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Town Hall
Trinity Road
Bootle
L20 7AE

To: Members of the Cabinet

Date: 10 January 2017

Our Ref:

Your Ref:

Please contact: Steve Pearce

Contact Number: 0151 934 2046

e-mail: steve.pearce@sefton.gov.uk

Dear Councillor

CABINET - THURSDAY 12TH JANUARY, 2017

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
5.	Budget 2017/18 and Medium Term Financial Plan 2018/19 - 2019/20 (Pages 146 - 299) Report of the Chief Executive and Head of Corporate Resources

Yours sincerely,

J. COULE

Head of Regulation and Compliance

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Agenda Item 5

Report to: Cabinet

Date of Meeting: 12 January 2017

Subject: Budget 2017/18 and Medium Term Financial Plan 2018/19 – 2019/20

Report of: Chief Executive and Head of Corporate Resources

Wards Affected: All

Is this a Key Decision? Yes

Is it included in the Forward Plan? Yes

Exempt/Confidential No

Purpose/Summary

This report provides Cabinet with details on the development of a 3 year financial strategy for the period 2017/18 – 2019/20 (i.e. the budget plan period). In doing so, it reflects the current financial challenges facing the Council during the period, the proposed approach to meeting these challenges and how they reflect the Council's statutory requirement to remain financially sustainable and the desire to deliver the Sefton 2030 Vision and the Councils Core Purpose.

Given the scale of the financial and service challenges facing the Council, this is a complex and detailed report. It provides for a financial balanced budget, however this requires major and difficult decisions on how the council delivers its services, the level at which it continues to deliver them and Council Tax Implications.

Whilst presenting a financially balanced strategy some areas of change are more specific than others. Where possible the change is explained at the detailed budget level. Where this is not possible a budget planning assumption has been made based on the best available information. This is sufficiently robust to approve the budget and associated policy changes, whilst recognising that the details will continue to be refined over the period of the strategy

This report sets out the detailed approach to the strategy. It starts with reminding Members about the Sefton 2030 Vision and the approved Core Purpose; the basis in which the financial strategy has been set. It then considers;

- The national and local financial context within which the Council is operating;
- The funding gap facing the Council for the 3 year period 2017/18 to 2019/20;
- The approach to delivering both the aspirations of the Sefton 2030 Vision and a financially sustainable council;
- The financial, service and community impact of the Budget including the reserves position of the Council; and
- The draft capital programme for the 3 year period.

At this stage the report seeks approval to consult communities, partners, key stakeholders and employees, as appropriate, on the options prior to any consideration by Council.

Recommendations

Cabinet is recommended to:

1. Note the update of the Medium Term Financial Plan for the period 2017/18 to 2019/20 which includes the implications of the provisional local government settlement.
2. Consider the proposals in the report and agree to the commencement of appropriate activity in advance of any formal approval including for example, informal consultation with employees and engagement with partners.
3. Note that the proposals contained within this report will form the basis of a three-year budget plan to be presented to Budget Council on 2 March 2017.
4. Approve current levels of facility time and associated arrangements for the whole period of the budget plan.
5. Note that officers will comply with HR policies and procedures including relevant consultation with Trade Unions and reports to the Cabinet Member (Regulatory, Compliance & Corporate Services).

How does the decision contribute to the Council's Core Purpose?

	<u>Core Purpose</u>	<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Protect the most vulnerable		√	
2	Facilitate confident and resilient communities	√		
3	Commission, broker and provide core services		√	
4	Place-leadership and influencer	√		
5	Drivers of change and reform	√		
6	Facilitate sustainable economic prosperity	√		
7	Generate income for social reinvestment	√		

Reasons for the Recommendation:

To ensure that Cabinet is fully aware of the latest MTFP position and to consider projects and options which will need to be phased over the three budget plan.

This will support the Council in its duty to agree a budget for 2017/18 and the level of 2017/18 Council Tax before the statutory date of 10 March 2017, and maintain a sustainable financial future for the Council by agreeing a balanced three year financial plan for 2017/18 to 2019/20.

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Revenue Costs

All financial implications are reflected within the report

Capital Costs

All financial implications are reflected within the report

Implications:

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

Legal

There is a statutory requirement to set a robust budget for the forthcoming financial year by 10 March 2017. In the course of considering each of the individual Public Sector Reform projects, consultations and service options to achieve the savings required detailed consideration should also be given to 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

As the Framework for Change is developed there will be 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 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 redundancy numbers. Officers are authorised to enter into consultation and complete statutory notices where appropriate albeit much of this report provides for consultation as to options. Full and meaningful consultation should take place with the Trade Unions and employees on the matters contained within this report.

Equality

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

In relation to compliance with the Equality Act 2010, Section 149, Members need to make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented. Members also 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. Whilst the risks remaining have been identified these relate to the projects and options that will be subject to external consultation for which at this moment in time a full Impact Assessment cannot be undertaken. When consultation is completed on these projects and options further reports will be brought back to Cabinet and will include full Impact Assessments.

Impact on Service Delivery:

Service implications as currently understood are described within the options in this report. The identification of further implications will form part of the budget, public engagement and consultation processes.

What internal consultations have taken place on the proposals and when?

Regular and ongoing consultations will take place between the Chief Executive, Executive Directors, Heads of Service and Trade Unions.

The Head of Corporate Resources is the co-author of this report. (FD 4466/17)
The Head of Regulation and Compliance (LD 3749/17) has been consulted and her comments have been incorporated into the report.

Are there any other options available for consideration?

The budget proposals contained within this report will form the basis of a three-year budget plan to be presented to Budget Council on 2 March 2017. It is a legal requirement to set a balanced budget and ensure the budget plan is robust. As such, any changes to the proposals contained within this report would need to ensure this requirement is still met.

Implementation Date for the Decision

Immediate following the meeting

Contact Officers: Margaret Carney and Stephan Van Arendsen

Tel: 0151 934 2057/4082

Email: Margaret.Carney@sefton.gov.uk
Stephan.VanArendsen@sefton.gov.uk

Background Papers:

None

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1. Introduction – Sefton 2030 Vision and Council Core Purpose

- 1.1 In November 2016 the Council approved the Sefton 2030 Vision and the Council Core purpose. This was developed followed an extensive consultation with residents, businesses and many visitors to the borough. In their thousands these groups told the Council they want to be involved in planning the future, what matters to them and how all stakeholders need to work together to make the vision happen. The Vision will enable the Council and partners to demonstrate the connected thinking and action. It will also enable the Council to bring about meaningful and measureable plans with targets, timescales and performance management framework. Further details of the Sefton 2030 Vision can be found in the Annex to this report at Chapter 1.
- 1.2 In supporting the delivery of the Vision the Council approved the following refined Core Purpose to articulate its role in delivering the 2030 vision.
- **Protect the most vulnerable:** i.e. those people who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable and where we need to we will intervene to help improve lives
 - **Facilitate confident and resilient communities:** the council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant on public sector support and which have well developed and effective social support
 - **Commission, broker and provide core services:** the council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible. We will deliver services which can't be duplicated elsewhere or where we add value.
 - **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. This includes strong leadership and influencing partner organisations to work towards common goals and building pride in the borough
 - **Drivers of change and reform:** the council will play a key role in leading change and reform to improve outcomes for Sefton residents and continuously improve the borough
 - **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail,

leading to high purchasing power; and having enough money to invest in infrastructure.

- **Generate income for social reinvestment:** the council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose

In formulating the financial strategy the Council should have regards to the contribution changes in policy and resources have on the delivery of this core purpose.

2. Overall Financial Context

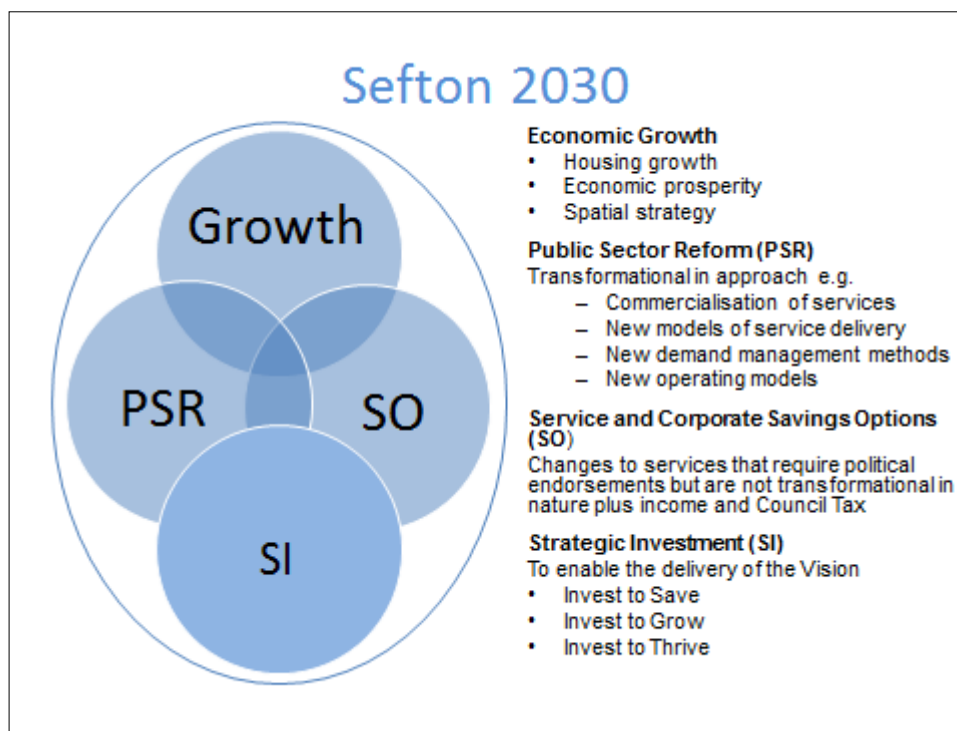
- 2.1. Since 2011, due to central government policy the Council has faced a funding gap of £169m. In total, the Council will have lost 51% of Government funding between 2010 and 2020. This is equivalent to £722 from every household in Sefton.
- 2.2. The financial pressures have been heightened by significant changes in Government policy and increased demographic and inflationary pressures. The Council has therefore had to make very difficult choices which have been subject to extensive consultation and engagement with communities.
- 2.3. Given the size of the reductions in funding and changes in policy, service standards, thresholds and the way services are delivered, there has been an inevitable impact on communities. Throughout this time the Council has adapted in order to minimise this impact where possible and protected front line services as far as possible.
- 2.4. In light of the cuts in Government funding since 2010 and the impact on communities, the Council has set three successive **two** year financial plans covering the periods 2011/13, 2013/15 and 2015/17. This strategic approach has enabled the Council to focus on the delivery of services through the six years whilst implementing the significant service changes which have come through not only the reduction in resources but also the implementation of very significant legislative changes and consequent policy direction.
- 2.5. As a result of this successful approach to both service delivery and budget planning the Council has decided to develop a 3 year budget plan covering the period 2017-2020. This is supported through the Government's Comprehensive Spending Review 2015 which offered a clear view on the financial targets that would be faced by all local authorities during the remaining life of this Parliament up until 2020.
- 2.6. In March 2016 Members were provided with details of the potential funding gaps that the Council would face for the forthcoming 3 year period, 2017/18 to 2019/20. Based upon the information at that time this amounted to £64m across the 3 years. The Council has therefore been working towards

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developing a three-year budget package that aims to deliver on the Council's emerging Vision and ensure it remains financially sustainable.

3. **Sefton Council 2020 - Delivery of the Framework for Change**

- 3.1. Delivering a further £64m savings on top of the £169m achieved to date will have a significant impact on the delivery of Council services. In developing the approach to delivering these savings it has been important to balance the delivery of savings with the protection of those services which contribute the most to the delivery of the Vision and Core Purpose.
- 3.2. With this in mind a Framework for Change has been developed with the following key components



- 3.3. Attached at Chapter 3 of the Annex is a detailed description of the core elements and how they contribute to a sustainable budget.

4. **Budget 2017/18 to 2019/20**

- 4.1. The financial and policy context in which this three year budget is developed is very dynamic. As indicated above the budget is made up of a combination of budget planning assumptions, specific savings options and Council Tax assumptions.

- 4.2. A number of revisions have been made to the Medium Term Financial Plan (MTFP) assumptions. These are explained further in Chapter 2. Based on these changes the three year budget gap now stands at £56.657m.
- 4.3. The Annex also provides full details of budget proposals and a summary table of all current assumptions is shown below:

	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Original MTFP funding gap	33.432	14.614	16.372	64.418
MTFP revisions	-9.220	4.693	-3.234	-7.761
Revised Funding Gap	24.212	19.307	13.138	56.657
Budget proposals				
Public Sector Reform Projects	-4.279	-15.072	-9.771	-29.122
Service Options	-8.465	-6.562	-1.480	-16.507
Phasing Proposals	-7.000	7.000	3.000	3.000
Remaining Funding Gap	4.468	4.673	4.887	14.028

Council Tax

- 4.4. As can be seen above there remains a gap of £14.028m over the three years period. The figure excludes any Council Tax increase at this stage. If the Council were to increase the Council Tax by the maximum allowed under Government rules this would meet this gap.
- 4.5. Due to the significant pressure faced within Adult Social Care the Government's response has been to give councils the flexibility to levy a specific Adult Social Care precept of up to 6% over three years to partly contribute to the funding of this pressure. This will generate approximately £7m over the three years. The Government has assumed that all councils with Adult Social Care responsibilities will implement this increase. The pressures faced within Adult Social Care far exceed the £7m that could be generated from the Government's assumed Council Tax levy. Adult Social Care represents the largest proportion of Council spending and faces the largest demographic and financial pressures. This means that other services have to bear a disproportionate share of the savings needed to balance the Council's funding gap.

Risk Assessment

- 5.1 Chapter 5 contains an individual risk assessment for every individual project/savings proposal. In addition, with a revised funding gap of £57m between 2017/18 and 2019/20, the Council was inevitably going to have to require strong, effective and robust governance arrangements in order to ensure that it can deliver financial sustainability and a balanced budget in each of the 3 years.

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- 5.2 The Council has predicated its budget management on regular monitoring of performance and delivery through senior managers to Members. Exceptions to expected budget management or variations are highlighted at an early stage and mitigating actions recommended.
- 5.3 Within this 3 year budget package is an ambitious transformation programme that is considered can continue to meet this outcome, however due to the nature of the programme a different set of risks will need to be managed. The table below identifies the risks and mitigating actions that apply to many if not all of the projects in chapter 5 of this report

Risk	Mitigation
<p>Capacity to deliver the Framework for Change of this scale and magnitude simultaneously with operational services that are safe and of high quality</p> <p>In addition there may be reduced capacity to meet statutory obligations and service demand associated with the breadth of work undertaken.</p> <p>During the delivery of the change there will be a requirement to assimilate some functions into other areas or posts which will inevitably create additional pressures upon service areas for a period of time.</p>	<p>Robust governance will be in place to oversee changes.</p> <p>Projects will have clear implementation plans, a stakeholder engagement plan, and workforce development plan</p> <p>The new ways of working and their impact will be closely monitored and where identified immediate remedial action will be put in place.</p>
<p>The costs of change to deliver the Framework for Change outcomes becomes too expensive in relation to the financial return or savings to be generated</p>	<p>A Senior Officer Programme Board will set, monitor and report to Members on the delivery of agreed projects. This will include the maintenance and review of a programme risk register that will include all key financial issues.</p>
<p>Services that have demand led budgets are traditionally hard to predict and manage. That volatility may not be sufficiently mitigated by the actions identified in the Framework for Change and the Council may experience increased demand.</p>	<p>A Senior Officer Programme Board will set, monitor and report on the delivery of agreed projects. This will include the maintenance and review of a programme risk register that will include all key financial issues</p>
<p>Due to budget profiling. the speed of identified changes will be fast/ significant. It will be important to ensure strategy/policies and approaches are agreed before</p>	<p>Performance management will include financial monitoring.</p> <p>Project interdependencies will be monitored by the Programme Board</p>

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Risk	Mitigation
operational delivery takes to ensure that are achieved	
Due to the similar nature of opportunities being considered, there is the potential for double-counting of income with work being undertaken in the 'Growth' channel of Framework for Change.	Implementation will be project managed to track what's happening when and its impact and savings tracked.
New ways/models of working may not deliver the desired outcomes, People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for people, families, carers and the workforce but the Council is at a point where doing more of the same or trying to do more of the same with less is going to fail people, carers, families and the communities in the future.	The Council will, particularly for those people with no or limited capacity to exercise real choice, ensure that they are safeguarded and supported with dignity and respect. Assessed eligible need will continue to be met.
If new ways of working are not shared / owned by partners or if partners do not fully engage, this will compromise outcomes or may mean that outcomes are not delivered at all.	Partners will be involved in the development of new ways of working and where joint working is not possible practice will reflect this
Community capacity is required for the new ways of working across a number of Council public sector transformation projects. If this is not forthcoming then this will compromise outcomes or may mean that outcomes are not delivered at all. Community may be resistant to some of the changes proposed	There will be transparent engagement and communications with the community. Communications will seek to manage expectation. A Senior Officer Programme Board that will set, monitor and report on the delivery of agreed projects. This will include reviewing the impact of and response to change. Where necessary remedial actions will be agreed.
Resistance to change may be experienced as ways of working are so ingrained in staff over decades that staff may find new working practices difficult to adjust to	A clear programme of development and training will be put in place for employees, coupled with good supervision and robust performance management. There will be ongoing awareness raising of the scale of the challenge

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Risk	Mitigation
	facing the Council - and workforce development activity to embed a “ready for change” culture.
Various government inspection regimes may not find sufficient clarity in the new/blended/locality ways of working and how risk is being managed. This may result in unsatisfactory inspection outcomes	All changes will take into account the inspection frameworks that continually shift and evolve. The Programme Board will carefully monitor the policy agenda nationally and locally.

5.4 The key governance / actions that will underpin the risk management of the programme and the budget are therefore:-

- A balanced, deliverable and sustainable annual budget will be set with clear milestones and deliverables linked to financial performance. Those budgets that are to be reduced will be clearly identified in advance of the financial year;
- Regular monthly reporting of financial performance to Cabinet and where appropriate Council will take place;
- Subsequent reports will be provided to Overview and Scrutiny Committee and the key financial risks within the programme and the annual budget will be included on the Council’s Corporate Risk Register that is considered at each meeting of Audit and Governance Committee;
- Establishment of a Senior Officer Programme Board led by the Chief Executive and including the Council’s s151 officer that will set, monitor and report on the delivery of agreed projects. This will include the maintenance and review of a programme risk register that will include all key financial issues;
- A project sponsor that is a senior officer will lead each project and will be responsible for all aspects of delivery and financial performance;
- Each project will have a Full Business Case, including detailed risk analysis signed off by both officers and Members in addition to a delivery plan; and
- Each project sponsor will ensure that they have available the appropriate skills and capacity to support delivery.

5.5 It is inevitable that with a programme of this size and the number of projects that exist, that during the course of the 3 years, there will be changes to aspects of the programme that will have financial implications. These changes may come about due to:

- Changes in project scope;
- Changes in demand for Council services;
- Central government intervention, e.g. changes in legislation; and

- Commercial opportunities being identified or removed through changes within the market.

5.6 Each of these issues would have a financial implication and this will need to be managed through governance structure as set out. Whilst such a scenario is one that will need to be managed over the course of the 3 years, the Council will set and deliver financially sustainable annual budgets. The Council will also ensure that required mitigations will be put in place if required as it is legally required to do so.

6 Consultation and Engagement

6.1 In recent years, the Council has carried out extensive consultation with the public on some guiding principles to help set a balanced budget and the majority of people consulted agreed the Council should:

- Target resources at priorities
- Improve efficiency before reducing or ceasing services
- Help communities to reduce their reliance on public sector services
- Reduce reliance on public sector funding
- Protect the most vulnerable
- Support shared services
- Deliver value for money
- Encourage people to take responsibility for their actions and behaviours.

6.2 Members will recall that the timescales for consultation and engagement will vary. Given the level of previous consultation the Council and its partners have a comprehensive understanding of community need and priorities. The Framework for Change will require us to take a new approach to consultation and engagement. Through Imagine Sefton 2030 the Council and its partners undertook extensive consultation with the community; the community responded and identified what matters to them with this being reflected in the Vision Outcomes Framework.

6.3 The intention is for partners to adopt a New Realities 'can do' approach to collaboration aimed at working together in a positive, productive environment. Consultations are only part of a process of engagement. Informal iterative consultation can be appropriate using new digital tools and open, collaborative approaches. Consultation is not just about formal documents and responses. It is an on-going process.

6.4 As the Framework for Change progresses a number of principles will be central to support the implementation from an engagement and communications perspective:

- The feedback from the Imagine Sefton 2030 consultation will be taken into account in the development of new strategies, approaches and ideas;

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- Being open and transparent by providing accurate information, that will also be in accessible formats;
- Placing a stronger focus on co-production so that members of the public and stakeholders can actively shape the future of the Borough;
- Where consultation is required, it will be carried out through the Consultation & Engagement Panel. This Panel has established standards for public engagement and consultation, with scope and methodology clearly defined, which may include discharging consultation through care planning processes, where appropriate;
- Consultations will be targeted and consider the full range of people, businesses, representative groups and commissioned services affected by the proposed change. In other words consultation will be tailored to accommodate specific groups as necessary, for example older people, younger people or people with disabilities that may not respond to traditional consultation methods.
- Where appropriate the Council will inform and engage stakeholders in a timely and accessible manner;
- When carrying out assessments and reassessments of need the Council will consider the impact of any change to an individual's care plan and facilitate transition arrangements with individuals, their families and carers as appropriate;
- Protecting our most vulnerable people is a key priority, however, whilst we consider new approaches to support vulnerable people, for example asset based approaches, we need to recognise that whilst complying with our statutory requirements, we may in some circumstances reduce the size of packages and provide support for more defined periods.
- Full and meaningful consultation will take place with the Trade Unions and employees; and,
- Partnership work will help to unlock the Borough's collective resources and identify strengths and assets to become even more effective.

