide added value, and the share of high-spending conference and niche market visitors will reduce.

At least 22% of Southport’s tourism expenditure is directly enabled by Council destination marketing, events, conference sales and contracts – and is therefore at risk if the Tourism service ceases.

This equates to approx 1,000 jobs at risk, with a cost to the Exchequer of £7m per annum and to the Council of £1m per annum (council tax rebates, housing benefit etc).

Other losses include:

- Income forgone – European & UK funding streams
- Income forgone – private sector investment
- Lost ability to make money from sales, rents and licences.

Finally, gross savings must net off costs incurred from restrictions on public use of Council-owned tourism assets (to satisfy insurers, and prevent hazards from non-maintenance etc), and for breach of contract (concessionaires etc).

Given the absence of alternative private sector funding, the extreme sensitivity of visitor spend to reductions in Tourism activity, and the massive contribution the visitor economy makes to Sefton and Merseyside’s prosperity and jobs, the higher risk is to cease the service than to maintain it at a low and affordable level (option PL029b – minimum feasible level of service).

The following activity will change, stop or significantly reduce –

- (a) Closure of the Tourism Information Centre in Lord St, Southport. This is the least damaging reduction in service as visitors are already in the town. It will mean the termination of 4 posts in the TIC.
- (b) Limit the events programme to the “Big Four” – Southport Airshow, British Musical Fireworks Championships, Southport Jazz Festival, and the Southport Food & Drink Festival – and continue to withdrawing support for events with smaller earnings potential.
- (c) Re-negotiation of the facility management agreement with Ambassador Theatre Group for the Conference Centre. Possible outcomes include a saving on the agreement; the sale of the asset; or further alignment of conference marketing as part of the Conference Centre retendering exercise. All options will be explored in the run-up to re-contracting in mid-2012. To avoid prejudicing negotiations, savings achievable by this route are not otherwise quantified or included in this proposal.
- (d) Deletion of 1 vacant and unfilled post in the Conference team.

Impact of Service Change –

Service Users - Principal impact will be on visitors who no longer have access to the Tourism Information Centre. The number of day visitors to Sefton is 4-6 million per annum, and visitor enquiries into the TIC where over 200,000 in 2010 which will be lost

Partners – STBN and other private sector partners will be affected by the reduced support for tourism activity. Some visitor demand for travel information will be displaced onto other providers, especially Merseytravel and Network Rail.

Council – Financial saving.			
Communications, Consultations & Engagement –			
Type (please specify)	Inform	Consult	Engage
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
<p>Users and non-users of the TIC will be asked (via web and a hardcopy self-completion questionnaire) to indicate their awareness, use and satisfaction with Visitor Services. To be completed by December 2011.</p>			
Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward			
Legislation Considered No statutory duty is breached by ceasing support for TIC or events.			
Risks & Mitigating Actions – Factors to take into account include:			
<ul style="list-style-type: none"> • Merseytravel have recently signed an agreement to relocate their travel service to the TIC, therefore there is a third party agreement to consider if the service is to cease. 			
<p>Cost of Tourism Service: £327,000 (net controllable costs – inc already taken savings of £36k)</p> <p>Staffing: 245 staff</p> <p>Other Resources: ERDF via TMP</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Staff at Risk: Yes</p>		

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Reference E6.8

Service Description: Environmental Regeneration

Categorisation: Other

The Environmental Regeneration Service (also known by a redundant title as the Environmental Conservation & Coastal Management Team) is located within the Planning Service budget but formally managed by the Head of Economy & Tourism.

The service comprises one Team Leader and 8 posts (3 full-time, 5 reduced hours).

The Service is currently and principally responsible for:

- Delivery of Strategic Regeneration Frameworks (SRFs) for Southport and Sefton/North Liverpool.
- Project management for key SRF investments such as Kings Gardens, Southport Town Centre, and Bootle Town Centre/Office Quarter.
- Preparation of Sefton Economic Assessment and Sefton Economic Strategy
- Procurement of external funding
- Technical support to above: consultation & engagement, event organising, network development, database marketing, & digital mapping

It is proposed to commence consultation on/implement the following change –

To re-assign 3 posts and their salaries to income-generating positions within Economy & Tourism.