6.5 In particular the Public Sector Reform (PSR) projects will, where appropriate, adopt a collaborative approach to change. It is important to stress that the PSR projects are not just about reducing costs, they are driven by a combination of factors such as a desire to reduce inequalities in our communities and in many cases to shift the focus towards prevention. Our approach in developing solutions will be to enable people and communities to have a say and a role in how we achieve the outcomes which matter to them.

In developing both the proposals Officers have endeavoured to identify the impact on the community of Sefton. Through collaborative consultation the Council will seek to further improve its understanding of the impact associated with the potential changes, the desired outcomes and associated risks. What is clear is that a budget reduction of this scale will have a significant impact but through the reform approach the Council will work with communities and partners to improve outcomes where possible.

6.6 There are different definitions of collaboration and coproduction but there is a consensus that working together leads to improved outcomes for people who

use services and carers, as well as a positive impact on the workforce. The Council's approach will not just be about partnerships across sector boundaries. It is much more about combining the knowledge, skills and experience of people who access activities and services, delivering services and commissioning services, working together on an equal basis to achieve positive change and improve lives and outcomes.

In addition to this media briefings and media releases will be issued to signpost interested parties. The approach to the PSR projects and options is summarised in Chapter 5.

- 6.7 Within Chapter 5 there are a number of options and budget planning assumptions requiring internal consultation. Members will recall that before any notice to terminate employment is given to an employee, it is necessary for the Council to comply with its duty to consult. This involves meaningful consultation taking place in respect of proposals with Trade Unions and employees. The options within this report constitute proposals which will be the subject of consultation at an appropriate time.
- 6.8 If options and proposals involve potential contractual changes and/or redundancy, in some cases up to three months' notice may be needed 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 (as amended). Regardless of an employee's length of service, claims for discrimination can potentially be made on a number of grounds.
- 6.9 As a result this consultation should include compliance with the Trade Union Labour Relations (Consolidation) Act 1992 where meaningful consultation should include, amongst other matters:
 - (a) the options/proposals
 - (b) avoiding the dismissals
 - (c) reducing the number of employees dismissed
 - (d) mitigating the consequences of the dismissal.
- 6.10 All of the above must be undertaken with a view to reaching agreement with Trade Union representatives. In this respect given the scale of the change and implementation of any approved change, current facility time arrangements will be maintained for the whole period of the budget plan. Cabinet is asked to approve this.
- 6.11 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 any site or establishment

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- (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.

- 6.12 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.
- 6.13 Where an employer is proposing to dismiss as redundant 20 or more employees at one establishment within a period of 90 days or less, 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. Cabinet is asked to agree that Officers are authorised in this report to consult on options appropriately and where necessary to issue statutory notifications under Section 188 and issue form HR1
- 6.14 Appointments of HAY 5 and above would normally go through to the Employment Procedure Committee, A future Cabinet will be asked to recommend to Council that Council approves that any appointments in respect of HAY 5 and above are delegated to the Chief Executive in terms of arrangements on which she will consult with the Leader and relevant Cabinet Members,

7. Public Sector Equality Duty (PSED)

- 7.1 As the Council puts actions into place to set a balanced and sustainable budget there is a need to be clear and precise about our processes, and impact assess potential change options, identifying any risks and mitigating these where possible. The impact assessments, including any feedback from consultation or engagement where appropriate, will be made available to Members when final recommendations on individual projects 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 and in compliance with the Equality Act 2010.
- 7.2 Reducing budgets and activities is a difficult task, and one that the Council has to balance with the needs of the community. It is clear from the feedback from Imagine Sefton 2030 that change is required and that the community wants to participate in and shape that change.

- 7.3 The Council has a shared responsibility with partners and communities to discharge its functions that meets need and is within available resources. The Council cannot do everything it has done in the past, the changes proposed will take full account of the PSED.
- 7.4 Where appropriate a PSED review is provided which identifies any potential impact on those with protected characteristics and the mitigating actions to be taken should any risks remain. Council is requested to note and take account of the detail within the PSED reviews and the mitigating actions within the decisions.

8 Capital Programme-Central Government Grants

- 8.1 Investment in the infrastructure and assets across the Borough will play a vital part in the Council being able to achieve its key priorities. As the Council's funding becomes increasingly reliant on locally generated funding sources, it will be important that opportunities to facilitate, enable and where appropriate utilise Council resources to support and promote growth and generate income streams are fully optimised. This approach will underpin the Economic Growth workstream within the Framework for Change. Projects that are developed under this workstream will be presented for consideration to Cabinet, and where appropriate Council, on a case by case basis as they arise.
- 8.2 In addition, the Council continues to receive limited central government capital grant allocations. These are focussed on the Local Transport Plan and Schools. Details of the forecast receipts anticipated between 2017/18 and 2019/20 are shown in the following table together with the current commitments against these sums:

Funding Source	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Schools Capital Funding				
Expected receipts	2.044	1.859	1.695	5.598
Current Commitments	1.277	0.481	0.481	2.239
Balance Available for New Starts	0.767	1.378	1.214	3.359
LTP related Capital Funding				
Expected receipts	3.877	2.864	2.610	9.351
Current Commitments	1.047	1.126	0.000	2.173
Balance Available for New Starts	2.830	1.738	2.610	7.178

- 8.3 Details of the schemes to be supported from these allocations are currently being developed and will be presented to Budget Council for approval.

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9 Conclusion

- 9.1 Since 2011, due to central government policy the Council has faced a funding gap of £169m and will see its grant from central government reduce by 51% by 2020. The Council has therefore had to make very difficult choices which have been subject to extensive consultation and engagement with communities.
- 9.2 This report presents the approach to the preparation of a three year budget plan for the period 2017/18 to 2019/20. It builds on the delivery of significant Government funding reductions and provides an approach to balancing the forecast budget gap of £64m. This approach will ensure the timely implementation of proposals, investment where appropriate and the release of capacity to support transformation.
- 9.3 The challenge faced by the Council must not be underestimated and as stated earlier, this is shared with our public, private, voluntary, and community and faith partners. Implementation of the budget plan will take into account appropriate consultation requirements and the possible financial impacts of part year delivery. Consultation will continue over the budget plan period and standard Council procedures will be observed in the instances where we are required to inform the public.
- 9.4 When making these difficult choices the Council has worked hard to maintain its frontline services and has shared with the community its core purpose. Despite the significant cuts faced by the Council in previous and future years, it is important to acknowledge that the budget proposals contained in this strategy continue to ensure that, for example, the Council:
- a) Meets its statutory requirements,
 - b) Invests significantly as a proportion of the Council's remaining budget in protecting Children in Care and safeguarding children at risk of harm, neglect and exploitation and Adult Social Care
 - c) Provides seven libraries, six leisure centres, an eco-centre, adventure centre, children's centres and the Atkinson that host many activities for all residents
 - d) Empties 150,000 bins per week
 - e) Lights the streets, maintains and cleans the pavements together with 607 miles of road
 - f) Works with others to manage and protect 22 miles of coast
 - g) Maintains 166 parks and greenspaces
 - h) Prepares 14,000 school meals every school day
 - i) Deals with planning matters
 - j) Protects the community through the inspection of food premises
 - k) Safeguards the community through inspecting and issuing licences for taxis and premises serving alcohol
 - l) Safeguards the community through Trading Standards advice and inspections
 - m) Supports local businesses and potential investors through InvestSefton
 - n) Supports people to find work through Sefton@Work

- o) Provides advice and assistance on a range of housing related matters
- p) Registers births, deaths and marriages

9.5 This list is by no means exhaustive and naturally will not be viewed in isolation from the work that the Council enables and facilitates with its partners across the Borough. As an extension to this, the Council with its partners has developed the Vision and Outcomes Framework for 2030. By pooling resources and talent, the Council and its partners will work together to, as far as possible, protect and enhance the many services and activities that are valued by our communities.

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ANNEX A

Delivering the Sefton 2030 Vision and a Financially Sustainable Council

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CHAPTER ONE

Sefton 2030 and Council Core Purpose

1. Overall Context

- 1.1 Sefton Council has led on the development of a new and exciting vision for the future of the borough and wants anyone who lives, works or visits Sefton to be involved.
- 1.2 Working closely with partners, businesses, private sector organisations, the voluntary, community and faith sector and the wider Sefton community, the aim is to focus on what is important and to be ambitious for the borough and its communities in the future.
- 1.3 Through Imagine Sefton 2030 the Council and partners engaged the public, local businesses and potential investors in creating a vision that will collectively promote shared prosperity, coordinated public investment, and a healthy environment and population.
- 1.4 The feedback then enabled the Council and partners to develop the Vision Outcomes Framework which will guide long term planning - helping to collectively stimulate growth, prosperity, set new expectation levels and to help focus on what is important for Sefton. As a result of this process the following Core Purpose and Outcomes Framework were approved by Council in November 2016.

2. Council Core Purpose

- 2.1 In November 2016 Council agreed the following as its Core Purpose
 - **Protect the most vulnerable:** i.e. those people who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable and where we need to we will intervene to help improve lives
 - **Facilitate confident and resilient communities:** the council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant on public sector support and which have well developed and effective social support
 - **Commission, broker and provide core services:** the council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible. We will deliver services which can't be duplicated elsewhere or where we add value.

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- **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. This includes strong leadership and influencing partner organisations to work towards common goals and building pride in the borough
 - **Drivers of change and reform:** the council will play a key role in leading change and reform to improve outcomes for Sefton residents and continuously improve the borough
 - **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; and having enough money to invest in infrastructure.
 - **Generate income for social reinvestment:** the council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose
- 2.2 In their feedback Sefton's various communities also emphasised the many strengths and assets that the borough has including the coast, environment and heritage.

3. Vision Outcomes Framework

- 3.1 The Vision Outcomes Framework can be viewed at <http://modgov.sefton.gov.uk/moderngov/documents/s69629/Vision%20Sefton%202030.pdf>

CHAPTER TWO

National and Local Financial Context

1. National Financial Context 2017/18-2019/20

- 1.1 Central Government policy announcements in autumn 2015 and 2016 and the output from the 2015 Local Government Finance Settlement has resulted in local government continuing to be faced with a severe financial challenge for the three years 2017/18 to 2019/20. These announcements included key national budget decisions which are likely to have an impact on both the Council and also the local economy for years to come.
- 1.2 These include the continued reduction in central government grant that is available to local authorities, the introduction of a 100% Business Rates retention scheme, the reform of the New Homes Bonus Scheme, changes to the Education Services Grant, the role of councils within the Education sector and continued reform of the Health and Social Care systems. Each of these presents local government with increased financial pressure. As with previous years, as additional detail has been provided for each of these policy issues, the Council's Medium Term Financial Plan has been updated to reflect the funding that will be made available to it over the course of the next 3 years.
- 1.3 Also during the last 12 months there have been further significant incidents that may have an influence on local government and its financial arrangements in future years. These include the outcome from the EU referendum and the resulting change in key personnel within Central Government including a new Prime Minister and Chancellor of the Exchequer. At this stage the exact impact of these issues and changes cannot be measured however it is widely acknowledged that the national economy will be affected and that the resources that will be available to local government will continue to reduce, certainly up until 2020.
- 1.4 By way of illustration, and as stated earlier within this report, it is estimated that by 2020 as a result national policy decisions, Sefton Council will have had its central government grant reduced by 51% since 2010.

Changes to Local Government Finance

- 1.5 As Members have previously been informed, the Government are committed to introducing a 100% Business Rates retention model for local authorities by 2019/20. The introduction of this funding mechanism will see a move from a grant based support system and is the largest proposed change to local government finance in recent times. This new system will fundamentally change local government's approach to financial management.
- 1.6 As part of this reform, the Government is seeking to pilot the new system. Whilst this change in the core financing arrangements is being developed, the Government is also continuing with its reform programme in respect of the fair funding review and schools and education funding.

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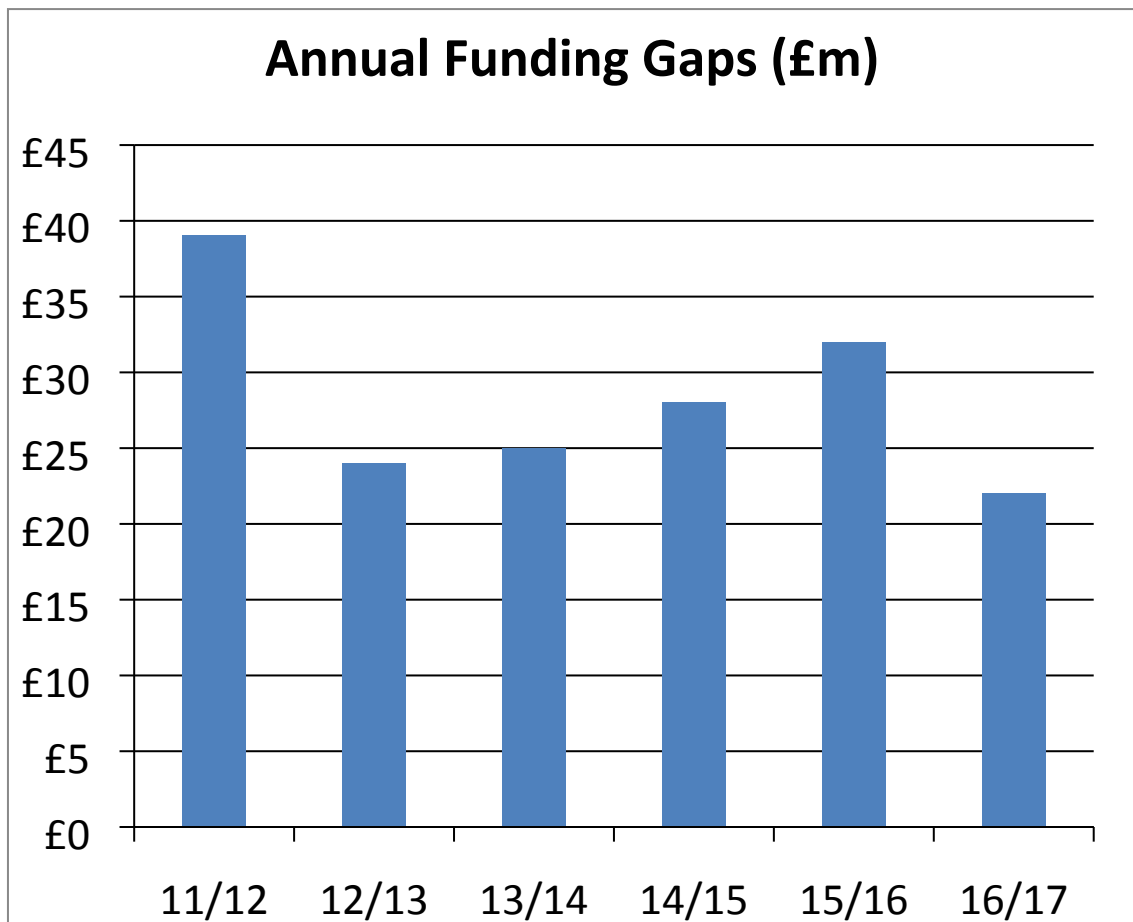
2. Local Financial Context

Four Year Financial settlement and Business rates retention

- 2.1 Members will recall that Cabinet on 1 September 2016 recommended to Council that Sefton should accept the Government's offer of a four-year financial settlement (including the already confirmed 2016/17 settlement). This decision will provide the Council with financial certainty with regard to its core financial resources that it will have available to it during this time. 97% of other local authorities have also taken a similar approach.
- 2.2 At the same Cabinet meeting, Members were also informed of the continuing role that the Council is taking with regard to the design of the 100% Business Rates Retention scheme with its City Region partners. DCLG's stated objective is for the pilot areas to test the proposed system being designed and the potential for additional responsibilities to be devolved to local government as part of that system.
- 2.3 Following confirmation that participating authorities would not be in a detrimental position to that had they not been part of a pilot exercise, the Council and its city region partners confirmed to the DCLG that they will be part of a pilot project from 2017/18.

Financial Savings Delivery 2010-2016

- 2.4 The Council, its communities and partners have faced and continue to face unprecedented change borne out of a radical reduction in resources coupled with increased demand in services for its vulnerable residents and a dynamic national policy agenda.
- 2.5 Since 2010 the Council has focused on becoming a leaner and more agile organisation, and has been successful in delivering real term reductions of £169m. This financial objective has been achieved through:
- Reviewing its organisational design;
 - Developing lean practice and reducing bureaucracy;
 - Implementing a new leadership framework and team;
 - Having a clear Council core purpose;
 - Developing a one-Council approach;
 - Working more closely with partners; and,
 - Increasing the role the community plays.
- 2.6 The funding gap per year that have been bridged are shown as follows:



3. Medium Term Financial Plan Forecasts- 2017/18 - 2019/20

3.1 The Local Government Finance Settlement for 2016/17 was announced on 19 December 2015 and indicative funding figures were also provided for 2017/18 to 2019/20. In addition to forecast reductions in core grant, the Council will also face a range of other financial challenges over the coming years. These challenges are as significant as they have ever been and as such it becomes increasingly important to take a longer term view as opposed to making short term decisions.

3.2 The funding gap and its key components that were reported to Members in February and March 2016 are shown in the following table:

	2017/18	2018/19	2019/20	TOTAL
	£m	£m	£m	£m
Reductions in general grant (Inc. RSG)	10.349	5.831	5.546	21.726
Estimated further reductions in Public Health grant	0.500	0.500	0.500	1.500
Education Services Grant	0.700	0.700	0.700	2.100
Pay and Prices inflation	3.985	4.301	4.176	12.462

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National Living Wage	3.198	3.282	3.450	9.930
Adult and Children budget resizing	7.700	0.000	0.000	7.700
Replacement of one off savings in 2016/17 with sustainable savings	7.000	0.000	2.000	9.000
TOTAL BUDGET SHORTFALL	33.432	14.614	16.372	64.418

3.3 As with previous years, as more information has become available the Council's MTFP has been updated. As part of this process, further potential changes that will result in additional central government funding reductions being borne by the Council have been identified. These relate to:-

- Reductions in New Homes Bonus due following a review of the scheme;
- Reductions in Public Health Grant to that previously been forecast; and
- The cessation of the Education Services Grant from September 2017;

In addition to these direct grant reductions, the Council will also experience additional financial pressure through the introduction of the Apprenticeship Levy (£0.600m), the Care Act (£1.452m) and the introduction of the national living wage.

3.4 In updating the MTFP to take account of these changes, the Council has also refreshed its assumptions around the income it can expect to generate from Business Rates and its Council Tax Base and has revised down its provisions for pay and price inflation. The resulting impact of these changes is shown in the following table.

	2017/18	2018/19	2019/20	TOTAL
	£m	£m	£m	£m
Further Government Grant Reductions/Changes:				
- Education Services Grant	0.727	0.319	-0.700	0.346
- New Homes Bonus	1.550	0.988	0.597	3.135
- Adult Social Care Support Grant	-1.532	1.532	0.000	0.000
- Care Act Implications	0.397	0.035	1.034	1.466
- Apprenticeship Levy / Apprentices	0.600	0.000	0.000	0.600
Change in Levies	-2.405	0.861	-0.693	-2.237
Reduction in pay and prices Inflation	-1.763	-1.765	-1.770	-5.298
National Living Wage – Impact	-1.082	0.000	0.000	-1.082

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of announced April 2017 rate				
Local Government Pension Scheme – Revised Contribution schedule	-0.804	-0.389	-0.200	-1.393
Local Taxation Changes:				
- Council Tax Surplus	-2.004	2.004	0.000	0.000
- Council Tax Base	-1.507	-0.329	-0.329	-2.165
- Business Rates Income	1.175	0.009	0.000	1.184
2015/2016 Underspends	-0.708	0.000	0.000	-0.708
Better Care Fund	-3.000	0.000	0.000	-3.000
Other Net Changes	1.136	1.428	-1.173	1.391
Additional Budget Changes	-9.220	4.693	-3.234	-7.761

- 3.5 It can be seen from the above table that the net impact of the most recent review of assumptions is an improvement of £7.8m. The biggest single contributor to this improvement is the revision to the price Inflation assumption. This in effect cash limits those budgets not subject to a contractual uplift. Budget managers will need to contain any cost increases within their 2016/17 level.
- 3.6 Previously the Council had assumed that it would receive a significant contribution in relation to the Better Care Fund that would support and maintain Adult Social Care services. As a result of not receiving the budgeted allocation of £6m in 2016/17, budgets and service levels have been re-aligned. It was assumed that this allocation would reduce by £3m in 2017/18; therefore following the service review undertaken this £3m can be released.
- 3.7 Based on the above the three year budget gap now stands at **£56.657m**.

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CHAPTER THREE

Framework for Change – Delivering differently

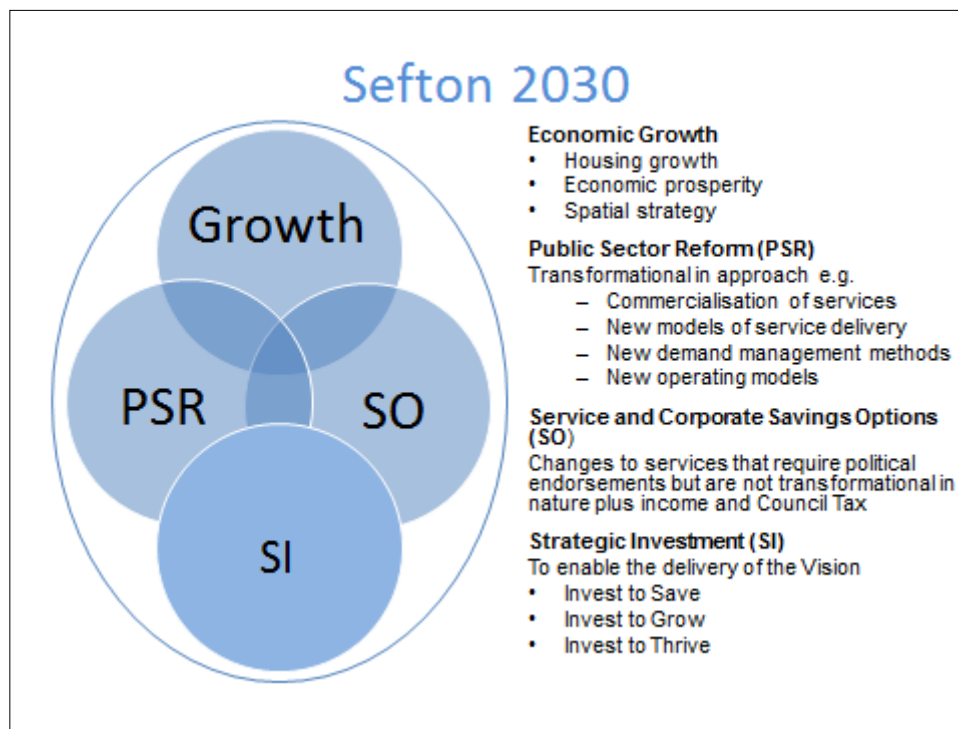
1. Overview

1.1 The Council has recently consulted extensively on and agreed the Sefton Vision 2030 Outcomes Framework. This sets an ambitious vision, particularly when set against the financial challenges faced by the Council and many of its partners. The Vision Outcomes Framework describes the Borough that communities want to live in and the expectations of business, potential investors and visitors. As a result of this, delivering against the Vision requires a changed role for the Council and its partners and ultimately a new shared responsibility with communities. This was actively recognised by the community during the consultation process.

1.2 Achieving the ambitions of Sefton 2030 will also require the Council to be financially sustainable, to ensure services align with the core purpose and that the Council works with partners to achieve better outcomes.

1.3 In order to meet this challenge the Council has developed a 'Framework for Change' which is comprised of the following 4 pillars which will help the Council deliver against its stated objectives including financial sustainability. These are:

- Economic Growth;
- Public Sector Reform;
- Service delivery options; and
- Strategic Investment



- 1.4 Each of these themes will contribute towards delivering the Sefton 2030 Vision and a financially sustainable Council. They are discussed in more detail in the following sections.

2. Framework for Change - Economic Growth

- 2.1 The fundamental case for change to deliver Economic Prosperity for Sefton is predicated on the need to:

- Re-balance the economy towards high growth, high wage, high productivity employment
- Improve the life opportunities of the residents of Sefton
- Reduce the cost to the public purse of vulnerable families
- Create and grow new revenue streams for the Council

In this context Growth is defined as economic growth, and is inclusive of the economic development themes of:

- Business Support
- Employment
- Employment sites
- Housing
- Industry Clusters
- Masterplan for Sefton
- Physical Regeneration
- Skills
- Transport
- Marketing

- 2.2 The essence of the Growth Programme is to lay the foundations for long-term self-sustaining economic prosperity. Economic prosperity means different things to different people, but for many, means having choice about the work they do and earning enough money to meet all their family needs with something left over.

- 2.3 The strategic case for change sets out the current context within which, the Strategy for Economic Prosperity will be delivered, namely:

- A new economic geography
- Sefton's economic performance
- National austerity measures
- Sefton Council's financial stability
- The EU Referendum Implications
- Sefton's vision for 2030
- The Investment Programme

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The New Economic Geography

2.4 Despite a return to the levels of economic performance similar to those pre-recession, Northern city regions still face major challenges:

- none of the Northern City Regions have yet to reach the national average rate for employment
- per capita rates of Gross Value Added (GVA) are below national levels for all Northern City Regions
- the Indices of Multiple Deprivation is now dominated by the North
- the pattern of national worklessness is the same as the 1980s as is the rate of productivity
- High levels of expenditure on welfare and health are incurred in the North, which pushes overall public expenditure upwards.

2.5 Putting it in very simple terms:

- The UK population is increasing (est. 70m citizens by 2027)
- More and more skilled labour is being relied on from the free movement of labour from the EU
- The amount of physical infrastructure being built is on a par with that of the emerging economic nations with both France and Germany investing far more per capita head
- Over 60% of all infrastructure planned will be privately funded,
- We are “wearing out,” our infrastructure faster than it is being replaced
- Investors are weary of the above and despite the publication of the National Infrastructure Bill, there is little movement in inward investment markets outside the City of London
- The City still generates over 25% of National GDP within 8 square miles and employs over 1m skilled professionals
- The Liverpool city region contributes something in the region of 5% GDP

Liverpool City Region

2.6 At the Liverpool City Region (LCR) level, significant change is underway as a Devolution Deal with the Combined Authority (CA) has been agreed and a yet to be elected City Region Mayor (election to be held in May 2017) will exercise powers over strategic planning, housing, and economic development, supported by the creation of a Mayoral Development Corporation, a Single Statutory City Region Framework, a Land Commission and a Joint Assets Board, including a devolved local transport budget, for Growth and post-19 adult skills funding; CA will also be in a position to co-design employment support for harder- to help claimants.

2.7 The city region has recently published a new Growth Strategy against which, the determination of public sector investment will be made. The majority of public funds available to invest in economic development and regeneration

are managed through the Combined Authority controlled Single Investment Fund which includes funds from Growth Deals, Growing Places, ERDF, Chrysalis and the annual Gainshare fund of £30m. In total there is a projected £1.5bn public sector funds available to the Combined Authority, over the period 2016-2022 for economic development, transport and regeneration at the city region level, the majority allocated to transport investment.

- 2.8 In the past decade, the city region has undergone a remarkable renaissance with rising population, economic growth and vibrant cultural resurgence. The city region economy of £28.3bn is comprised of a population of 1.5m and 598,000 jobs. Output has increased by 8.4% in the 5 years up to 2014. The city region also boasts the second highest incidence of high-growth firms in the country, second only to London. A significant proportion of Sefton residents commute to work in the wider city region and a very high proportion of those occupy high value, knowledge intensive roles.

Sefton's Economy

- 2.9 The core strengths of the Sefton economy, reflecting its role within the North West of England, are the maritime and logistics activity associated with the Port of Liverpool, and the visitor economy based on the natural coast and resort of Southport.
- 2.10 The Port is one of the UK's major ports, attracting over 30m tonnes of freight each year. Together with the Manchester Ship Canal and docks at Birkenhead it forms an integral part of the Mersey Ports and Atlantic Gateway. Liverpool 2, a £300m new in-river container terminal at Seaforth with an integrated rail terminal, will double the port's container capacity enabling the berthing of large 'post-Panamax'-sized vessels. The widening of part of the Panama Canal will enable these larger vessels to transport goods directly between the UK and the Far East and the Americas, consolidating the Port of Liverpool's position as the main UK port for American trade. The growth strategy for the Mersey Ports to 2030 set out in the draft Master Plan envisages the creation of up to 7,500 jobs and a growth in tonnage from the combined tonnage of 40m in 2008 to 68m by 2030.
- 2.11 The visitor offer is well-entrenched with a total economic impact of £498 million in 2015, driven by 8.6 million visitors, and sustaining 6,340 people in visitor-related employment. Southport has been re-invented in the last decade with its traditional long-break seaside trade supplemented by conference visitors, up-market short-breaks and niche markets (golf, nature etc.). The combined retail/leisure offer is reflected in year-on-year improvements in footfall and spend, amplified by a highly successful national events programme including Southport Airshow. However, competition from other coastal attractions is intensifying, and the relationship with the urban tourism offer in Liverpool is still to be fully developed.
- 2.12 Sefton's workforce is primarily drawn from public administration, healthcare, education, visitor economy and retail, all of which tend to be low wage and

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low productivity sectors. Service occupations are in the frontline for process automation in the “Fourth Industrial Revolution”, and the public sector is in any event considerably downsized. However, Sefton has high levels of need in terms of the elderly, frail and sick, plus above average levels of worklessness in the working age population, so we may expect the share of public service employment to remain above average for some time yet, especially as private sector job growth has yet to compensate for loss of public sector jobs.

- 2.13 There are small clusters of manufacturing, digital technology, low carbon and financial & professional services, some of which have international client lists, or are part of wider city region clusters of excellence. However, at present there is insufficient critical mass within them to register on the scale required for investment at the city region level, investment which in itself is a determined by a competitive process.
- 2.14 Finally, Sefton has a network of social enterprises and voluntary sector trading organisations that make up a well-defined social economy employing some 3,500 people.
- 2.15 Sefton’s economy is failing to keep pace with the wider city region and some distance from equalling the national average performance indicators, but has economic assets with great potential if carefully developed and supported.

Sefton Economic Assessment

- 2.16 The last Economic Assessment and Strategy for Sefton was completed in 2011, when economic and political circumstances were very different to today. The assessment mainly drew on 2007 – 2009 performance data. Key findings included:
 - Strong linkages with Liverpool (30% of residents work there)
 - Varied mix of communities in terms of social structures, economic performance, roles and function
 - Some parts of the Borough in bottom 1% of the most deprived in the UK, some are in the top 5%
 - The economy generates £3.2bn GVA (about 15% of the LCR)
 - GVA per head is low (56% national average)
 - Low resilience in the business base due to public sector cuts; dependence on low growth sectors and local markets
 - Working age population is lower than both the LCR and the UK at 59%
 - A falling population especially in young people – lack of suitable job opportunities and affordable housing
 - Workplace earnings are particularly low
 - Entrenched and inter-generational worklessness remain major issues
 - Fewer employees in knowledge intensive industries – which has implications for earnings, innovation and productivity
- 2.17 A new Economic Assessment has been commissioned in Autumn 2016 - this is a fundamental piece of research which will inform both the overall approach

and direction of Economic Growth Pillar of the Framework for Change and provide a baseline measure the economic (and social) impact to the Projects within the Programme - a critical supporting measure to the delivery of the Programme. Each project will be supported by a well-argued case for strategic leadership, intervention or support using the economic assessment as a “single version of the truth” setting out the value and impact of all specified projects

Case for Change – WHY

2.18 The fundamental case for change is predicated on the need to:

- Improve Sefton’s economic performance from second worst in North-West region
- Re-balance the economy towards high growth, high wage, high productivity employment
- Improve the life opportunities of the residents of Sefton
- Reduce the cost to the public purse of deprived families
- Create and grow new revenue streams for the Council

2.19 The refreshed Sefton Economic Strategy will set out which priority actions will deliver economic prosperity for Sefton. However, the Table below sets out what these actions are likely to include and what they will deliver for Sefton.

Economic Priority Actions to effect change	
ECONOMIC PROSPERITY	WHY
Re-balance the economy	<ul style="list-style-type: none"> • To increase productivity • Build resilience in the business base • To create higher value, higher pay jobs
Attract new Inward investment	<ul style="list-style-type: none"> • Create a more balanced economy • Create more private sector jobs • Attract and retain higher productivity enterprises
Support and drive entrepreneurship	Start-ups: <ul style="list-style-type: none"> • Birth the new – they innovate • Create net new jobs (almost all come from firms <5 years old) • Support growth-orientated businesses • Generate wealth for society • Upskill management and workforce
Develop Industry Clusters	Supporting existing and nascent clusters to: <ul style="list-style-type: none"> • Create critical mass relevant at a city region and national level • Create higher value, higher wage jobs • Increase average wage per resident in Sefton

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	<ul style="list-style-type: none"> • Fully realise high growth potential • Compete on an international platform • Support short supply chains (local jobs, import substitution)
Develop new export markets	<p>Growth delivered through new export markets:</p> <ul style="list-style-type: none"> • create more jobs • generates more GVA • creates resilience to economic shocks
Improve employability	<p>Reduce worklessness :</p> <ul style="list-style-type: none"> • maximise opportunities for residents • reduces offender behaviour • improves the borough's productivity • reduces cost to public purse
INCLUSIVE GROWTH	<p>Individuals in work have a greater likelihood of:</p> <ul style="list-style-type: none"> • better quality of life • higher household income • better housing choices • access to work-related training and development • securing health gains such as higher life expectancy • greater social mobility • Narrowing the gap from those that earn the most and those that earn the least • Assuring a position of equality, identifying those hardest to reach
	<ul style="list-style-type: none"> •
REDUCE COST TO PUBLIC PURSE	<ul style="list-style-type: none"> • Diverts families from high cost services and towards reduced benefits • Added value from inactive individuals returning to education, training and employment • Increases tax-paying and productive independent citizens
CREATE NEW REVENUE STREAMS	<p>Additional and new revenue streams through</p> <ul style="list-style-type: none"> • Business rates • Council Tax • Building Control/Planning fees • Delivery vehicles – NewCo's • Asset Maximisation

Approach and Next steps

2.20 Economic prosperity is only generated where there is a holistic approach to growth, which recognises and responds to the specific challenges of enablers and industry sectors and within a specific place location. It is not proposed that Sefton Council will lead an all-encompassing economic programme which is wholly an end in itself, but that leadership, support and intervention is provided in the specific circumstances required, to deliver the “outcomes” identified in the Vision for 2030.

2.21 The Economic Growth Pillar:

- comprise of enablers, projects and delivery vehicles
- not be wholly within the control of the Council either in development or delivery
- Is not predicated upon activity that is wholly funded by the public purse, but in the main by developers, investors and business
- activity will not run concurrently, nor be delivered within the same timeframe as other Programmes and will determined by:
 - individual resource requirements and supporting measures of each project and the respective timing of these inputs
 - timing and behaviour related to market opportunity
 - sequencing of the project within one or more delivery frameworks
 - priorities for action set by Cabinet
 - approvals process for any investment finance
 - “unplanned for event” that provokes a responsive action
- will recognise the interdependencies across and within other Programmes of Framework for Change where relevant
- Will encapsulate projects which may have already commenced, where there has been a political mandate to do so, where market opportunity has presented and where the markets are prepared to respond
- Will be fully informed by the Economic Assessment.
- It will contain capital and revenue supporting projects, the capital projects in the main being captured within the Masterplan for Sefton.

2.22 The Known Projects of Programme 1 Growth are detailed below.

	SCOPE
Housing	<ul style="list-style-type: none"> • Housing company • Housing Sites • Remediation Programme • Difficult Site Options Appraisal
Transport/Infrastructure	Schemes include: <ul style="list-style-type: none"> • Junction 1 M58 (approved) • Maghull North • Port Access Road • A565 dualling • Digital Infrastructure • Decentralised Heat and Power

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Employment Sites	<p>Schemes include:</p> <ul style="list-style-type: none"> • Chancerygate • Atlantic Park • L5 (Port of Liverpool) • Heysham Road • Southport Business Park
Regeneration	<p>Town Centres:</p> <ul style="list-style-type: none"> • Bootle • Crosby • Southport <p>Coast Gateways:</p> <ul style="list-style-type: none"> • Crosby Coastal Park • Crosby Coastguard station • Formby • Ainsdale • Southport <p>Distressed neighbourhoods:</p> <ul style="list-style-type: none"> • Sandbrook Way • Stella Precinct <p>Major Retail Site Investment</p> <p>Major Housing Sites</p>
Skills	<p>Schemes include:</p> <ul style="list-style-type: none"> • Workforce development • Adult and community Learning • Vocational educational and training • Pre-employment training • Access to higher education/Higher Apprenticeships
Employment	<p>Schemes include</p> <ul style="list-style-type: none"> • Job brokerage • Work preparation • Employability Framework • Post 16 Life chances • Holistic support for individual and families furthest from the labour markets • Intermediate Labour Markets • Employer Engagement • Social Value in Procurement
Business Support	<p>Schemes include:</p> <ul style="list-style-type: none"> • Enterprise culture • Social enterprise • Support for New Starts • First Stop Growth Hub • Wraparound Holistic Business Support

	<ul style="list-style-type: none"> • Business Investment • Advanced/Specialised Business Support e.g. exports, supply chain
Marketing	<ul style="list-style-type: none"> • Business to Business marketing • Destination Marketing
Social Enterprise	<ul style="list-style-type: none"> • Infrastructure of support for social economy • Social Investment

2.23 Due to the changes in the way local government is to be financed in future with a greater emphasis on locally generated income (e.g. Council Tax and Business Rates) being available to support the delivery of frontline services, it is important that the Council, working with its partners, optimises this opportunity. As a result, development of economic growth will play an important role in ensuring that financial sustainability of the Council is achieved and the ambitions as set out in the 2030 vision are met. Whilst being vitally important to delivering the Council’s 2030 Vision and longer term financial sustainability, this work will not deliver direct significant financial benefits for the Council over the next 3 years. However, the foundations being laid are likely to lead to significant additional jobs and economic benefit and longer term income streams for the Council.

3 **Public Sector Reform**

3.1 Communities, residents, visitors and local people continue to expect public services to be delivered in a way that they recognise, however as discussed in this report, the funding and national policy agenda for local government has and continues to change significantly. This means new approaches are required in order for all councils to meet this agenda.

3.2 In order to achieve the ambitions that are articulated through Imagine Sefton 2030, the Council, its partners and communities must work together. This will require a transformational approach to the delivery of Council and partner services and as a result the role of the Council will inevitably change. To drive forward this change agenda a series of projects have been developed. These are shown below

Development of new Delivery Models	Enabling projects
Early Intervention and Prevention including the Most Vulnerable, Locality Teams, Personalisation and building community resilience	Asset and property maximisation
Special Educational Needs and Disability	ICT, Digital services and inclusion
Education Excellence for All	Commissioning and shared services
Creating New and Improving Revenue Streams	
Environment and Pride in Place	

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- 3.3 An outline of each of these proposed projects is attached at Chapter 5 together with the financial impact.
- 3.4 In approaching the Public Sector Reform programme, due to the extent of the transformational activity involved, the delivery of each project and the associated savings will be phased over the 3 years of this MTFP period. This is shown in the following table.

Proposed Project	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Early Intervention and Prevention –Most Vulnerable	0.000	0.550	0.539	1.089
Early Intervention and Prevention- Locality Teams and Personalisation	1.300	9.000	1.700	12.000
Early Intervention and Prevention- Promoting Resilience	0.000	0.000	0.000	0.000
Special Educational Needs and Disability	0.000	0.808	0.809	1.617
Education Excellence for All	0.318	0.319	0.000	0.637
Creating New and Improving Revenue Streams	0.701	0.879	0.757	2.337
Environment and Pride in Place	0.450	0.695	0.000	1.145
Asset and Property Maximisation	0.503	1.538	1.259	3.300
ICT and Digital Inclusion	0.000	0.300	3.439	3.739
Commissioning and Shared Services	1.007	0.983	1.268	3.258
Total	4.279	15.072	9.771	29.122

4. Service Delivery Options

- 4.1 The identification of the Service delivery options follows the principles previously approved and utilised in previous years budget strategies, i.e.:
- Efficiency before cuts - protect the impact on communities
 - Focus on core purpose
 - Keep the needs of our citizens at the heart of what we do rather than think and act organisationally
 - Proactively manage demand not just supply
 - Insure we provide services in line with eligibility criteria
 - Pursue growth / investment as well as savings
 - Communicate and engage with people to expect and need less
- 4.2 Whilst it is anticipated that during this MTFP period, the projects within the Public Sector Reform programme will make a significant financial contribution to the overall funding target, the outputs will not be sufficient to meet this in its entirety. Therefore a range of proposals that require political endorsement but

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are not transformational in nature have also been developed. These include service efficiencies and the reduction in certain budgets. These are shown at Chapter 5 and amount to **£16.507m** in value.

- 4.3 The changes proposed in Table 1 are various technical changes to specification, renegotiated contracts, establishment vacancies and or budget planning adjustments. There is little or no change to service delivery for service users. As a consequence there are likely to be no equality implications to consider. Where changes effect establishment the HR processes will cover equality implications.
- 4.4 Subject to consideration of each option outlined in Table 2, Officers will commence engagement and implementation processes with partners, key stakeholders, employees and Trade Unions as appropriate with a view to achieving the agreed changes at the earliest opportunity.
- 4.5 Any updates on Table 2 will be provided to Cabinet in February with a view to Cabinet considering options for recommendation to March Council. The working assumptions associated with these options indicate a £2.539m adjustment to the budget gap.

Cabinet is asked to note that consultation with partners, key stakeholders, employees and Trade Unions will take place where required.

- 4.6 The financial contribution of these proposals in each year of the Medium Term Financial Plan is shown in the following table:

	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Business Efficiencies and other financing changes	7.104	5.584	1.280	13.968
Service Changes	1.361	0.978	0.200	2.539
Total value of Service Options	8.465	6.562	1.480	16.507

- 4.7 Within the Business Efficiencies and other financing changes, there is a contribution of £11.583m in respect of the Improved Better Care Fund. This contribution aims to support the pressure currently being experienced within the Adult Social Care sector. This sum was confirmed via the Local Government Finance Settlement announcement on 15 December 2016 and at this stage it is anticipated that this will be received directly by councils. It should be noted that nationally this funding has been partly funded by the significant reduction in New Homes Bonus over the next three years and other budget reductions. As such the sum to be received does not represent the allocation of new resources to local government.

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5. **Strategic Investment**

5.1 It is acknowledged that in order to deliver the Council's vision, there will be a requirement during this MTFP period for the Council to invest some of its resources in order to facilitate and enable delivery of key projects or to speed up delivery. These resources may be from Earmarked Reserves, Capital Grants and Contributions or through borrowing. This investment may take a number of forms, but typically it will come under three areas:-

- Invest to Grow;
- Invest to Save; and
- Invest to Thrive.