To re-assign 1 post and its salary to an income-generating position within Investment Programmes & Infrastructure

To delete the remaining 5 posts at a saving of £111,000.

Rationale for service change proposal –

The rationale for the re-assignments is that there are four posts in Planning that are incorrectly aligned with the service structure created by the Senior Management Review, and that the posts would be better placed for supervision and synergy if they were transferred (with salary) as indicated above.

The posts that are being retained are in income-generating functions and are necessary to draw down additional resources and make new investment possible, at no additional cost to the Council:

- EU Commission has confirmed there will be Structural Funds for Merseyside post-2013, a major source of funding for Sefton
- Sefton MBC is accountable body for RGF2 bid by Peel Ports to dredge river and build a river berth
- HCA and other development funding is available for employment-generating development and to build affordable homes

A review of Economy & Tourism has concluded that the following needs are unmet and could be met from three transfers from Planning:

1. To provide the strategic management function for area-based and thematic regeneration programmes and partnerships. In the first instance these comprise

Sefton's two Strategic Regeneration Frameworks:

- South Sefton & North Liverpool
- Southport Investment Strategy

2. To provide high-level co-ordination and management capacity for major multi-agency initiatives within these SRFs, for example:
 - Bootle Town Centre & Office Quarter
 - Port Expansion (inc. RGF2 and other projects arising from the Mersey Ports Master Plan)
3. To help the Economy & Tourism service formulate Sefton Economic Strategy, associated implementation plans, and to provide evidence-based performance monitoring and management support to the Management Team.
4. To investigate the wider regeneration environment, form operational and strategic linkages as appropriate, investigate and procure resources, and exploit opportunities for the benefit of Sefton.
5. To support the Business Investment & Promotion Manager with the implementation of the business engagement plan, and
6. To provide supporting services in terms of event co-ordination, network development, subscriptions, registration, marketing, targeting and mapping.

As part of the new service of Investment Programmes & Infrastructure, a new function called Project & Programme Management has been created. Its purpose is to provide a flexible, creative capacity for the development and implementation of physical development projects.

This function is being populated by existing staff from a variety of development and design backgrounds. The Project & Programme Management team will require a post to fulfil two key functions not being adequately covered by any other post, and it is proposed to transfer one post from Environmental Regeneration to

1. Provide area-based advice and policy in the form of plans, master plans, design guidance etc to make development acceptable, and consistent with the Council's policies for places and people.
2. Project initiation, pre-development work, procurement of resources, contracting, and all stages of project management through to sign-off and handover, across a wide range of types of development project, as part of a multi-disciplinary development team

Finally, a review of Planning's technical requirements has concluded that there is no ongoing requirement for the technical posts in the Environmental Regeneration team that cannot be met from within Planning's existing technical resources. Therefore all posts not transferred are no longer required and should be declared "at risk".

The following activity will change, stop or significantly reduce – A selection process is required to identify individuals at risk and the assimilation or recruitment of staff for transfer. However, all posts at risk are contained within the Environmental Regeneration team.

Impact of Service Change –

Service Users - None.

Partners - None.

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<p>Communications, Consultations & Engagement – Type (<i>please specify</i>) Inform <input checked="" type="checkbox"/> Consult <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Proposed Timeline Internal consultation with TUs and staff. Savings must commence start of 12/13.</p>	
<p>Equality Impact Assessment – No equality implications.</p>	
<p>Legislation Considered N/a</p>	
<p>Risks & Mitigating Actions–</p>	
<p>Cost of Service: £245,000</p> <p>Staffing: 9 staff</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Staff at Risk: YES</p>

Reference E6.9

Service Description: Trade Unions Categorisation: Other	
Personnel is responsible for the administration and monitoring of trade union facility time including requests to attend trade union training courses, appropriate conferences and for approval of annual leave. The trade unions use paid time to consult their members relative to organisational restructuring, savings proposals, potential redundancies and redeployment issues, potential strikes, terms and conditions changes including pay, grading and equal pay claims. They also use the time to prepare for and participate in hearings and appeals in respect of discipline, grievance, dignity at work, redundancy, grading and equal pay.	
It is proposed to commence consultation on/implement the following change – Consultation takes place with trade unions in terms of a reduction of at least 10% in facility time budget (more being sought)	
Rationale for service change proposal – Reduction in line with smaller workforce and decrease in some aspects of trade union work.	
The following activity will change, stop or significantly reduce –. This would impact upon the trade unions and potentially the available time they would have for their members. It may slow up management processes at which trade union representation is required or is a right.	
Impact of Service Change – Service Users - None. Partners - None. Council – Financial saving.	
Communications, Consultations & Engagement – Type (<i>please specify</i>) Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Proposed Timeline Internal consultation with TUs and staff.	
Equality Impact Assessment –. Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.	
Legislation Considered Trade Union Labour Relations (Consolidation) Act 1992 – also relevant ACAS codes to be considered.	
Risks & Mitigating Actions– This would be resisted by the trade unions and is subject to legal challenge given the right is to reasonable paid time of in respect of duties.	
Cost of Service: £116,000 Staffing: Other Resources:	Proposed Cost 2012/13: Subject to consultation Staff at Risk: No

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Reference E6.10

<p>Service Description: Floral Hall Categorisation: <u>Other Services - Influenced but contracted</u> Sefton are in the final year of a 15yr contractual agreement with Ambassador Theatre Group (ATG) for the operation of the Southport Theatre and Conference Centre (STCC).</p>
<p>It is proposed to commence consultation on the following changes – Retendering or disposing of Southport Theatre & Convention Centre (STCC)</p>
<p>Rationale for service change proposal – The initial 10yr term was based around a management fee and repayment of capital introduced for ingoing improvements at commencement of the agreement – i.e. the ingoing operators spent some £2.5m on improvements on our behalf which we paid back over the initial 10yr term. In 2007, as a result of the refurbishment and extension of STCC, Ambassador opted to exercise a 5yr extension option resulting in the agreement finally coming to term in June 2012.</p> <p>The existing agreement requires payment by Sefton of a management fee to ATG of £314K in 11/12. The budget book also shows a charge of £11K for Support Services resulting in £325K charge to the STCC section of the budget.</p> <p>In addition the existing agreement also requires a 'hires' fund (effectively a subvention fund) linked to RPI to be maintained and this is in the sum of £133K for 11/12 and sits within the Conference element of the budget book.</p> <p>Quantum of saving One objective of the retendering is to reduce or eliminate the cost to Sefton of the continuing operation of the STCC conference and theatre venue. Officers believe there is scope for savings to be significant however until we are further into the market testing process it is unrealistic to commit to a figure. There will be costs and fees as a consequence of the tendering process and production of new contract documents but as it is based on an existing agreement this will not be excessive and is a one off cost.</p> <p>When available It is considered that discussion with interested parties will provide early indication as to the range of the commercial terms likely within any new agreement but it is unlikely to be regarded as reliable until the early part of 2012/13 financial year. As any new agreement would not become effective before June 2012 any saving realised will be circa 75% of full year in 12/13 financial year.</p>
<p>The following activity will change, stop or significantly reduce – NA</p>
<p>Impact of Service Change – Dependant on nature of final agreement and would range from none to potentially substantial if disposed of.</p> <p>Service Users – as above</p> <p>Partners – as above</p> <p>Council – Saving secured (accurate estimate at present unknown)</p>
<p>Communications, Consultations & Engagement –</p> <p>Type Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p>
<p>Proposed Timeline Commence consultation from October 2011 with existing contractor and interested parties</p>
<p>Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>
<p>Legislation Considered</p>
<p>Risks & Mitigating Actions–</p> <ul style="list-style-type: none">• Interested parties present and near term view of the local and wider economy• The degree of ongoing indirect and direct support from Sefton particularly around its commitment to tourism.• Likely limited number of potential interested parties• Potential operator thinking on the balance between ingoing capital improvements (Theatre was not touched in 2007 improvements) and the consequent revenue implications on any agreement.• Treatment of the presently public/private funded Conference Bureau.

<p>Cost of Service: £325,000</p> <p>Staffing:</p> <p>Other Resources:</p>	<p>Proposed Cost 2012/13: Subject to consultation</p> <p>Council Staff at Risk No</p>
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