5.2 In approaching this theme, the following criteria will be applied to ensure that any investment is aligned with the Council priorities:-

- Supports the delivery of
 - Sefton 2030 Vision
 - Councils Core Purpose
 - A Financially Sustainable Council
- The investment must also deliver a return
 - Financial Return
 - Social Outcome Return – e.g. more jobs

5.3 As proposals are developed these will be presented to Members for consideration and approval.

CHAPTER FOUR

Balancing the Medium term Financial Plan

1. Summary

- 1.1 Based upon the work undertaken to date, the following contributions will be made from the framework for change and the service options over the period 2017/18 to 2019/20 to the overall funding gap facing the Council.

	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Original MTFP funding gap	33.432	14.614	16.372	64.418
MTFP revisions	-9.220	4.693	-3.234	-7.761
Revised Funding Gap	24.212	19.307	13.138	56.657
Budget proposals				
Public Sector Reform Projects	-4.279	-15.072	-9.771	-29.122
Service Options	-8.465	-6.562	-1.480	-16.507
Phasing Proposals	-7.000	7.000	3.000	3.000
Remaining Funding Gap	4.468	4.673	4.887	14.028

2. Council Tax

- 2.1 Locally generated income is becoming increasingly important to local authorities as central government continues to move the sector to becoming financially independent (for example through the 100% Business Rates retention scheme). Previous offers to councils to limit council tax increases in exchange for grant funding are no longer available reflecting this move to financial freedom.
- 2.2 It is important to note that as part of Central Government's assessment of councils 'spending power' and 'need', the opportunity to generate income from Council Tax increases is reflected in that assessment. As such it is assumed that councils will increase Council Tax by the maximum 1.99% available per year in order to meet the needs of communities and residents.
- 2.3 In the Local Government Settlement of December 2015, central government recognised the significant pressure faced by councils in relation to Adult Social Care. This led to councils being able to levy a specific Adult Social Care precept of 2% to support the significant pressure being experienced. Again, in its assessment of 'spending power' the Government assumes all councils will implement this increase.
- 2.4 Central Government has further acknowledged this issue and the development of the Improved Better Care Fund will provide some additional support (albeit funded by corresponding grant reductions elsewhere) to councils over the course of this 3 year MTFP period.

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- 2.5 Whilst this funding is welcome, only a small element will be received in 2017/18, with the majority not being received until 2019/20. As a result Government has offered councils the flexibility to increase this levy further than 2% in years 1 and 2 (with a maximum of 3% in each year) but not over the previously agreed 6% for the next 3 years.
- 2.6 Council will consider the Council Tax options available at the Council Budget meeting in March 2017. For illustrative purposes only, if the Council were to levy the maximum council tax increase in each of the three years, the total generated would be £14.028m. The following table illustrates some of the options available.

Increase %	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
0%	0.000	0.000	0.000	0.000
3.99%	-4.468	-4.673	-4.887	-14.028
4.99% (1.99% in 2019/20)	-5.591	-5.903	-2.534	-14.028

3. **Phasing and Cost of Change**

- 3.1 In developing the Framework for Change Programme, it is acknowledged that the profile of the savings to be made will span the 3 year period. This is due to there being an inevitable lead in period of up to 12 months for some projects and due to current contractual relationships this maybe longer. As a result, this programme will see an escalation of savings over the course of the 3 years. It can be seen that the Council's MTFP has a large element of its savings target within the first year of this 3 year MTFP period, therefore in order to smooth this impact £2m of one-off savings in 2017/18 will be made.
- 3.2 In addition it may also be necessary to utilise £5m of the Council's earmarked reserves in 2017/18. This will be provided from the Transforming Sefton Reserve and the surplus funding that exists on other earmarked reserves which is no longer required for its original purpose. The current phasing proposals assume that in 2019/20 £3m will be repaid back into the Transforming Sefton reserve so that the resources will still be available for future years.
- 3.3 Similarly, to deliver a budget package of this size and a major transformation programme, the Council will need to incur expenditure to support delivery.

This will include investment in assets to support locality working, ICT to support agile and flexible working and business transformation and the development of commercial activities. At present it is estimated that a sum of £8.5m should be provided for this purpose. It is proposed to fund this sum from the following sources:

	£'m
Transforming Sefton Earmarked Reserve - Revenue	1.5
Capital Receipts – Asset Maximisation Project	3.6
External Borrowing - Capital	3.4
Total	8.5

- 3.4 In order to access this funding, a robust business case will be required for evaluation by the Chief Executive and s151 officer and any proposed expenditure must be linked to the direct delivery of this budget package with an acceptable return on investment being demonstrated.

4 Balances and Earmarked Reserves

- 4.1 The Council holds a range of reserves for different purposes.
- 4.2 The General Fund is the Council's primary reserve which exists to provide the Council with a contingency against unexpected events which could undermine the Council's sound financial standing.
- 4.3 As required, the Council's s151 officer has undertaken a risk assessment to determine the appropriate level of reserves for the Council and this together with a comprehensive reserves strategy will be included as part of the 'robustness report' that will be presented to Budget Council in March 2017.
- 4.4 As at 1 April 2016 the Council held £8.178m of general balances with the 2016/2017 budget assuming that £0.969m will be used in year. A planned balance of £7.209m will therefore remain at the end of 2016/17. Based upon the review undertaken it is considered that whilst such a level is low, an overall level of 3.39% of the Council's net budget would be a sufficient balance for the duration of this MTFP period. It is considered however that it would not be appropriate to reduce this any further therefore the approach to risk management for the delivery of this budget package as set out in this report should be strictly adhered to.
- 4.5 In addition to the General Fund, the Council holds a range of earmarked reserves which are set aside to fund specific costs that maybe incurred in future years. A review of these reserves has been undertaken and as discussed approval is sought to utilise £5m in order to support the phasing and delivery of the 3 year Medium Term Financial Plan as discussed at paragraphs 3.2. The current phasing proposals assume that in 2019/20 £3m will be repaid back into the Transforming Sefton reserve so that the resources will still be available for future years.

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CHAPTER FIVE

Delivering the Change

The critical success factors for this Programme of work comprises of the following elements:

- Strong leadership and influence
- Effective resourcing
- One Council, One Sefton approach
- Delivering the priorities of the Vision 2030
- Understanding and managing dependencies and risks
- Quality assurance
- Effective communications and stakeholder buy-in
- Effective and meaningful engagement and consultation
- Data quality, availability and effective modelling
- Sustainability of change
- Capable and flexible workforce
- Embracing change and doing things differently
- Working in partnership across the public, voluntary and private sector

The complexity of the Framework for Change means that dependencies between projects, day to day Council activity and partners activity are unavoidable and are likely to increase as the programme progresses. The Council will need to understand and manage those dependencies very closely.

The programme will regularly review strategic, operational and programme risks and put in place measures to manage those risks. However it must be stressed that reductions in the Council's budget of the level required by Government cannot be achieved in a risk free environment. It must be recognised that it is no longer possible to mitigate all aspects of risk. In those circumstances steps will be taken to ensure they are identified and managed within the limited resources available.

The costs of delivering this programme will be managed as described in para 3.0 of the report.

Sequencing and Phasing

The complexity of the Framework for Change means that the sequencing and phasing of activity and delivery is recognised as a critical part of planning for implementation. The Programme will develop plans that ensure the effective delivery of change. Where necessary issues will be escalated to the Programme Board.

Programme Management

As mentioned in para 5.4 of this report a number of key principles will underpin the risk management of the Framework for Change programme and the budget. Appropriate governance arrangements will be put in place including the establishment of a Senior Officer Programme Board, led by the Chief Executive and including the Council's s151 officer, Director of Social Care and Health, Executive Directors and Programme Director.

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The Head of Strategic Support will operate as Programme Director assuming the strategic leadership of a Programme Management Office (PMO). The PMO will manage, control and co-ordinate Framework for Change activity through standardised project management processes and methods. The PMO will be the source for guidance, documentation, and metrics related to the practices involved in managing and implementing the projects contained in the Framework for Change. Accountability for delivery of the individual projects and options will continue to rest with Heads of Service/Project Sponsors.

The PMO will also get involved in some project-related tasks and follow up on project activities through to completion. The office will report on programme progress, risks and issues to the Senior Officer Programme Board and Cabinet keeping implementers and decision makers moving toward consistent, focused goals and objectives. In addition they will support communication across projects at various appropriate stages and be expert in planning and control methods, the management of risk, change control and configuration management. There will be a strong link to Corporate Resources and Commissioning, through named link officers.

When developing the Framework for Change Programme to this point, appropriate resource has been seconded and consideration is now being given to future arrangements. The Strategic Support Team, managed by the Manager of Strategic Support will be integrated within the PMO.

Organisational Development

The programme will be underpinned by an Organisational Development Plan and Workforce Development Strategy that will develop a workforce that enables the delivery of the Framework for Change. The Strategic Leadership Board will help support employees to deal with the cultural changes that will be taking place over the life of the programme. When developing the Framework for Change appropriate resource has been sourced to support this area of work.

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Framework for Change - Public Sector Reform Projects – Summary

The Table below summarises the estimated savings that will be delivered through the Public Sector Reform projects.

Budget planning assumption/specific option

		£'m	Section
1	Early Intervention and Prevention – Most Vulnerable	1.089	A
2	Early Intervention and Prevention- Locality Teams	12.000	B
3	Early Intervention and Prevention- A New Deal with Citizens	0.000	C
4	Special Educational Needs and Disability	1.617	D
5	An Excellent Education for All	0.637	E
6	Creating New and Improving Revenue Streams	2.337	F
7	Environment and Pride in Place	1.145	G
8	Asset and Property Maximisation	3.300	H
9	ICT and Digital Inclusion	3.739	I
10	Commissioning and Shared Services	3.258	J
	Total	29.122	

Each of these projects is now considered in full detail. The section reference is indicated in the table above

The table in para 5.3 identifies the generic risks and mitigating actions that apply to many if not all of the projects in this chapter of the report and these should be considered alongside the following information.

Early Intervention & Prevention (EIP)

Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
Most Vulnerable	Looked After Children Reform Programme		539	539
	Acute wrap around services	550		550
	Sub totals	550	539	1,089
Locality teams	Multiagency working	9,000		9,000
	Personalisation - asset based approach		3,000	3,000
	Sub totals	9,000	3,000	12,000
A New Deal with Citizens		0	0	0
	Sub totals	0	0	0
	Totals	9,550	3,539	13,089

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Early Intervention & Prevention Project Overview:

The Council faces significant demographic and financial pressures. The purpose of this project is to create an approach that will enable early resolution to problems faced by people thereby developing their resilience. This model will tackle the multiple needs of households in a joined-up way and at an earlier stage. There will be multidisciplinary teams that will work with the voluntary and community sector and other partners to deliver early intervention and preventative support.

It is proposed to integrate at every appropriate level: service offers, activity, access channels, management, back office, accommodation, budgets, performance and more.

Because of its size this project is broken down into three parts, but they are all part of a way of working and cannot be delivered separately. The three individual parts are:-

Project	Work Package
1 The Most Vulnerable	1a) Looked After Children Programme
	1b) Acute wrap-around care model
2 Locality Teams	2a) Multi Agency Working
	2b) Personalisation
3 A New Deal with Citizens	3a) Work and live well
	3b) Alternative service offer
	3c) Building capacity

Combined these projects will improve outcomes for citizens, provide a better customer experience while reducing the reliance on the public sector through early and effective intervention. The proposed changes will sustain people based Council services, in a time when they could collapse through the rising demand faced.

The intention is to move from separate services to coordinated and integrated approaches for residents who need help. Current services often work in functional silos, tackling single issues and not always addressing the underlying reasons why the person may be looking for help. In future, a single approach for those who seek help is proposed- whether their concerns are about housing, welfare, employment, early years, social care, or other issues. The new model will also take a new approach to community based activity.

The proposed change:

- Creating geographical based multiagency / multi-disciplinary teams that integrate services, management and back office functions. Providing a single service response to those that may need help and support, through an outreach, not building based, approach.
- Further developing a consistent and co-ordinated community model that gives a universal self-service and voluntary and community provision (e.g. online directories, online assessment and sign posting, community champions and ambassadors / friends of approaches to provide lower level support and signpost)
- Developing an asset based approach to social care (known as 'Personalisation'), working with clients to determine outcomes which draw positively on their strengths and capabilities.
- Introduction of Acute Wrap Around services

This will be achieved by:

- Centralising teams and activities that need to be centralised and work together

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- Creating acute wrap around services - by re-contracting commissioned services to work together in new ways, rather than separately.
- Investigating new fostering models for Looked After Children, including the development of a new system of intensive fostering utilising expert advice from fostering mentors providing expert support to other foster care
- Dividing Sefton into three geographical patches and then bringing all the services, contracts and support together in those patches, based on an analysis of current and anticipated future demand and need. The new model will have a single leadership and management structure and integrated back office. The diversity of services offered through the integrated teams will include universal offers such as leisure centres and libraries, and specialist services such as the Anti-Social Behaviour team
- Introducing an asset based/outcome focused Resource Allocation System for all new assessments, care plans and direct payments
- Co-production based on the overall vision of a new way of working with our communities in future. This will result in encouraging collaboration on the shared outcomes and build a joint understanding with all our citizens of how they can fully participate and shape action.
- Jointly commissioning the voluntary sector in a different way so that an active approach to community capacity building is taken and using data to focus the resources in the right places at the right time.
- Mobilising people in their communities to do more as decision makers on devolved services and in a range of committees and decision making forums.
- Creating an infrastructure which encourages citizens to act as community ambassadors, taking a lead on local projects in co-operation with the Council and other partners.
- Supporting our community groups to find investment opportunities to develop, grow and sustain themselves by securing further social investment from alternative sources
- Creating an offer that is not reliant on buildings
- Maximising the use of resources and reduce duplication of service offer and activity

Community asset mapping will be undertaken primarily by Social Investigation, which encompasses different methods of gathering community knowledge through a community engaged approach. This method differs from previous information gathering methods in that the focus is on gathering information directly from individuals and communities, instead of about people and communities (from secondary sources alone e.g. current general directories).

Once developed this approach will enable the Council to make sure that the right people are supported at the right time in the right ways. The new approach will, where appropriate, help people move out of acute services and instead receive support from multi-agency teams in their community, with the ambition to help them become more independent and able to manage their own care with the support of those around them. At the same time all new demand coming into the system will be diverted into the right level of support, rather than bringing demand into acute services. This will be proactive in addressing issues before they become problems.

This all means that the Council will:

- Start to reduce the number of children who are most vulnerable
- Move children to in-house fostering or placing them for adoption in a timely fashion
- Further reduce the number of children who are in specialist placements out of borough
- Further reduce the number of adult requiring specialist support from the Council (current and new demand)
- Reduce the number of children and young people transitioning into adults disability services

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- Further reduce the number of people relying on public services
- Empower the community to develop independence

In addition to the above the Council will be working to:

- Optimise the use of buildings across the public estate, developing a hub, spoke and touchdown (a location where people can access support) model that embraces agile working and avoids a 'building based service mentality' but optimises access for the most vulnerable and targeted groups
- Embrace digital technology

The Council will take the lead in developing the model for Early Intervention and Prevention and will reform Council services on this basis. However for the model to be at its best it requires all public sectors partners to participate – the Council will continue to influence an approach that is based on the wider public sector working together. There is already a good commitment from core partners to move to this model and schools are keen to be involved.

Section A - The Most Vulnerable –

Looked After Children Reform

It is proposed to commence action/ implementation of/ consultation on the following change – To reduce the number of Looked After Children and ensure that placements for those children who need to be Looked After are high quality and cost effective.

The following activity will change –

Reduce the number of children placed at home with their parents on care orders. This will have a positive impact on social work and Independent Reviewing Officers caseloads.

Review fostering schemes introducing a tiered approach to ensure that harder to place children are afforded an opportunity to live in a family environment, in their own community and avoid cost of expensive agency residential placement.

Restructure of Children's Social's Care Team to ensure that there is appropriate capacity in frontline teams to enable good quality social work and improve the oversight and challenge of Independent Reviewing Officers.

Support family connected/ kinship carers who are approved as foster carers to consider Special Guardianship Orders enabling the child to become a member of their family and no longer looked after.

Outcomes

Service Users – The right children are in care for the shortest amount of time

More Looked After children live in their local community and are supported in a family through an intensive fostering approach.

More Looked After children achieve permanence through adoption or special guardianship orders.

Foster Carers will be consulted, assessed, trained and supported to look after children and young people in the new model.

Partners – working collaboratively via Multi – agency hubs and acute wraparound to support children in their placements

Council – improved value for money. Less use of residential care homes and reduced caseloads.

Impact of service change

Service Users – Children currently placed in residential provision may be moved to intensive fostering placements which enable them to live in a family home.

Partners – Opportunity to work collaboratively via Multi – agency hubs and acute wraparound to support children in their placements, reduce the likelihood of transition to adult services and

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specialist placements.

Council – Increasing capacity through reduced caseloads

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

Legislation Considered

Including various Children's Acts 1989, 2004 and 2016 etc.

Risks & Mitigating Actions

The budget remains highly volatile due to the nature of need for example if a young person is subject a criminal remand then they become Looked After and the cost of the care element of the remand has to be met. Occasionally a Young Persons needs are such that a secure placement is required and this will put considerable pressure on the budget.

However all steps that our taken to reduce the cost and improve the quality of placements for all Looked After children should help to mitigate the risks described above.

The marketing of fostering and adoption may require new approaches in order to maximise the potential of this change.

Staffing Implications – no redundancies associated with this element

Savings – £ 539K

The Most Vulnerable –

Acute wrap-around care model

It is proposed to commence action and implementation on the following change – a review of contract commissioning arrangements for homeless services, substance mis-use (adults & young children), domestic violence and mental health.

The following activity will change – the recommissioning activity will be based around a collaborative approach.

Outcomes

Service Users – integrated services will improve the customer experience for families and individuals. More confident and resilient communities.

Partners – all partners will prioritise resources according to need.

Council – will commission person-centred and localised services where possible, protecting the most vulnerable and facilitating confident and resilient communities.

Impact of service change

Service Users – the families and individuals will receive wrap around care at the time and place when needed. The approach will reduce the number of people/agencies/services that the customer needs to interact with.

Partners – joint commissioning opportunities

Council – increased partnership working, more efficient and effective use of resource and reduced expenditure

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

Legislation Considered

Care Act 2014, The Health and Social Care Act 2008 and the Mental Capacity Act 2005

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Risks & Mitigating Actions –

Improved accessibility of services has the potential to increase demand from service users. However these services will be provided through an assessment of need and information will be made available to the community with regard to eligibility criteria and thresholds. The introduction of the Locality based teams is designed to strengthen early intervention activity and to mitigate this risk.

Staffing Implications – 4-5

Budget Planning Assumption – £ 550K

Section B Locality Teams

Multi Agency Working

Options for Locality Based teams

The development of locality based and multi-agency teams is complex and there are a number of options available for consideration. The following outlines the areas of work and the options available within it.

Options about geographical patches: A multitude of data sets has been analysed by overlaying data (e.g. demand, trends, service uptake, poverty indicators and much more). The Council has developed a set of principles about what defines a patch based model of working (i.e. accessibility, population size, need of the geography). Based on this the recommendation is to split Sefton into three geographical patches on which to base the new model of working. Each patch has approximately the same level of demand for services but patches differ in terms of geographical size.

Options for the frontline service offer

In scope -

The Atkinson	Well young person's projects
Leisure centres	Integrated Youth support
Children's Centres	Public health admin
Libraries	Common Assessment Framework
Family Centres	One stop shops
Area management	Housing Options
Children's social work teams	Homeless Prevention
Children's admin	Special Educational Needs & Disabilities (SEND)
Adults social work teams	Troubled families
Adult social care back office	Education welfare
Early years	Anti-social Behaviour team
	Welfare rights service

Each geographical patch will have a core offer based on need and a flexible offer that will be developed in conversation with the community and partners. The core offer will be universal for everyone to access and the flexible offer would be based on the priorities for that local area. One size will not fit all. This model is moving away from services based in separate buildings to a more agile integrated offer. The Council will remove duplication of service, activity and teams. It is important to note that this does not remove the offer but it does rationalise it.

- **Options around use of buildings:** once a clear service offer for each patch is established officers can consider which buildings will be utilised across the geographical patch and what each building is used for. A hub and spoke model with touchdown centres is proposed; this model supports the new way of working and reduces cost of building management. Research and analysis undertaken has created a rationale for choosing buildings, for

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example assets have been mapped against demand, mapped buildings running costs and state of repair considered where low levels of renovation or ICT installation work may be required to reduce set up cost. An important feature of the model is that it is predicated on agile working and not a building based model.

- **Options around the leadership and management of Multi-agency working:** Options around leadership and management have been considered, based on the degree and level of appetite for full integration of services. This will see the integration of leadership and management posts for locality teams allocated to the hubs, with adult and children's social care teams to integrate in later phases and potentially with partners.
- **Options around the back office infrastructure for multi-agency working:** as with the leadership and management there are options around how to configure the back office infrastructure (administration, building management, centre management, front of house reception for people etc.) This will see the integration of back office posts for locality teams allocated to the hubs, with children's social care support team to integrate at a later stage.
- **Other options for consideration related to teams**
- **Subsidies:** There are options around removal of the level of subsidising that the Council currently provides for example childcare.
- **Services and supplies:** there are options around the reduction of resources, which are linked to the levels of integration. Budgets and costs will be combined for a single team and not separate budget for multiple services, this should reduce duplication of spend and optimise the use of the resources.
- **Commissioned services:** options to review the scope of commissioned providers, options to change contracts, to move contracted providers to work as part of the new teams and therefore apply contract efficiencies for management, back office and premises; costs that may currently be part of contracts. There are a number of contracts that the Council may consider decommissioning as the new teams become more effective at providing a coordinated response, removing duplication.

Outcomes:

These outcomes reflect an amalgamation of outcomes and objectives outlined in various strategy documents across people-services arena and are intended to provide outcome ambitions for the work: The outcomes are as follows:

- People are in good physical health
- People have good emotional health, mental health and wellbeing
- People are part of strong vibrant communities
- Safeguarding of Looked After Children is made more efficient through supportive networks
- Families are Safe in their Own Homes and Community
- People are Safe and Protected from Harm
- Children are Ready for School
- Children Achieve their Individual Educational Milestones

- Families are in Education, Employment or Training
- The Families System is fit for purpose and sustainable
- Community takes ownership for local solutions in collaborative and sustainable ways

Measures will capture the impact of the redesigned system and as part of the design of the new model a set of measures will also be developed to track progress against these high level indicators and ensure the redesign is fit for purpose

Public Value

There are four key areas of public value:

For communities, children and families it means:

- Provision of more personalised care for families, so that they can choose what is best for them
- The start of a cultural shift to move from a dependency culture to independent, resilient citizens
- Individuals and communities can be involved in creating local solutions that work for them
- The Council will be working with local people to give them greater involvement and responsibility over the way that money is spent
- Information and support will be localised and more accessible in ways that make sense to the community

For the Sefton wider economy it means:

- A growth of social capital – this means that the networks of relationships among people living and working in Sefton will be strengthened and valued.
- Increased opportunities for volunteering and entry into or back into work
- Contributing to job growth from case by case asset transfer and community run resources
- Private sector business contributes to social outcomes through use of the social value act
- Contribution to the regeneration of communities as individuals take greater ownership

For public sector organisations (Commissioners) it means:

- By commissioning more effectively and collectively prevent duplication of services
- Resources can be spent more effectively
- By integrating establish common cultures, joint assessments and clearer care pathways
- Improved use of intelligence to drive strategic decision making
- A greater diversity of provision that will help to stimulate growth of the third sector and local business
- Developing a vibrant market will offer choice and ensure value for money
- Promotion of innovation, responsiveness and flexibility in the market
- Equity of provision

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For providers it means:

- Financial sustainability through new business opportunities
- Enhanced staff ownership, motivation and commitment
- Focus on the needs of the family not the process
- Smarter organisational responsiveness – agile, quick and flexible
- Improved productivity and potential increased capacity

Impact of Change on

The community – training people to help themselves in the future

- More services and activities will be co-located meaning people will tell their story once, know who and where to go to. The location to access services may change for some, as the service changes the way that it works there will be a period of transition and families may find it difficult to navigate the change. This will mean that some buildings will close.
- Some offers for example the Children Centre offer will not necessarily be building based but as a range of activities will remain accessible.
- Where assessments do not meet eligibility criteria people will be sign posted to activities aimed at preventing need escalating.
- Some people may work with case co-ordinators who will coordinate support around the individual or household to tackle underlying issues. This may mean that existing relationships will change.
- The way that assessed eligible need is met may change.
- The change in approach will mean that the Council and its partners will explore new solutions with our communities to make a positive difference to people's lives and the environment. This will encourage the community to be involved in shaping the delivery of services in local neighbourhoods and so strengthen their voice in decision making. To maximise the opportunity to improve outcomes the community will need to be aware and or agree to data being shared between organisations.

Partners/other organisations:

- The wider workforce will be trained to recognise and assess a wider range of needs, provide support and signpost to available activities.
- Some partners may close current service delivery points as they co-locate together
- To enable this change partners will need to share data.
- Partners will be diverted from a dependency on grant funding and will be encouraged to engage with a new collaborative, outcome-focused commissioning model

Council

- Depending on the option chosen a number of Council buildings will be re-profiled, redesigned, disposed of, maximised for alternative use
- Operational processes and practice will change
- Commissioning will be more streamlined and outcomes based in the developed market
- Staffing numbers will reduce and job roles will change
- People may work from different office bases
- ICT systems will change, some may be developed others will be decommissioned.
- Workforces will encourage productive conversations with families to ensure their needs are

met effectively

Vision 2030 & Core Purpose

As part of delivering 2030 the Council and its partners are committed to working together unlock the borough's collective resources for the benefit of all. Through this change the Council and partners will encourage the community to be involved in shaping the delivery of services in local neighbourhoods. In doing so the Council and partners will explore innovative ways of working to enable community capacity to grow and strengthen

Risk & Mitigation

Risks to achieving the changes required have been identified, assessed and mitigated where appropriate, and are being actively managed and monitored through the current Change Teams, PMO and Programme Board. Risks have been identified associated with partnership working and developing the new operating model, commissioning, finances, strategic change, programme dependencies, work force impacts and potential national policy changes.

The following risks and potential mitigating action must be considered

Digital agenda is not delivered in the right timescale to enable this model, this will be mitigated by an effective marketing campaign

Delays to the community model from lack of start-up funds - Community model start-up funding will need to be considered on a case by case basis

Any delay in strategic commissioning work will impact the community model

Risk that good data/intelligence to target those not yet in the system is not created

Visibility of a team can mean 'more referrals' leading to increased demand

The community may challenge the model, as the agile working approach sees a reduction of use in buildings and may be perceived as no service or as response to the cuts and not as service improvement - There will be clear engagement and communications with the community

The adult social care and health integration agenda takes adults service in a different direction and the LCR may develop new approaches that supersede or do not complement our approach plus the Welfare Reform agenda may place additional demand on the "system". The Programme Board will carefully monitor the policy agenda nationally and locally.

Impact Assessment

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change, ensuring equality duties are discharged. Should this project progress any further equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

Communications, Consultation & Engagement

Type: Inform Consult internal

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Engage

Co-production

Consult external

Equality Impact Assessment –

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

Legislation Considered –

Due to the nature of this change a range of adult and child social care legislation has been reviewed. As part of the development of the projects, legislation and other legal requirements will be kept under review

Staffing Implications –

Staff in scope 850

Potential Number of redundancies 200 - 300

Budget Planning Assumption – £ 9M reduction

Personalisation

Change Description: Adult Social Care

Adult Social Care continues to be subject to increasing demographic pressures and the service continues to work to the vision for and priorities outlined in the Adult Social Care Strategic Plan.

The services will move away from an “assessment for service” approach towards an assessment that focusses upon opportunities that exist within communities and families to provide care and support which both prevents people deteriorating and needing high cost care and provides alternatives to paid for care services. Further, the service will utilise staff freed up from carrying out assessments that do not lead to the provision of services to proactive reviews that will ensure that outcomes are being achieved and services are delivering the outcomes identified through assessments. The key changes that will support this programme are:

- Increase the numbers of enquiries that are dealt with at first point of contact through the provision of information and advice.
- Increase the number of contacts resolved at first point of contact
- Reduction in the numbers of contacts leading to a full assessment
- Reduction in the number of assessments that previously led to no service
- Implementation of asset based assessments
- Develop the market to maximise and promote universal opportunities that are inclusive and accessible
- Market commissioned to provide outcome focussed care and support based upon reviewable and clear independence outcomes that underpin the approach
- Increase in the number of reviews

Frequency of changes to care package will increase as a result of providing care based upon people achieving outcomes.

This project will further transform the way adult social care assessments take place, ensuring that they are conducted on a wholly asset based footing that supports service users remaining in control throughout the process.

It is proposed to commence action/ implementation of/ consultation on the following change –

- Introduce revised asset based/outcome focused Resource Allocation System (RAS) for all new assessments, care plans, and direct payments.
- Reallocate released social work/care management resource to deliver a proactive reassessment/review function aimed at assessing against outcomes and reducing costs of ongoing care support packages and direct payments.
- Develop a more rigorous and focussed review process for those in long term nursing/residential care to ensure that they are receiving the appropriate level of services.
- Review the way Direct Payments (DP) are provided to ensure they are focussed on

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eligible care needs and are not supplementary or additional to the way in which needs are met.

- Identify the cohorts of care packages that are higher than statistical and regional comparators and focussing reassessment activity on these groups.
- Taking forward a comprehensive review of Care and Support services
- Deliver and action, a strategic commissioning plan to support the redesign of the Care Market that will deliver and sustain an 'asset based approach' to care and support. Further, to develop stronger communities through a review of provider, community and voluntary sector strengths in each locality/neighbourhood and commission each sector in order to ensure that it provides services to support an asset based approach.

The following activity will change –

Adult Social Care will move away from an “assessment for service” approach towards an assessment that focusses upon opportunities that exist within communities and families to provide care and support which both prevents people deteriorating and needing high cost care and provides alternatives to paid for care services. Further, the service will utilise staff freed up from carrying out assessments that do not lead to the provision of services to proactive reviews that will ensure that outcomes are being achieved and services are delivering the outcomes identified through assessments.

Outcomes

Service Users –

- Individuals and families have primary responsibility for looking after themselves in order to remain fit and healthy whilst planning how they will personally financially contribute towards any care that may be required.
- Contribution to the regeneration of communities as individuals take greater ownership
- The change in approach will mean that the Council and its partners will explore new solutions with our communities to make a positive difference to people's lives and the environment. This will encourage the community to be involved in shaping the delivery of services in local neighbourhoods and so strengthen their voice in decision making.
- Adults will receive targeted information and as a result will take part in initiatives and activities within the local community

Partners –

- The community, partners, providers and Council are working together, delivering improved outcomes and reducing the longer term reliance on public sector services
- .A growth of social capital
- A greater diversity of provision that will help to stimulate growth of the third sector and local business

Council –

- Social Care is sustainable and meets the needs of our most vulnerable.
- Care plans are delivered through a transparent and integrated process and meet

assessed need.

Impact of service change

Service Users

- The way that assessed eligible need is met may change.
- Increased capacity through decreased demand, allowing focus on those with higher needs to reduce their levels of need sooner
- Where assessments do not meet eligibility criteria people will be sign posted to activities aimed at preventing need escalating.
- To maximise the opportunity to improve outcomes the community will need to aware and or agree to data being shared between organisations.

Partners

- Increased opportunities for volunteering and entry into or back into work
- Resources can be spent more effectively
- Developing a vibrant market will offer choice and ensure value for money
- Promotion of innovation, responsiveness and flexibility in the market
- Partners will be steered away from a dependency on grant funding and will be encouraged to engage with a new collaborative, outcome-focused commissioning model

Council

- Commissioning will be more streamlined and outcomes based in the developed market
- Operational processes and practice will change
- Strategic Priorities 2013-2020 (refreshed 2015) will require updating

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change.

Legislation Considered

- *Mental Capacity Act 2005*
- *Care Act 2014*
- *Community Care (Delayed Discharges, etc.) Act 2003*

Risks & Mitigating Actions

This work stream relies upon a number of other PSR projects and if these are not delivered in a timely way at the scale and pace identified the changes and the savings identified could be

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compromised.

People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for people, families, carers and the workforce. Managing expectation through coproduction with citizens, providers, staff and partners, is key in delivering this change. The Council will, particularly for those people with no or limited capacity to exercise real choice, ensure that they are safeguarded and supported with dignity and respect. Assessed eligible need will continue to be met.

A change in an area as complex (both in areas of delivery and legislative requirements) as Adult Assessment Services requires time and capacity to be made available to develop a range of options and the system redesign that can be modelled and tested. This is to ensure delivery of assessments under statutory regulation and guidance and ensure that poor outcomes are mitigated against through the implementation of training and education, use of audit and panels, and the identification of performance indicators to ensure that savings will be delivered going forward. This will include, continued review of work flow and capacity, using opportunities to work differently.

Any changes to the assessment and provision of Adult Social Care need or services requires a significant level of involvement from the people that use the services, their carers, staff, providers of services and partner organisations. This will be mitigated by the full involvement of user led organisations, providers, partners and staff in the design, development and roll out of the asset based approach to assessment and care planning.

Lengthening the period before which people require care must reduce potential spend, but measurement of care that is not provided is far harder to do than measuring actual spend. Reductions in costs of packages of care all depend on individual assessments and the capacity of service users, families and professionals to manage a transfer of risk.

Staffing Implications – This change will require additional staffing capacity and changes to the way staff are deployed. It will also require changes to the way staff conduct assessments so training for all front line staff will be required.

Number of staff in scope All adult social care staff and staff support services.

Estimated number of redundancies 0

Savings £3M

Section C - A New Deal with Citizens

It is proposed to commence action on the following change – To build capacity and enable more services to be delivered for communities by communities, ensuring a significant move to proactive early intervention and wider prevention of escalation and reliance on the council and other statutory services. Commissioning will be streamlined, outcomes based and shaped around shared objectives of partners and the VCF sector. A commissioning framework will explore alternative funding streams for sustained investment and to continuously build capacity. Fundamentally this key transformation signals a positive approach for individuals and communities that encourages self-reliance and independence through an equal partnership.

The following activity will change –

- Work together to encourage and enable “Friends of” and other volunteer groups
- Develop and promote healthy workplaces, supporting people to stay in / return to work
- Connecting individual needs with supportive groups within the community
- Encouraging people to act as Ambassadors for connecting and supporting others
- Developing the workforce to create a culture of enabling and supporting communities
- Introduce an integrated model for Making Every Contact Count
- Develop a joint business intelligence hub
- Develop commissioning model with partners to focus on outcomes
- Explore new ways of funding community capacity
- Transfer assets and services to community organisations/charitable trusts
- Explore opportunities for social entrepreneurship
- Explore staff spin-offs and community interest companies

Outcomes

Service Users – Residents will be better prepared to take responsibility for their own health and well-being, finding solutions to problems and issues which arise.

Partners – Communities and individuals are benefitting from many volunteering opportunities and schemes

Council – People prevented from going into services reducing cost and the demand on council services

Impact of service change

Service Users – Improved outcomes for residents, reducing confusion so that people know they are going to the right place for what they need

Partners – Well engaged community playing key role in the regeneration of their own area.

Council – Reduced demand on council services reducing cost

Communications, Consultation & Engagement

Type: Inform Consult internal

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Engage

Co-production

Consult external

Equality Impact Assessment

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

Legislation Considered

NA

Risks & Mitigating Actions –

There may be a short term increase in demand for services at start of the campaign as the public become more aware of service availability – movement towards the community services is dependent upon sequencing of the work in most vulnerable and multi-agency projects. Will need to allow time for community infrastructure to develop.

Access to alternative funding sources may decline, reducing capacity within the sector - Joint commissioning strategies will develop sustainable solutions and monitor vulnerability in the marketplace

Staffing Implications – N/A

Savings – £0

Section D - Special Educational Needs and Disability

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
SEND	All age disability pathway, policy and criteria	887	0	887
	Sub totals	887	0	887
Home to School Transport	Home to School Transport	730	0	730
	Sub totals	730	0	730
	Totals	1,617	0	1,617

Section D - Special Educational Needs and Disability

Project description: This project provides a model to transform the way the Council provides and delivers services for children and adults with disabilities. The cost of providing services is increasing each year mainly due to the increasingly complex needs of young people with additional needs and disability, while the budgets and grants received are reducing. In order to meet the needs of the most vulnerable families with disabled children and/or adults across Sefton, the Council must redesign what it does and how it is delivered. The Council will continue to provide services but it will have a strengthened role in facilitating capacity building and marketplace development rather than just a provider. The Council will continue on the journey of joining up children and adult services and developing joint commissioning with health partners to provide services in a different way that promotes independence.

There are two core work streams in this project:

All Age Disability Pathway, policy and eligibility criteria

Sefton supports about 5000 people with SEND including 1500 children with disabilities and 900 adults with Learning Disabilities in a variety of different ways to be able to have life opportunities similar to their peers. Consultation with children and young people with SEND and their families has highlighted changes that could transform the services needed. A clear transitions pathway and eligibility criteria would provide transparency, choice and independence; positive behaviour support would enable individuals to be more independent and resilient, as well as supporting families with strategies to handle challenging behaviour. It is a statutory requirement to jointly commission support with the Clinical Commissioning Group (CCG) and co-produce with families of disabled children and adults.

The implementation of an all age disability pathway will not only have benefits for children and adults in joining up processes and developing seamless services but it will also reduce the reliance on the public sector in the future. Demand has increased for SEND support in recent years, and the needs of young people who transition from children's into an adult service are becoming more complex and costly to meet. The development of a dedicated combined transitions team to enable planning and commissioning for future cohorts to ensure their needs

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can be met within available resources and they achieve the best possible outcomes.

Information and advice is fundamental to enabling people, carers and families to take control of, and make well-informed choices. The Council's website, Sefton Directory and the Local Offer are constantly reviewed to help provide people, their families and professionals with accessible information about transport support available locally.

It is proposed to commence action/ implementation of/ consultation on the following change – This work stream will continue to develop the joining up children and adults services by starting with the development and implementation an *All Age Disability Pathway, policy and eligibility* criteria to provide a transparent framework and consistency of service. Transitions work will be enhanced to ensure efficient use of resources to meet the needs of the cohort, manage expectations of children and families, and promote independence and choice. This will need to be co-produced with families of disabled children and/or adults and jointly commissioned with health.

The project also seeks to empower children with SEND to achieve their goals to lead a happy, healthy and fulfilling life in Sefton and beyond into adulthood. This will include building resilience, the use of universal services, and the voluntary sector to provide alternatives to respite and reduce/the need for Council support at Springbrook currently supporting the needs of 45 children with the most complex needs.

The following activity will change – To remain compliant with our duties under the relevant Children's, Adults and Carers Acts including the SEND Code of Practice; the Council will co-produce with children, young people and adults with disabilities alongside their parents/Carers a new delivery model to provide clarity in terms of assessment and support and offer signposting that will help more families to be self-sufficient and resilient.

This will inform joint commissioning with Health, Education, care providers and the voluntary sector.

Outcomes

Service Users –

- More personalised support for families through increased use of direct payments.
- More families of children and young people with SEND will self-manage need.
- A new foster care model will give more children and young people stability, security and a positive experience of family life.
- In the future, adults with learning disabilities will benefit from greater independence, education and employment opportunities.
- Increased life skills for people with SEND, such as supported internships.
- Families develop skills to provide better support for young people with complex and challenging behaviour meaning fewer families in crisis.
- More inclusive environments for all leading to parents feeling less isolated and different
- Greater shift to multi-agency assessment and planning using the Education Health and Care plan.
- Services designed around current and emerging needs.
- Choices on how the parents of children with the most complex needs receive respite.

- Improved and coherent single impartial advice and support service.
- A clear Pathway for Children's and into Adults Education, Health and Social Care to include clear definitions, criteria and eligibility and how resources are allocated linking into the Local Offer and promoting resilience and independence.
- Improved arrangements to support preparation for and transition to adulthood across Education, Health and Social Care resulting in greater independence and less reliance on support.
- Enhanced Local Offer to ensure all children and young people with disabilities are provided with information and advice about matters relating to their SEN or disabilities, including matters relating to health and social care to empower families, giving them choice and independence.
- Increase in the outcomes achieved by children, young people and adults with disability including their independence, engagement in local communities and future life chances

Partners –

- Joint commissioning of education, health and care provision in line with SEND Code of Practice including arrangements for considering and agreeing what information and advice about education, health and care provision is to be provided. By commissioning more effectively and collectively prevent duplication of services. The new model will be co-produced with parents/carers and their disabled children/adults.
- Resources can be spent more effectively.
- By integrating establish common cultures, joint assessments and clearer care pathways.
- Improved intelligence to drive strategic decision making.
- Equity of provision.

Council –

- A dedicated combined transitions team will enable planning and commissioning for future cohorts, to ensure their needs can be met within available resources and they achieve the best possible outcomes as well as ensuring smoother transparent transition to adulthood where families will have an improved understanding of future support.
- Smarter organisational responsiveness – agile, quick and flexible.
- Changes to policy.
- Increased use of pre-paid cards for direct payments will improve tracking of spends.

Strategies to increase the quality of life for children and adults with disabilities and decrease problem behaviour by teaching new skills and making environmental changes.

Recommissioning the short breaks offer including the respite provision for most profoundly disabled children and our impartial advice and support service including provision of advocates to fully align with the SEN Code of Practice.

Impact of service change

Service Users –

Some families will experience a reduction in their current offer.

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Help will be offered at the earliest possible point, with children and young people with SEND and their parents or carers fully involved in decisions about their support and what they want to achieve. Families develop skills to provide better support for young people with complex and challenging behaviour meaning less families end up in crisis.

On average five disabled children become looked after each year, approximately 3 of the children do so under a section 20 agreement as the carer is no longer able to meet their needs. In agreement with parents these children are usually supported in a residential placement rather than by a foster carer. This project aims to change this placement outcome, which will take development work with both parents and potential foster carers.

Partners – The ongoing roll out of pre-paid cards for Direct Payments will impact ways of working in the Carers Centre. Resources are targeted at specific needs, with a wider range of external partners and providers offering additional support. Joint commissioning with CCG for education, health and social care as part of the Code of Practice.

Council – The introduction of a new specialist fostering approach to reduce the number of residential placements and as an alternative to current respite offer to provide a wider range of support.

Further roll out pre-paid cards for care packages to provide the right support quickly and efficiently.

Continue with the implementation of the previous Council decision for cessation of Disabled Children's Access to Childcare (DCATCH) additional funding

Communications, Consultation & Engagement

Type: Inform **Consult internal**

Engage **Co-production** **Consult external**

Consultation and engagement activity will take place with those directly impacted by this change. When carrying out assessments and reassessments the Council will consider the impact of any change to an individual's care plan and agree transition arrangements with individuals, their families and carers as appropriate.

Equality Impact Assessment

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

Legislation Considered

Children and Families Act 2014 and the Special Educational Needs and Disability Regulations 2014 and other relevant legislation will be reviewed as projects develop

Risks & Mitigating Actions

People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for children, families, carers and the workforce. However the Council is at a point where doing more of the same or trying to do more of the same with less is going to fail people, carers, families and the communities in the future. It is important that to manage expectations to deliver this change. The Council will ensure that people are safeguarded and supported with dignity and respect, particularly those with no or limited capacity to exercise real choice.

Recruitment and retention of Foster Carers may prove difficult this will be mitigated by continuing to work with others on a regional basis on marketing campaigns and lobbying government with regard to policy. Targeted local campaigns will be used as required.

It is essential that the implementation of the new policy and ways of working are properly planned and implemented to avoid unintended consequences such as increased service demand in other areas. If individual/family resilience or early help services do not work effectively there is a risk of an increase in young people coming into care which is expensive and provides poorer outcomes.

There is a risk that an alternative to the current respite offer is not readily available in the marketplace, conduct an early market test within the project plan. This project is dependent on the New Deal with Citizens project to provide community capacity.

Staffing Implications –

Number of staff in scope 28

Estimated number of redundancies 18 to 28

Budget Planning Assumption – £887k

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Home to School Transport:

This work stream will look at the ways transport solutions are provided for children and young people. The project will develop an offer that provides choice for example personal travel payments and embrace the principle of 'independence' where appropriate. There will however always be a number who will rely on supported and assisted travel.

Sefton's cost per student of home to school transport is in the upper quartile nationally. The Children's and Families Act places a requirement to promote independence and this can be done through travel arrangements. The Council will work with families and schools to ensure SEND children and young people are as independent as possible and ready for life after school. Part of this is to ensure that those that are able can confidently travel independently and can safely access public transport.

The Council's strategy for ensuring value for money in home to school transport must be based upon efficient procurement of transport, optimisation of solutions, personal travel allowances and sound practice in the application of the eligibility policy. To ensure that appropriate, effective, efficient and sustainable transport/travel arrangements are in place to facilitate the education of children and young people within Sefton, the Council will change the level of direct provision of statutory home to school transport through a range of options for example:

- walking buses
- parents/family/friend groups
- travel buddies
- travel passes
- schools taking a different approach
- Personal travel payment.

However it is understood that in order to discharge the statutory duty direct transport will be provided for those with assessed needs. The disability policy will outline how our statutory duties will be applied to ensure transparency and informed choices.

It is proposed to commence consultation on the following change –

- Revise current transport policy to encourage independence and ensure value for money.
 - Review procurement of transport routes to achieve better value for money services.
 - Develop and publicise sustainable travel and transport options within the authority so that the travel and transport needs of children and young people are best catered for and that promotes independence and choice for the families.
 - Work with other local authorities in the Liverpool City Region and Mersey Travel to develop ways of improving transport efficiency and effectiveness.
 - Change our processes for risk assessments and how independent travel training is provided in conjunction with the young people and their families.
 - Move to an offer of a personal transport budget for those who are eligible under the policy to promote independence.

Any approved changes to home to school transport policy will require a phased introduction of the changes in policies and introduce the changes in the appropriate Academic Year. This is to comply with statutory requirements around consultation on changes to transport policy and best

practice on implementation. This would mean that the new policies would apply to pupils and students commencing in the September following approval onwards at primary and secondary schools and colleges.

Outcomes

Service Users – Increased life skills for some people with SEND such as independent travel

Partners – alternative provision of transport and or assistance

Impact of service change

Service Users –different ways of accessing transport to school and changes to payment procedures

Partners –Increased awareness of process and changes to transport

Council – updated policy and reduced costs and

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

Legislation Considered

Education Act 1996 and Equality Act 2010 and other relevant legislation will be reviewed as the projects develop.

Risks & Mitigating Actions –

There is a risk that the new offer does not work for individual children and young people once they move to a new solution. The Council will consider this as part of the assessment process. The Council will also ensure appropriate safeguarding arrangements are in place.

Staffing Implications – TBC

Budget Planning Assumption £730k

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Section E- -An Excellent Education for All

Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
An Excellent Education for All	Governance of Education Support Services	637	0	637
	Life Long Learning	0	0	0
	Sub totals	637		637

An Excellent Education for All

Project description: This project is to develop and implement an ambitious education and skills strategy for Sefton. The join up between early years, school years, moving into work and developing in work and maintaining learning throughout adulthood is an essential and critical pathway for residents. This project looks to set a new strategy for education and skills across Sefton:

Clear pathway for family & lifelong learning: Sefton's Education Strategy states that the '*vision is to ensure all children and young people in Sefton are equipped with the knowledge, skills, and desire needed to fulfil their potential*'. This element of the project aims to develop a pathway so residents can easily access education at any stage of their life and support them as they transition between stages of education.

The project will seek to address the attainment divide between the north and south of the borough and the dip in progression between primary and secondary education. It also seeks to address the employment of those furthest away from the job market. The project has a number of work streams to it including a new model of governance to deliver education support services, a new relationship with schools (including academies), developing statutory school support and income generation through charging for services; developing education and skills and learning pathways.

Education Support Services: This project will develop a menu of services available to be commissioned by schools; statutory functions will be funded via the Dedicated Schools Grant (DSG) or the general fund, while all non-statutory functions commissioned by schools will be charged at full cost recovery. A Governance Board will be created with representatives from schools and Council to develop and review services to ensure they remain agile and ready for future developments while matching needs. This will ensure the services have long term sustainability and continue to provide high quality support to schools (including academies).

Future delivery options could include:

- Remain within Council and charge schools for services
- Create an arm's length Community Interest Company (CIC)

- LCR approach with other authorities

Any future delivery models will be presented to Elected Members for approval and while this project will focus on governor services, pupil support and school improvement; it will act as the co-ordination project for any service charging schools for services. This will ensure there is a robust, clear charging model and way of working with schools for the full range of functions.

Clear pathway for family & lifelong learning In partnership with providers of education, from early years to community learning, including primary, secondary and further education; through the Sefton Education Partnership Board a pathway will be developed to life-long learning, which will support the Growth agenda. A key component of this pathway will be the creation of the Sefton College as part of the area wide review of further education and training.

Education Support Services - Government funding for Sefton's Education Services is being reduced by £2.5m. Developing the new model of delivery will reduce budgetary pressures while enabling the service to become sustainable.

Education support services provided to schools comprise an option to buy in services in addition to statutory functions they perform; these charged services have grown in recent years as the services have looked to increase income. The new model will enable these services to become sustainable and provide schools (including academies) within Sefton the support they require to deliver good or outstanding education to pupils.

Clear pathway for family & lifelong learning - This will allow residents to gain the skills required to enter the workforce and supporting economic growth within the Borough.

Outcomes:

Community: Education will be accessible to Sefton residents of all ages through the use of the pathway to signpost residents to relevant learning opportunities.

Partners: Schools (including academies) will have access to high quality support services at competitive rates. Collaboration between school, the Council and partner organisations will be strengthened and the community hubs will become a focus of support for the communities schools serve.

Council: A sustainable model of education support service through charged and statutory elements supporting the delivery of the model. Improved collaboration and working with schools through the community hubs.

Impact of Change, on –

The community – positive outcomes in terms of a pathway for lifelong learning and closer collaboration and support between schools, colleges and partner organisations

Partners/other organisations –

Council – will deliver funded statutory duties only as direct support for schools with all other services provided on a traded basis.

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Vision 2030 & Core Purpose – As part of delivering 2030 the Council and its partners are committed to working together so that people

- have aspirations and achieve their ambitions through education, training and lifelong-learning
- are accessing education and training opportunities
- benefit from integrated educational, learning and skills development links with business
- are recruited by local employers

Impact Assessment

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

Legislation Considered: Legal implications will be considered when it is determined which course of action will be adopted for Education Support Services.

Communications, Consultation & Engagement Type:

Inform x **Consult** **Engagement** x **Partnership** x **Consult internal** x

Staffing Implications

Number of staff in scope Approximately 30

Number of vacancies to be deleted from the establishment None

Estimated number of redundancies Not known at this stage as it will depend on schools buyback of services

Budget Planning Assumption £637k

Section F - Creating New and Improving Revenue Streams

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Reduction in Subsidy	Total £000
	Commercial Culture	0	0	0
	Sefton Arc	0	796	796
	Commercial Fleet Management	56	0	56
	Crosby Lakeside Adventure Centre	0	186	186
	Atkinson	0	414	414
	Building Cleaning	0	250	250
	Catering	0	300	300
	Tourism	0	335	335
	Building Control	0	0	0*
	Totals	56	2,281	2,337

- Building Control £183k one off contribution first 12 months following the adoption of the Local Plan

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Section F Creating New and Improving Revenue Streams

Project description: The focus of this project is not one of seeking to make a profit for the Council, but is about ensuring that the organisation operates in a more business-like and efficient way, increasing its ability to take advantage of commercial opportunities to the benefit the Borough and residents. It is a positive way of looking at service development rather than looking solely at solving financial challenges.

This project considers the risks and rewards for services currently delivered on a semi-commercial basis by the Council (i.e. non-statutory services currently provided by the Authority which generate revenues, but due to the availability/presence of Council subsidy have not been required to operate on a fully commercial footing. It is believed that the scope of these services could be expanded to the benefit of residents if a different approach were taken to maximize the profits generated, either through asset investment, increased marketing or simply a change in ethos towards the commercial approach.)

Any investment made will have to deliver an appropriate financial return and each proposal will be considered on a defined set of criteria.

Developing a Commercial Culture:

It is recognised that operating on a commercial footing is a significant change in ethos for many services, and the ability of our people to make appropriate decisions in this new environment will be key to the success of the organisation.

There will need to be a change in the culture and approach to training of Sefton's workforce.

This work stream is a key enabler for the other revenue-generating work streams. Ensuring there are the appropriate skills and culture in place reduces the risk of failure to deliver the targeted savings identified.

Enhancing current levels of trading and reducing level of Council subsidy:

In addition to the above, a larger number of our services currently charge or trade, including cleaning, tourism, culture, leisure, school services, corporate services and more. Some of these services have historically required Council subsidy to keep them operational and accessible to the public. For some activities fees and rates are kept low to provide services that may not otherwise be available and, in a few services, the Council trades in a wider market. As the Council develops a more commercial approach it will put plans in place to remove/significantly reduce any subsidy the Council currently provides.

The Council can no longer afford to subsidise the full range of services and activities that it currently does. Whilst it will always seek to support access for the most vulnerable and ensure no one is excluded from experiences or services because of circumstance, it can no longer afford to maintain the current level of subsidy. However there is an ambition to sustain as many of these services for our communities as possible.

As part of this project, by the end of 2017/2018, the Council is looking to reduce subsidies for certain activities and where possible be operating on a cost-neutral basis. In the future, where appropriate, the aspiration would be to generate a surplus. As the mindset becomes embedded some service areas will be ready to trade across a wider footprint than Sefton, if they are already doing so. Services will change at different paces due to the level of subsidy currently provided

and the practicalities associated with reducing subsidy or generating a surplus.

Initially the project will focus on:

- Crosby Lakeside;
- The Atkinson;
- Catering;
- Tourism;
- Building cleaning;
- Planning, Building regs fees.

All services will have targets to achieve and will be supported, with training provided where needed. Tighter governance will be put in place to oversee activity. Consideration will be given to the development of a Sefton trading company to enable us to move from charging and expanding, where it is right to do so, into trading.

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Crosby Lakeside Adventure Centre:

Originally developed as a water sports centre/facilities for existing users of the lake. Though the original focus was a centre for the disabled, within Council ownership the remit has expanded to one of inclusiveness and accessibility to all residents and visitors.

In addition to its main function as a water sports centre, Crosby Lakeside also contains a fitness suite and studio, operates a bistro and provides conference facilities and guest accommodation. The Lakeside Suite is predominantly used for conferences and training and is also utilised for weddings, functions and events. The lakeside setting provides a unique environment within the Borough and wider City Region.

Though all of the core functions described above operate successfully there are constraints to the existing building which prevent further expansion. Interdependencies exist between services: it is difficult to expand one without impact on another.

Change Description:

As the Crosby Lakeside Adventure Centre already operates in a commercial environment, work has already commenced to identify new opportunities for revenue generation. This work stream seeks to provide the necessary support and conditions to maximise the opportunity with appropriate safeguards.

It is proposed to commence action/ implementation of/ consultation on the following changes –

There are 3 aspects to consider as part of this proposal in order to generate increased revenue.

Alterations to Kitchen Area and Hospitality Areas: It is proposed that the kitchen be relocated from its current first floor location to the ground floor so it is in close proximity to the bar and bistro, as well as extending the Lakeside Suite to facilitate accommodation of larger events. This will mean that the bistro can remain open if people request exclusivity of bar access for their event/wedding. The improved kitchen would also better serve the increased guest accommodation options detailed below.

Increased Guest Accommodation: Conversion of the existing bedroom accommodation, comprising of 10 double rooms and 4 bunk rooms, to 14 double, four-star standard guest accommodation. The proposal is to develop all 14 rooms to return to a four-star rating and to increase the nightly rate commensurate with the market for this standard of accommodation. It is envisaged that by carrying out these modifications and improving the sales and marketing that occupancy could be pushed to 80% within three years of investment. Once the alterations to the kitchen and hospitality areas are completed the guest accommodation could be increased to 17 double rooms.

Camping Pod Accommodation: Purchase and installation of camping pods to further extend the current/proposed accommodation. This would generate space for 70 people to stay and will be targeted at groups and schools.

The following activity will change – The overall offer from Crosby Lakeside will be enhanced in order to increase revenue with a view to the centre becoming self-sustaining and generating a surplus.

Outcomes

Service Users – The increased offer from Crosby Lakeside will:

- be better able to meet demand within a highly competitive market;

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- reduce the current level of subsidy and provide an opportunity to generate a surplus; and
- enable the centre to continue to offer a wide and varied programme of activities.

Partners – The increase in the visitor economy and tourism will support the wider economy in the surrounding area.

Council – An improved, contemporary facility that will be self-sustaining whilst offering a competitive and high quality service.

Impact of service change

Service Users – A sustainable adventure centre which is accessible by all. It will help to retain a unique leisure facility to the benefit of Sefton’s residents and visitors.

Partners – This will help generate increased awareness of Crosby Lakeside and attract visitors from across the region and beyond. It will help forge new partnerships and strengthen existing ones, for example with the likes of schools and businesses.

Council – All proposals in this project are focused on the delivery of cost saving and revenue generation activities for the Council, with the intent of delivering long-term resilience, self-sustaining services and surplus revenues that can be re-invested in the delivery of wider services where there would otherwise be a funding gap.

Communications, Consultation & Engagement

Type: Inform Consult internal
 Engage Co-production Consult external

Equality Impact Assessment

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Legislation Considered – Planning

Risks & Mitigating Actions –

Risk ref	Risk description	Proposed mitigation
#1	Poor marketing and sales	Marketing strategy developed and reviewed regularly at project or operational level in order to optimise sales.
#2	Lack of capacity to deal with increase in demand	This can be reviewed/ rectified as demand increases and may lead to additional recruitment where necessary.
#3	Delay in securing sales, marketing, management and development resources	Specification for sales and marketing resource to be drawn up and commissioned.

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#4	Objections to planning application	Clear communication and proactive engagement with the public.
#5	Failure to achieve income targets	Income targets to be monitored closely to adapt to market influences and difficulties in meeting targets to be reported through programme governance.
#6	Unexpected costs incurred	Contingency planning will be factored into projected build costs.
#7	Increase in market share not realised	Dedicated resource for sales, marketing, management and development has been factored into costs. Part of their remit will be to increase market share.
#8	New entrants to the market in locality/increase in competition	Market to be monitored and adjustments to business plan to be made should competition increase.
#9	Cancellation of events to accommodate building work	Reputational damage to be minimised by marketing resource and communications department. Linked to communication strategy.

Staffing Implications – N/A. New housekeepers will need to be recruited and marketing resource acquired.

Number of staff in scope – N/A

Number of vacancies to be deleted from the establishment – N/A

Estimated number of redundancies – N/A

Net additional income £186,000

The Atkinson

Change Description:

The Atkinson is a centre for music, theatre, art, poetry, literature and history in Southport. It offers a varied programme accessible to families, tourists and art enthusiasts with a full day and night timetable. It supports and develops the community arts centre in Sefton. The Atkinson is open throughout the year and presents a diverse seasonal programme and changing exhibitions.

It is proposed to commence action/ implementation of/ consultation on the following change

The proposal is to increase income and to reduce the subsidy for the Atkinson over the next 3 years whilst retaining a programme of events that meets demand.

The savings will be dependent on local agreement with Trade Unions

The following activity will change

- Comprehensive restructure and increased use of volunteers
- Closure of the Atkinson on Sundays;
- Budget reductions linked to building supplies, services and exhibitions and museum programmes;
- Increase in the school membership scheme; and
- Pricing restructure for seating in the theatre to bring in-line with other theatres.

Outcomes

Service Users:

- Continuity of excellent public services to broaden the commercial appeal and so enable services to become self-sustaining; and
- Continue to support and develop the community arts sector in Sefton.

Partners:

- Support for community groups to deliver activities for the public through resource sharing and partnerships; and
- Support organisations and individuals to develop effective strategies that aid sustainability and financial self-sufficiency.

Council:

- A trained workforce, with increased commercial skills, more able to act in the long-term interests of Sefton; and
- Financial benefits realised through budgetary savings and revenue growth.

Impact of service change

Service Users:

- Change in pricing structure will make some seats at events more affordable for some service users; and
- More variety in the events programme.

Partners:

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- No impact at this time

Council

- A more commercially-driven workforce.

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment –

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Legislation Considered – Employment law and trading law will need to be appraised as part of this project.

Risks & Mitigating Actions –

Risk ref	Risk description	Proposed mitigation
#1	Income targets falls below expectations	Cash flow and income will be continually re-forecast.

Staffing Implications

Number of staff in scope: All posts

Number of vacancies to be deleted from the establishment: 5.83 fte

Estimated number of redundancies: 3 - 6 redundancies

Savings £414,000

Catering Services

Change Description: Generate additional surpluses via non Direct Service Grant (non-DSG) activities whilst also re-apportioning increased costs to schools as a result of the introduction of the Free Infant Meals Scheme.

It is proposed to commence implementation of the following change – The first element of the change proposal will see the Catering Service taking every opportunity to increase business via after-school clubs, breakfast clubs, and any 'new activity'.

The second element relates to the contract prices. The School Meals contracts are designed to recover all of the costs of delivering the service. In addition, it is designed to deliver a small 'surplus' which can be utilised to reinvest in the service if and when required. Since the introduction of the Free Infant Meals Scheme the number of meals provided each day has significantly increased by approximately 40%. However, the subsidy per meal which is paid by the schools to the Catering Service has, in real terms, reduced. This proposal would modify the subsidy charge built into each contract back to previous levels.

There is no contractual requirement to consult with individual schools over amendments to the subsidy charge. All schools are informed of any such changes within their Annual Service Level Agreement which is agreed with each individual school each financial year.

The following activity will change – The 'subsidy charge' would still be very similar per school to that which was levied prior to the introduction of the Free Infant Meals Scheme. Whilst the increase will only be a small amount per individual contract, the cumulative effect will deliver the required level of additional income. This will also not adversely affect school budgets as the impact per contract will be minimal. It should also be noted that schools receive external funding from a variety of sources to provide a school meals service to their pupils. This includes an element for the purchase of a meal, and an element for a 'service charge' in providing the service.

Outcomes

Service Users – There will be no change in outcomes for service users. All service users will continue to receive a nutritious meal.

Partners – 'Partners' in this case relates to the schools that utilise the catering services provided by the Council. The outcome of this proposal will see schools paying an appropriate subsidy for the delivery of the service to their pupils.

Council – There is no effect upon the Council in the delivery of the service to schools.

Impact of service change

Service Users – There will be no impact upon service users. All service users will continue to receive a nutritious meal.

Partners – 'Partners' in this case relates to the schools that utilise the catering services provided by the Council. For such schools there will be a slight increase in the 'subsidy' element for the school meal service. However, this will in reality only rise back towards the level paid prior to the introduction of the Free Infant Meals Scheme.

Council – The Council will receive the appropriate fee for delivering a school meals catering service in schools across Sefton.

Equality Impact Assessment – There are no equality impacts arising from this proposal. All those who access free school meals will continue to do so. All other proposed impacts are purely financial in nature and relate to the SLA between the school and the Catering Service.

Legislation Considered – There is no legislation affecting this proposal. The requirements of the Free Infant Meal Scheme will continue to be met in full.

Risks & Mitigating Actions – The amount to be charged back to the school relates to the

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subsidy element of the SLA. This charge will only increase to the levels charged prior to the introduction of the Free Infant meal Scheme and as such there will be little effect to any individual school.

Staffing Implications –

There are no staffing implications related to this proposal. The proposal is purely financial in nature.

Number of staff in scope N/A

Number of vacancies to be deleted from the establishment N/A

Estimated number of redundancies NONE

Savings – £300,000

A New Approach to Tourism

It is proposed to commence implementation of the following change_ - To develop a Tourism Business Plan by mid-2017 that will develop stronger commercial income streams, thereby reducing the need for subsidy and making the service revenue-neutral by 2020.

The following activity will change –

Sefton's Tourism will be guided by a Strategy for the Visitor Economy that meets residents' needs for leisure and access, and visitors' needs for activity and quality.

The Council will work immediately towards a commercial trading account, with income ring-fenced so that expenditure is increasingly financed from self-generated sales, leases, rents, charges and subscriptions, and Council subsidy is progressively withdrawn over a three year period.

Specific changes in approach will include:

- Attracting more visitors to Sefton by enhancing existing events, and developing the Council's event programme so at least one major priced event is added to the calendar.
- Re-balancing rental incomes by reviewing all Tourism leases and concessions and pricing to market.
- Investing in outdoor markets along with the Christmas markets, to increase footfall and the scope for commercial supply of on-street units.
- Enhancing partner contributions to the marketing budget so Sefton can attract more visitors and spend.

Outcomes

Service Users

Visitors receive a higher-than-expected quality of welcome and service

Residents benefit from events, services and facilities that would not be affordable without tourist expenditure to sustain them.

Continuity of excellent public service, reinforced through investment to broaden the commercial appeal and so enable services to become self-sustaining;

Job creation and retention through investment in Council services.

Partners

Partners achieve better results working together than if they were working individually.

Council

A trained workforce, with commercial skills, more able to act in the long-term interests of Sefton;

Financial benefits, realised through budgetary savings and revenue growth

Impact of service change

Service Users

More premium and other pricing options will be available to visitors to suit their budgets.

There will be greater variety and choice available in the events programme, and more people will hear about and visit Sefton.

Partners

For leaseholders and concessionaires, as contracts are renewed their rentals will adjust to meet industry and market norms.

Partners will be asked to collectively support a more ambitious market engagement and lead conversion plan than they could offer from their own individual resources.

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Council A more commercially-driven workforce.

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Legislation Considered

N/a

Risks & Mitigating Actions

Risk ref	Risk description	Proposed mitigation
#1	Event income falls below expectations	Cash flow and income will be continually re-forecast. Mitigation includes event insurance, use of balances, and cost reduction.
#2	Rent reviews take too long or yield too little	Full advance assessment of potential yield and the impact of changes to terms & conditions.
#3	Outdoor market does not take off	Monitoring and evaluation of market performance.
#4	Marketing resources insufficient for purpose	Delivering a clear and persuasive case for joint marketing, including demonstrable financial and other benefits.

Staffing Implications

There are no direct staffing implications of this proposal.

Number of staff in scope 10

Number of vacancies to be deleted from the establishment 0

Estimated number of redundancies 0

Reduced Subsidy –£335,000

Building Cleaning

The Council currently provides a building cleaning service for civic buildings and also competes to provide a building cleaning service on a commercial basis for educational establishments on the basis of their requirements.

It is proposed to commence implementation of the following change - It is proposed to reduce the level of building cleaning activity currently provided to civic buildings to a level of cleaning that will satisfy Health & Safety requirements only; to provide safe workplaces with the minimum level of cleansing provision supplied.

The following activity will change – The level of civic building cleaning activity would reduce which in turn would reduce the cost of cleaning Council buildings by up to £250k.

Outcomes

Service Users

The Council's civic buildings will only receive a basic cleaning service that meets H&S requirements; deterioration in the level of cleaning may be noticed.

Partners

As above.

Council

Basic cleaning needs will continue to be provided for within the workplace to meet minimum H&S requirements.

A financial benefit will be realised through budgetary savings.

Impact of service change

Service Users

Staff may notice a reduction in the level of cleaning service provided in work places and will have to assume more responsibility for keeping work areas clean and tidy.

Visitors to civic buildings may notice a reduction in the overall level of cleanliness.

Partners

Partners visiting civic buildings may notice a reduction in the level of cleanliness.

Council

The Council will comply with health and safety requirements in relation to the cleanliness of civic buildings.

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Legislation Considered

N/a

Risks & Mitigating Actions

Risk ref	Risk description	Proposed mitigation
#1	The level of service reduction does not	Working arrangements would be revised, consolidation of assets may also contribute to

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	achieve the financial outcome anticipated	the targeted financial reduction
#2	Financial savings are delayed.	Staff will be consulted about proposed revisions to current cleaning arrangements and the required changes will be implemented at the earliest opportunity.

Staffing Implications

There are staffing implications associated with this proposal however the precise details have yet to be determined. Up to 25 posts could be affected. In terms of service areas and groups of individuals affected, this could include staff at all Council civic buildings although at this stage this is just indicative as all matters, if approved by full Council, are subject to consultation.

Number of staff in scope To be identified

Number of vacancies to be deleted from the establishment 0

Estimated number of redundancies 25

Details to be identified

Savings –£250,000

Sefton Arc

The Council operates Sefton Arc to deliver health care and security solutions across a wide range of service areas. Although this is a competitive market, Sefton Arc is one of only two public sector security organisations to be on the Approved Contractors list, and is the only security organisation in the UK to have four National Security Inspectorate Gold Awards. A key product/service offering of Sefton Arc is the ArcAngel, a discrete personal safety and tracking device, which has been developed in-house by Sefton Arc. ArcAngel is the perfect solution for anyone who may require emergency assistance, either in home or when out and about.

There are opportunities both within and outside of Sefton to expand the market share of the ArcAngel and generate increased sales. A sales and marketing resource will be commissioned to specifically promote the device and increase its market share.

The potential market for the ArcAngel spans far beyond the borders of Sefton. With this in mind there is scope for the device to be sold across the country leading to increased income to Sefton Council which can be invested into other areas.

It is proposed to commence implementation of the following change - Increase sales of the ArcAngel through Sefton Arc.

Over the last 18 months, Sefton Arc has undertaken the development phase of a product – the ArcAngel. ArcAngel units utilise the latest technology, including GPS and mobile phone functionality to provide a product that can be deployed for a variety of uses. These include a lone worker device, assistive technology device, GPS tracker, personal alarm (such as for victims of domestic violence), and support for people accessing public transport for the first time.

Product and version development for ‘ArcAngel’ has been completed, with current versions available to meet the requirements of each potential user group/market. Professional/ISO accreditation has been secured (BS8484 and the Police operated ‘Secured by Design’ scheme). Branding and merchandise has also been completed. The operation of the ArcAngel has also been integrated within the operation of Sefton Arc’s Alarm Receiving Centre.

The following will change –

Currently, Sefton Arc’s market share for the ArcAngel is small; however markets exist across the elderly population, NHS/Clinical Commissioning Groups (CCGs), enablement services, carers support, vulnerable adults, and lone workers across a range of industries both within the Borough and beyond. There is scope to increase market share within Sefton and seek to develop trading within Merseyside region and more widely. Statistical information shows that Sefton has an increasing aging population which suggests that there is a sustainable market for products of this nature. In terms of ‘lone worker’ functions, organisations are required to ‘do more with less’ and, as such, working independently/alone will continue to be a feature of modern working practices.

Outcomes

Service Users – The ArcAngel will:

- support older and more vulnerable people to remain in their own homes for longer, allowing them to keep their independence and reducing reliance on care services;
- provide reassurance that somebody can be called in emergency situations, particularly where those who care for them live some distance away;
- give people living with dementia and their carers piece of mind as it can be used to track their

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location if they should wander off alone;

- give parents a degree of comfort for children who travel alone or are away from home;
- allow for the individual user to raise awareness of their direct whereabouts immediately (by pressing one button) through the Sefton Arc alarm receiving centre. Contact can then be made by the alarm receiving centre team to a designated contact or to emergency services if they are required.

Partners – CCG/NHS – There are potential opportunities for individuals with health needs to remain living independently for longer and therefore avoiding more costly health related intervention and support via the Council’s ASC teams.

Council – There will be improved security for officers who work alone which is likely to increase as the Council moves to a workforce that works in a more agile and lean way away from fixed office locations. Also, improved support for vulnerable individuals or victims giving them swift access to emergency services if required.

Impact of service change

Service Users – Generate greater awareness of the services that Sefton Arc delivers and the support that this product provides to help retain independence. ArcAngel also provides family members, friends and/or carers with reassurance that vulnerable people they care about are able to get help when they need it.

Partners – This will help generate increased awareness with potential partners with the advantages that the ArcAngel provides with regards to independence and support.

Council – All proposals are focused on the delivery of cost saving and revenue generation activities for the Council, with the intent of delivering long-term resilience, self-sustaining services and surplus revenues that can be re-invested in the delivery of wider services where there would otherwise be a funding gap.

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Legislation Considered – All necessary accreditations are now in place and the product has the necessary Trade Mark protection for the Council.

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Risk ref	Risk description	Proposed mitigation
#1	Poor marketing and sales	Marketing strategy developed and reviewed regularly in order to optimise sales.
#2	Failure to achieve anticipated level of sales	Work streams to be managed in stages with appropriate milestones and risks of not achieving outcomes addressed through programme governance. Review sales figures regularly and give consideration to new opportunity to adapt to market influences.
#3	Lack of capacity to deal with increase in calls generated as a result of an increase in sales of the ArcAngel	Automated systems will allow demand to be monitored and trends extrapolated to permit advance planning of capacity needs.
#4	Delay in securing sales and marketing resources	Specification for sales and marketing resource to be drawn up and commissioned by Sefton Arc prior to April 2017.
#5	Projected sales targets not achieved	Review sales figures regularly and to adapt to market influences. Any difficulties in achieving sales targets to be analysed and escalated through programme governance.
#6	Lack of product development	Product development cycle to be implemented by Sefton Arc. Consideration to be given to market research gathered from the sales team to influence product development.
#7	Other technology becomes available and makes ArcAngel obsolete	Sefton Arc to regularly monitor competitors and advances in technology to inform ArcAngel product development.
#8	Unable to meet demand	Stock to be held by Sefton Arc. Supply and demand to be monitored closely by the sales team. Preparation made with suppliers for when there are bulk orders to ensure customers receive products in time.

Staffing Implications

Sales and marketing resource to be commissioned.

Number of staff in scope – N/A

Number of vacancies to be deleted from the establishment – N/A

Estimated number of redundancies – N/A

Net additional income:£796,000

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Commercial Fleet Management:

As Sefton already delivers Commercial Fleet Management services in a commercial environment, work has already commenced to identify new opportunities for income generation. This work stream, and wider project, seeks to provide the necessary support and conditions to maximise the opportunity with appropriate safeguards.

A number of sub-work streams exist within this work stream:

- i. HGV MOT Testing: The Council has invested in the equipment to provide Ministry of Transport (MoT) testing up to 3.5 tons for its own fleet. There are no facilities for the testing of Heavy Goods Vehicles (HGVs) anywhere in the Borough, so everything over 3.5 tons needs to travel to Simonswood in Kirkby, at significant cost for the test, plus additional labour time to drive the vehicle there and back.
- ii. Private Vehicle MoT Testing: The Council operates an MoT service to the public from its centre in Hawthorne Road. It is felt that many people are still unaware of this service and the advantages of taking vehicles to be tested by garages that don't offer repairs. The Council undertook 800 MOT tests last year and has capacity to do between 30-40% more.
- iii. Tachograph Equipment Repair/Calibration: All commercial vehicles first registered on or after 1 May 2006 must be fitted with a digital tachograph which must be fully re-calibrated every two years and after any repair. Sefton Council vehicles are currently calibrated outside the Borough at significant cost as no accredited facility exists and as vehicles have to be dropped off and collected later this also involves the use of an additional vehicle and second driver to assist delivery/collection.

It is proposed to commence action/ implementation of/ consultation on the following change –

HGV MOT Testing

Investment is required to make some minor alterations to the existing MOT station. This will enable the Council to test HGVs at the depot and therefore avoid the costs and time associated with having these vehicles tested externally. In addition, it will provide the Council with an opportunity to offer HGV testing to other HGV operators as currently there is no HGV testing facility in the borough. The tester is supplied by VOSA, so no additional staff would be required. There is scope for pre-MOT inspection services for HGVs to be further developed and marketed alongside the HGV MOT Station.

Tachograph Equipment Repair/Calibration

A potentially untapped market exists as Sefton could become the only tachograph centre operating within Sefton. Existing staff would be used to deliver this work stream. Investment would be required for grounds works, equipment and training. However, this investment could be recovered in the first two years through the savings generated by removing the costs for testing Sefton vehicles externally.

Private Vehicle MOT testing

Investment is proposed to increase the number of tests undertaken within existing capacity. Marketing and advertising is required to expand the current MOT offer.

Proposed change

- i.HGV MoT Testing: Investment is proposed to make some minor alterations to the existing MoT station. This will result in savings to the Council by removing the costs to MoT the Council's HGVs externally. In addition, it will provide the Council with an opportunity to generate a revenue stream by servicing the local market demand for HGV testing, particularly with the high number of Hauliers located within the Borough and development of the Port. The tester is supplied by VOSA, so no additional staff would be required. There is scope for pre-MoT inspection services for HGVs to be further developed and marketed alongside the HGV MoT Station.
- ii.Private Vehicle MoT Testing: Investment in marketing/advertising
- iii.Tachograph Equipment Repair/Calibration: Investment is proposed in groundworks, equipment and training of existing staff to deliver this work. A potentially untapped market exists as the Council could provide the only tachograph centre operating within Sefton. The investment could be recovered in the first two years solely through the savings generated by removing the costs for testing Sefton vehicles externally.

Outcomes

Service Users – Increased level of service provision in-Borough leading to reduced cost and more timely delivery of service.

Partners – Potential for partners to make use of new facilities and services.

Council – The changes will make service delivery more viable.

Impact of service change

Service Users – improved efficiency.

Partners – This is an opportunity for partner organisations to utilise a Sefton facility and not have to travel outside the borough for HGV or tachograph testing.

Council – This will result in changes to the service delivery. It will help to reduce costs with tacograph and HGV testing being able to be delivered in house which will also result in increased capacity as staff will not be incurring travel time when taking vehicles elsewhere to be tested, as is done currently.

Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage Co-production Consult external

Legislation Considered – All relevant VOSA and transport related legislation has been considered and incorporated within the proposal.

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Risks & Mitigating Actions –

Risk ref	Risk description	Proposed mitigation
#1	Projected sales targets not achieved	Review sales figures regularly and adapt to market influences. Any difficulties in achieving sales targets to be analysed and escalated through programme governance.
#2	Other entrants to the market (Tacho/HGV MOT)	Market to be monitored regularly and portfolio of customers to be established and maintained to ensure strong customer base.
#3	Unable to meet demand	Demand to be monitored closely and peak times to be managed by service area. Potential site adaptations to be considered.
#4	Lack of bookings	Initial marketing will be needed to ensure VOSA examiner slots are fully booked.

Staffing Implications – Staff increase for HGV testing – nil, tester supplied by VOSA and included in the fee. There would be no requirement to increase staff for Tachograph Repair and training for existing staff is included within the financial appraisal.

Number of staff in scope – N/A

Number of vacancies to be deleted from the establishment – N/A

Estimated number of redundancies – N/A

Net additional income £56,000

Building Control

In addition to the above there is a one off windfall associated with the Local Plan of £183k

Section G - Environment & Pride In Place

Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
Pride in place	Commissioning and efficiencies	250		250
	Land management		895	895
	Sub totals	250	895	1,145
	Totals	250	895	1,145

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Section G Environment & Pride in Place

Project description: This project will reform:

- The way the Council enforces both environmental and car park enforcement by utilising our existing wider staffing structure and contractor resources for car park enforcement and deploying them more extensively, geographically and through intelligence led approach to deliver enforcement of environmental offences so that those staff can make a difference to the cleanliness of our streets.
- The way the Council uses both staff and contractors and staff on the street so that they act as community wardens/ambassadors for our borough
- The way the Council gains information about the state of the streets, looking at a coordinated land management based approach so that clean up and enforcement can be intelligence led
- The way the Council operates clean up squads to facilitate bringing grot spots, environmental enclaves that attract detritus and localities up to a standard that can be subsequently maintained by the local community.
- The relationship between the Council and its communities so that residents, charities, public sector bodies, housing associations and businesses feel supported to take on the responsibility of maintaining parts of their local environment.
- The way the Council influences domestic waste disposal behaviour so as to increase recycling (Green, Brown and food bins) and decreased what is disposed of in residual waste (Grey bin).

The project will consider the possibility of joining up the Council's current bulky waste service with established charitable activity. This will be with a view to minimising the Council's role in this activity.

The above activities will be supported by a wide, engaging and imaginative communications campaign.

The traditional approach of the majority of councils faced with growing demand to clear up the environment has been to invest more in reactive services, clearing waste faster and/or sweeping the streets more often. Currently the services that provide services for our green infrastructure within Sefton are delivered across 3 separate teams.

This approach has had 4 significant consequences:

1. Services, if continued 'as is' are financially unsustainable.
2. The unintentional message in our reactive service is that fly-tipping and dropping litter are acceptable forms of behaviour.
3. Responding to the symptoms of a growing problem has simply added to the perception of some citizens that this is solely the council's responsibility.
4. Opportunities for improved and more efficient green space and land management are not being fully realised.

It is proposed to commence action/implementation of/consultation on the following change –

To restructure the staffing of land management responsibilities so that allied functions can be focused within one department.

Reduction in service standards/better places/greener spaces
<http://www.sefton.gov.uk/news/help-shape-your-parks.aspx>)

Insourcing of the Grounds Maintenance contract

Reduction in FCERM works

The following activity will change –

In order to support the implementation of the reform project – Environment – Pride in Sefton –the rationalisation of the staffing structures of associated land management functions will help to achieve increased focus and targeting of the limited resources remaining.

Impact of service change –

The community – People who benefit from the clean/green environment that the borough has to offer will be strongly encouraged to contribute to its upkeep and maintenance. This will be residents, other public sector partners, business communities and visitors. Park and Green spaces will become less manicured spaces in accordance with the Better Places, Greener Spaces initiative.

Partners/other organisations –

The council works with various third parties in its land management capacity. It is anticipated that a rationalisation of the staffing structure will mean that it will be easier for those third parties to navigate their way in the dealings with the Council. It is also anticipated that there will be increased reliance on the input from third parties to achieve an improved environmental outcome for the borough. The Grounds Maintenance contract will be insourced.

Council – Operational processes will change, staffing numbers will reduce

Culture shift from a council that does most maintenance of public spaces to a Council that facilitates those spaces being maintained by the wider community

Vision 2030 & Core Purpose – As part of delivering 2030 the Council and its partners are committed to working together to encourage all groups who want to improve the environment and demonstrate commitment to the natural environment. This will encourage people to work together to keep Sefton clean and green relying less on public sector services. This will facilitate Council Core Purpose.

Communications, Consultation & Engagement –

Type: Inform	<input checked="" type="checkbox"/>	Consult internal	<input checked="" type="checkbox"/>
Engage	<input type="checkbox"/>	Co-production	<input type="checkbox"/>
		Consult external	<input type="checkbox"/>

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Equality Impact Assessment

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Legislation Considered

Various employment laws

Staffing Implications

Number of staff in scope 10-12

Number of vacancies to be deleted from the establishment 3-5

Estimated number of redundancies 6-8

Savings – £895,000

Other work Pride in Place

Sefton's proposed approach focuses on proactive intervention rather than reactive, so people are encouraged and supported to take an active role in their community, and have a sense of collective responsibility and will also develop how the Council will enable this approach whilst continuing to deliver its statutory responsibilities.

It is based on a cooperative and intelligence led model, involving communities, charities, housing associations, public sector bodies and businesses with the council as facilitator and enabler.

The 'how' will include communication campaigns, harnessing the good work carried out by volunteers, community groups, Friends of Groups etc., councillors, third parties such as police, fire, housing associations and the business community to good effect. The how will also include improved ways to harness intelligence to target resources more effectively. Land management staffing structures will be focused in one department to make accessing the service more readily understood by members of the public and members. Cleanliness of our streets and bins will remain in Locality Services.

This project will consider the following

- The environment is vitally important to the residents, visitors to and businesses of Sefton. The value of our environment for amenity, leisure, pleasure, business, health etc. was a clear message arising from the Vision 2030 consultation.
- Involving the community in the maintenance of their own environment can have beneficial effects for health, community spirit, community resilience, friendship networks as well as having a positive impact on the image of the borough.
- Improving the presence of enforcement on the streets of Sefton will deter people from contributing to the environmental detritus and enhance the look and feel of the borough and the way people perceive the borough.
- Joining up the Council's current bulky waste service with established charitable

activity in these areas will enhance charitable opportunities. It will also, offer the opportunity to upskill individuals to upcycle donated white goods and provide a source of affordable goods to those in need.

- An intelligence led approach to enforcement and clean-up will ensure that reduced resources are targeted.

Outcomes:

Community: Involvement with their environment is hoped to shift the relationship between the Council and the community to one of a shared responsibility for the localities and landscapes.

Partners: Charitable/Voluntary partners will be directly involved in the collection, upcycling, redistribution of white and bulky goods within Sefton. Charitable/Voluntary/Business partners will be contributing more to the upkeep of their localities.

Council: Changed culture from one of the Council doing all maintenance to one of support to facilitate and encourage others to take on that responsibility. Changed culture regarding an ambassadorial role within the borough so as to exude pride in where they both work and for many live in the borough. Changed management structure and harness new ways of working within the Council following integration with respect to the oversight, maintenance and management of various land assets. Changed enforcement approach to increase environmental enforcement and presence to act as a deterrent to those tempted to allow dogs to foul or litter etc.

Impact of Change on –

The community – It is anticipated that members of the community will see:

- an improved environment in their local street, town, park, beach etc. with less litter, dog fouling etc.
- increased involvement from the community in taking responsibility to look after their environment facilitated by the Council through support and equipment.
- Transition from an exclusive council provided collection of bulky waste service to a shared collection with contributions from local charitable organisations able to benefit from the recycling of goods within their charitable networks.
- Increased enforcement on the streets dealing with environmental offences and to give prosecutions a higher profile.

Partners/other organisations – the Council and partners will need to work together

- to promote the changes and celebrate volunteering throughout the borough
- encourage and enable “Friends of” and other volunteer groups that will reduce the reliance on public sector services
- develop and promote a clean and green environment
- explore new ways of funding community capacity and
- introduce an integrated model for Making Every Contact Count

Some charitable organisations will directly benefit from being involved in the re-distribution of white goods.

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Other organisations such as parish councils, police, fire, housing associations, businesses will be asked to participate in and/or contribute to community clean ups.

Council – Operational processes will change, staffing numbers will reduce

Culture shift from a council that does most maintenance of public spaces to a Council that facilitates those spaces being maintained by the wider community

Vision 2030 & Core Purpose – As part of delivering 2030 the Council and its partners are committed to working together to encourage all groups who want to improve the environment and demonstrate commitment to the natural environment. This will encourage people to work together to keep Sefton clean and green relying less on public sector services. This will facilitate Council Core Purpose.

Risk & Mitigation

That the environmental enforcement cannot be delivered within the current budget. Mitigation for this would be increased communication campaign to deter people from littering, dog fouling etc.

That the amalgamation of the new land management services does not produce improved ways of working together and the communities don't benefit. Mitigation for this would be ensuring that staffing arrangements are reviewed against meeting service priorities.

People may find these proposed changes unacceptable as change can be difficult, challenging and sometimes uncomfortable for people and the workforce but the Council is at a point where doing more of the same or trying to do more of the same with less is going to fail communities in the future. Managing expectation is key in delivering this change. Support and training will also be provided to staff. Awareness raising communication campaigns will also support change in this area.

There may be resistance within service areas causing delays in identification of opportunities and realisation of changes/savings. To mitigate there will be ongoing awareness raising of the scale of the challenge facing the Council and workforce development activity to embed a "ready for change" culture.

Lack of buy-in from the community to do more for themselves and their communities. Communications campaign will focus on benefits and localities in need of development

That insourcing of the Grounds Maintenance contract will not achieve the anticipated savings. To mitigate the process and level of service provided will be kept under review following the transfer.

Impact Assessment Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

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Communications, Consultation & Engagement Type: Inform x Consult Engagement x Partnership x Consult internal x
Budget Planning Assumption £250k

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Section H - Asset and Property Maximisation

Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
Asset & Property Maximisation	All	3,300		3,300
	Totals	3,300		3,300

Section H Asset and Property Maximisation

Project description: This project will consider the property/assets opportunities arising from all other projects. It will look to maximise opportunities to improve operational efficiency, reduce revenue costs and maximise the capital and income potential.

This project will inform the asset-related decisions, and maximise capital receipt/revenue saving opportunities arising from:

- The reduction in the Council's size and consequential physical space requirements as a direct consequence of austerity and funding cuts;
- The reduction in physical space requirements as a result of service re-design arising from the PSR programme;
- The reduction in space made possible by the adoption of 'new ways of working' with improved ICT systems and infrastructure;
- The need to do something very different, quickly to maximize our assets

The Council is gathering, consolidating and spatially mapping business intelligence related to the Council's assets to inform the decision-making process. Data includes: location; tenure type; break dates in lease; anticipated value; operating costs; current and maximum occupancy; occupancy by partner groups; and anticipated cost of required investment if retained. To date this exercise has been completed and modelled for the corporate estate options, with work ongoing to gather data for the wider estate. As the modelling of the wider estate is dependent on the outcome of the options proposed, then this work will commence, and continue on an iterative basis. Pending the full outcome of the analysis above final options will set out consideration of the available options, likely to include:

- In-house delivery;
- Delivery through a contracted partner(s);
- Delivery through a Joint Venture with the private or third sector;
- Delivery through a created Special Purpose Vehicle;
- Delivery through a hybrid model.

The Council has a number of choices in respect of the delivery options these included the appetite from public sector partners to join the project/or not. The core demand for asset maximisation means that appropriate resources and skills will be needed. Each option presents the next step or logical sequence given the volume and demand to transform and maximise our assets following the re-provision of services.

The overall project fundamentally aims to move towards an agile and lean workforce.

This means that the Council will utilise physical, built, ICT and workforce differently, moving away from fixed locality working throughout the borough to provide a much greater customer focus.

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Outcomes:

An improved customer experience to citizens, delivered through:

- **An efficient estate** which is right-sized, located where needed and fit for purpose;
- **Greater partnership working** with buildings facilitating co-location of services and partners from the public and private sector; and
- **'New ways of working'**, with appropriate ICT infrastructure, space planning and management processes that allow staff to work in an agile manner where they need to be, without a reliance on a fixed-desk place of work.

Financial benefits

Job creation and wider social benefit realised through the regeneration work resulting from disposal and re-designation of council assets.

Budget Planning Assumption £3.3m revenue has been identified to date, within the medium term financial plan period.

Impact of Change, on –

The community – Other PSR projects will have an impact on the manner in which services are delivered: this project facilitates a potential, consequential change to the location from which they are delivered. However, through careful consideration of point-of-need, investment in retained assets (structural, technical and cosmetic) and co-location of services and partners the quality of service will be improved;

Partners/other organisations – Maximum benefits will only be realised from this project through open discussions with partners to share knowledge of current and future aspirations for property assets, followed by a collaborative approach to develop an appropriately sized, located, and configured estate to our mutual benefit. The Council will seek to engage with partners as soon as plans are sufficiently developed, and have appropriate approvals, to allow meaningful discussions.

Council – Changes to the working location and practices of our staff arising from this project will require careful consideration from a policy perspective, and extensive engagement to bring about the necessary culture change to facilitate a smooth transition.

Vision 2030 & Core Purpose – Vision 2030 states that Sefton will be a place with sustainable and resilient buildings, with people receiving the right help, in the right way at the right time, making the most of its assets to ensure residents enjoy local, coordinated support. This project will facilitate Council Core Purposes.

Risk & Mitigation

- Delivery of the Asset and Property Maximisation project is wholly dependent on appropriate progress being made on the other PSR projects, for which this is a facilitator. The programme will be carefully managed to ensure integration.
- Disposal and re-designation considerations will be impacted by changes in the local

and national property market. This will be actively monitored, with the timing / structure of disposal activity adjusted accordingly within individual assessments.

- Open market valuations will be utilized to assure best value/best consideration principles.
- Resistance to change may be experienced, due to change of use of asset, 'change to agile working processes or lack of engagement from potential co-location partners. Employ effective communication and build the consensus for change.
- Availability of in-house or industry capacity and capability to lead the project. This will be evaluated and carefully considered when selecting the delivery option / blend of delivery options to take this project forward at the next stage.

Impact Assessment Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services. The impact on the Community (ies) will be assessed on a site by site basis.

Communications, Consultation & Engagement Type: Inform x Consult
 Engagement x Co-production x Consult internal

The lease on Merton House will be considered as part of this project.

Change Description: Lease Merton House, Stanley Road, Bootle, Merseyside. L20 3DL

Merton House, Bootle is a Corporate Asset that is currently leased by the Council. The Council will exercise termination options within its leases.

It is proposed to commence implementation of the following change: The accommodation the Council uses within Merton House will be vacated in 2018/19. All staff (approximately 455 in number) will be engaged and consulted as part of the migration plan for the building.

The following will change - Changes to the working location of staff.

Impact of service change –

The proposals to Merton House should not impact the service offer directly. Services that are currently accommodated in Merton House are:

Homelessness Team - Regeneration and Housing

Regeneration and Housing, Children's and Adult Social Care

Children's Social Care

MEAS (Merseyside Environmental Advisory Service)

Children's Social Care

Leisure – Health and Wellbeing

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Public Health – Health and Wellbeing

Children’s Services

Commissioning Support and Business Intelligence

Commissioning Support and Business Intelligence

Financial Management – Corporate Support

Schools and Families -

Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage internal Co-production Consult external

Equality Impact Assessment –

- The Council will comply with DDA requirements
- Officers will comply with HR policies and procedures.

Legislation Considered

Equalities Act (DDA)

Risks & Mitigating Actions

- Resistance to change may be experienced, due to change of use of asset, adoption of agile working processes or lack of engagement from potential co-location partners. Employ effective communication and build the consensus for change;
- Concerns over the Council withdrawing from Bootle as a location; this is not the case. The Council will maintain a strong presence within Bootle and be at the centre of the regeneration of Bootle.

Staffing Implications

Number of staff in scope There are approximately 455 staff located at Merton House whom will be engaged with over the course of migration planning

Number of vacancies to be deleted from the establishment NA, none as a result of this proposal directly

Estimated number of redundancies NA, none as a result of this disposal directly

Savings

£876,000.00 directly attributable through vacating Merton House (with an estimated direct exit cost of £100,000).

Section I – ICT & Digital Inclusion

Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
ICT, Customer Interface & Digital Inclusion	A Council ICT reduced expenditure	3,439	0	3,439
	B Customer Interface (includes One Front Door approach)	300	0	300
	C Digital Inclusion	0	0	0
	Totals	3,739	0	3,739

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Section I - ICT

Project description: This project will reform ICT provision, the customer experience and drive the digital inclusion agenda for the borough. All elements of this project aim to deliver against the Vision Outcomes Framework.

This project consists of three work streams: **A. Council ICT**; **B. Customer Interface** (including provision of a 'One Front Door approach'); and **C. Digital Inclusion**,

WORK STREAM A: Council ICT: This project will re-design and develop the Council's ICT and core transactional HR and finance services in order to align with the requirements and aspirations of the organisation.

As the Council delivers its Framework for Change programme and 2030 vision, it will be essential that core ICT and transactional services can support this agenda. The Council is therefore currently determining its future business requirements and the options that are available for the delivery of these. The specifications developed by the Council will, therefore, feed into this project in due course.

It is anticipated that these requirements will be defined at the start of 2017. Following this transition planning will commence to the new operating models and the required transformational activity that is required to support the organisation will also start. A key part of this project will also be to ensure that legislation changes in respect of Revenues and Benefits services are implemented efficiently and effectively in order to support residents and ensure income levels to the Council are maintained

This is needed -

- To improve the provision and performance of ICT and transactional services;
- To support the Council's framework for change and delivery of the 2030 vision;
- To develop and implement agile working across the Council, thus allowing the provision of more efficient and effective services;
- To increase and improve system integration both within the Council and with partner organisations and
- Develop a mature business intelligence function in order to support all Council services as effectively as possible.

WORK STREAM B: Customer Interface: The maximisation of opportunities from all customer contact channels in order to improve the customer experience and provide the best value for money service possible by taking a bolder approach to channel shift and developing a longer-term customer strategy. Included within this work stream is recognition that there are multiple "front doors" by which customers can contact the Council and each respond to meeting needs differently. This is an opportunity to consolidate them and create a new customer experience.

The new operating model will see a greater drive towards co-location for face-to-face and terminal based self-serve Council services (all services are in scope). There will be an active drive to shift as many processes on line as possible. This will be underpinned by improvements to the website. There will be greater integration of Contact Centre and all Council services, with a particular focus on Adults Social Care processes, to improve the

customer experience.

The Council will implement a Customer Interface Tool to support this “channel shift” and deliver a customer account approach, where people can track progress and view key information. A digital marketing and communication tool will also be introduced to increase digital engagement, grow digital audience by cross-promoting content, maximise the use online services, and build communities around data.

This will require developing a One Front Door approach for customer access, mechanisms for channel shift, learning from compliments and complaints plus the development of a longer-term customer strategy for 2018 and beyond.

This is needed

- To improve the customer experience and meet modern day expectations;
- To develop a more cost effective, quicker and more responsive interface between the council and its citizens;
- To remove the demand and non-value steps in processes being passed along processes including the ASC pathway; and
- To improve data exchange between organisations and within the Council.

WORK STREAM C: Digital Inclusion: Focusing on reducing the digital divide and ensuring access for our residents to effective digital skills and employment skills.

The Council needs to develop a borough-wide strategy with its partners in order to improve digital skills and digital inclusion for communities in Sefton. At its heart is a commitment to develop a Digital Inclusion Partnership with the widest range of public, private and community partners. The Partnership will engage key stakeholders and prepare a well-evidenced Strategy and action plan for Digital Inclusion.

Objectives

- To develop a partnership approach to digital inclusion;
- Increase and improve the digital skills of citizens, support the growth of digital business
- To improve access to service via digital means
- Increase and improve digital access for the digitally excluded.

It is proposed to commence action/ implementation of/ consultation on the following change –

New business requirements and ICT opportunities will be identified and the Council’s transformation programme will be supported from that point and on a continual basis. The current third party contract for these services runs until September 2018 and any changes to delivery models will take effect from that point. As a result, in advance of September 2018, there will be continual engagement with staff through the recognised Trade Unions.

Change Description:

In order to reflect the changing requirements of the Council and its partners, a full review of ICT, transactional HR and finance and Customer Services will be undertaken. Following the identification of business requirements, the most appropriate delivery model for each

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service will be identified.

It is anticipated that the Council will take advantage of the opportunity to automate processes, develop the range of options for how it will interface with residents and partners and as a result will reduce the cost of delivery. This will be supplemented through exploiting the latest ICT opportunities and the maturing of that market.

The following activity will change –

There will be an improvement in the provision and performance of ICT and transactional services;

These services will support the Councils framework for change and the delivery of the 2030 vision;

Agile working will be developed and implemented across the Council, thus allowing the provision of more efficient and effective services;

There will be increased and improved system integration both within the Council and with partner organisations; and

A mature business intelligence function will be developed in order to support all Council services as effectively as possible.

The Council will provide improved customers services and offer more efficient and effective routes by which residents can engage with it

Outcomes:

Service Users – There will be an improved experience for customers and stakeholder that meets modern day expectations. This will provide increased flexibility and choice for customers in how they engage with the Council

Partners –. Partners will be able to engage with the Council on a more effective basis and there will be greater flexibility and opportunity for collaboration

Council – Sefton will be at the forefront of Local Government ICT and transactional services provision which will support delivery against the 2030 Vision and the business requirements of the organisation. This will result improved employment opportunities and access to digital services.

ICT will support agile and mobile working and the use of technology will promote effective working practices. Through the development of the Customer Interface, residents and partners will interact with the Council in a method and manner that is most appropriate for them and which provides a first class customer experience.

Digital Inclusion A key element in the Councils vision is the ability to support and engage with residents and partners. By being a lead partner within Sefton the Council is hoping to play a key role in the development of the digital agenda. This will include education

provision, supporting infrastructure development and developing the channels and routes for residents , business and partners to engage as effectively as possible

Impact of Change on:

The Community –The development of the Councils ICT service will support its transformation agenda and enable it to deliver its services to residents in a more effective manner. This will include the development of locality working and where appropriate the co-location of resources. Residents accessibility to services will improve while other services will become digital by default.

This project will improve the customer experience for residents, business and partners. Through this work and in particular the development of ICT, the development of locality working and the co-location of resources will be supported thus providing improved services to communities. Accessibility to certain services will also improve while other services will become digital by default.

Partners/other organisations – As the Council seeks to develop its relationship with partners and work in collaboration, it will be important that arrangements are put in place in order to share data and where appropriate systems. Through this work it will be easier for partners to interface and engage with the Council thus allowing the opportunity for improved communication, engagement and joint working. This will also provide the framework for the integration of working practices and systems if appropriate.

Council –The Council will seek to maximise the opportunities from its existing ICT technology and will make investment in new functionality in order to support effective service delivery and business transformation. Improved ICT will support agility and resilience within the Council and the transformational activity that is required over the next 3 years. In addition developments in Customer Services will help the Council meet the requirements and expectations of its residents

Vision 2030 & Core Purpose – As part of delivering 2030 the Council and its partners are committed to working together so Sefton becomes a digital borough and with improved access to digital technology. It is important to be aware that the approach will seek to enable a borough connected by people, supported by technology.

Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage Co-production Consult external

Equalities Impact Assessment

The Council will comply with legislation. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services and engagement with recognised Trade Unions.

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Legislation Considered

In the event that any of the services within scope are to be procured, the appropriate regulations will be followed. Likewise where TUPE will apply full engagement of staff and the recognised Trade Unions will take place.

Any new arrangements for ICT will need to be designed so as to ensure that information law is readily complied with.

Risk & Mitigation

There are a number of risks within this proposal as detailed below

- **Current ICT provision**-the current ICT provision will need to be enhanced both to support transformation within the Council and engagement with residents and partners. Investment requirements have been identified for consideration
- **Capacity**-to develop the range of services, introduce new ways of working and new delivery models will require the commitment of internal and specialist external resources between now and the end of 2018. At present a project and transition plan is being developed to support this and identify the appropriate resource requirements
- **Business Requirements**-it will be essential that the business requirements can be clearly articulated and defined in order that delivery models and key outputs are directed to delivery. Any scope 'creep' will result in service disruption

Delivery of effective Council ICT is dependent upon the organisation defining its business requirements in order that development activity can be prioritised and delivered.

Capacity

There is a risk that available resource to implement the Framework for Change would not be sufficient to cover the scope of the work included within these 3 work streams. In order to mitigate a robust governance structure will be set up in order to ensure that internal and where required, external expertise is aligned to the delivery of key objectives and milestones.

Culture – This project will require the Council to clearly articulate its business requirements and will inevitably require staff to work in a different manner as it seeks to exploit technology to support transformation. This will require management and staff to change business processes and working practices. In order to mitigate this appropriate training and workforce development activity will be undertaken

Staffing Implications –At present the staffing impact of these proposals is not known. This will depend on the final agreed target operating model and delivery options selected. Full engagement with the recognised Trade Unions will take place throughout the process in order that all staff are aware of any potential implications

Savings Summary

Council ICT: It is anticipated that a fundamental review of all aspects of ICT and transactional services will **achieve savings of £3.1 million - £3.4 million.**

Customer Interface: It is estimated that **£300,000 will be achieved through savings the review of the 'Single Front Door'**. In addition, the new digital customer contact systems, alongside better use of data, will allow the Council to operate more efficiently and provide an improved service in the future, which, in the long term will provide savings. However these cannot be quantified at present until end-to-end process reviews are completed and customer response to change is better understood; and

Digital Inclusion: No savings are anticipated to materialise from the Digital Inclusion project, but currently there is virtually nil spend on this aspect.

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Section J - Commissioning & Shared Services

Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
	Integration of resources	260	0	260
	Contract Review	716	0	716
	LCR Procurement	1,500	0	1,500
	Shared Services	250	0	250
	Contract Compliance	532	0	532
	Totals	3,258	0	3,258

Project description: This project is: the development and improvement of commissioning skills, resources and processes; undertaking a major review of current contractual arrangements; working more closely with LCR partners to jointly procure goods and services; and development of shared services.

In particular it is about establishing best practice and developing ground-breaking commissioning approaches. A range of financial and non-financial benefits will be achieved by skilling, empowering and supporting colleagues to commission more effectively for desired outcomes.

The project will

- Embed effective commissioning practice across the Council and partners by
 - investing in the workforce to develop the required knowledge, skills and understanding
 - improving commissioning processes and practice
 - taking a One Sefton approach to commissioning
 - commissioning at a regional level as appropriate
- Review, develop and further integrate internal resources across the Council, to improve alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning;
- Undertake a Major Contract Review to identify what is spent, what outcomes are to be achieved and terminating, combining, re-procuring or renegotiating contracts as appropriate.
- Introduce new policy and approaches to achieving Social Value through commissioning and procurement. This will form part of a change programme for contract managers and commissioners to ensure that service areas have robust and

consistent procedures in place to ensure they achieve value for money and maximise Social Value from commissioned and procured activity.

- Developing a more strategic approach to drawing in 'new funding', more effectively aligning bidding for funding with commissioning priorities and intentions
- Reducing spending, achieving better value and improving outcomes by developing a programme of joint sourcing and commissioning with partners across the Liverpool City Region (LCR) and wider.
- Reduce delivery costs, increase sustainability and improve outcomes by developing shared services with partners from across Sefton, LCR and wider. The first stages are to identify the gain for Sefton (e.g. financial, quality/impact, sustainability etc.); confirm which services offer the greatest potential as shared services; agreeing the scope of those shared services; and implementing a programme for the delivery.
- Create a data observatory which holds all information and data relating to Sefton residents and businesses and provides the specialist research skills and expertise to support of strategy and policy. The initial phase of the Data Observatory will be to more effectively connect internal resources and information sources to better inform decision making within the Council by removing inefficiency and duplication whilst enhancing skills/capacity. Over time, a shared observatory with partners could be developed to further remove duplication and enable greater expertise.

Alongside the services it provides directly, the Council also currently has approximately 1000 contractual arrangements in place for goods, works and services, accounting for a significant proportion of its overall spend. The combination of austerity and rising demand, particularly in the form of a local ageing population, is challenging the viability of the services the Council provides.

The Council cannot deliver against the priorities by doing what it has done in the past. The embedding of a commissioning mind-set, culture and effective practice, together with improved alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning is an important enabler for the delivery of the whole Framework for Change programme and broader public sector reform. In particular, the project will seek to increase the consideration commissioners give to the full range of resources (including markets, community assets and citizens themselves) and approaches available (including influencing, facilitating, encouraging others to act) to achieve desired outcomes, rather than just procuring or providing services.

Key elements of the project, including the review of contracts, joined up procurement with LCR partners and the development of shared services, will deliver improved value for money and cashable savings. Alongside this the Council will facilitate, develop and commission in partnership with communities, providers and other stakeholders, new ways of ensuring our residents have the services and support they need when they need them.

Work packages

(i) _____ Integration of resources

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Change Description: Review, develop and further integrate internal Commissioning Support and Business Intelligence resources across the Council.

This seeks to develop the Council's internal commissioning model to improve the impact and outcomes achieved. This requires better alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning and will involve:

- Embedding a commissioning mind-set and culture with all decision makers within the organisation;
- Developing and improving commissioning skills, resources and processes within the Council;
- More closely integrating systems, processes and staff involved in and supporting commissioning throughout the commissioning cycle.
- Further developing our commissioning approaches, establishing and spreading best practice, developing ground-breaking commissioning approaches to address the most challenging issues and commissioning with partners when appropriate.

Closer integration of staff involved in and supporting commissioning throughout the commissioning cycle across the Council will include: identifying those staff undertaking business intelligence, commissioning support, procurement & performance activities across the Council; identifying the cost and budgets associated with those staff/activities; establishing closer working arrangements and relationships; further integration of some staff into the Council's Commissioning Support and Business Intelligence service; establishing more effective systems, processes and practices; reducing inefficiency and duplication; and reducing the cost of commissioning support across the Council.

It is proposed to commence action/ implementation of/ consultation on the following change –

Better alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning, through further integration of staff involved in these activities, leading to a reduction in the cost of commissioning support and business intelligence across the Council.

The following activity will change –

Closer working arrangement/relationships will be established between staff across the Council involved in and supporting commissioning throughout the commissioning cycle. Some staff will be integrated into the Commissioning Support and Business Intelligence service whilst others may remain within service teams but working more closely with the Commissioning Support and Business Intelligence service. Systems, processes and practices will change to reduce inefficiency and duplication and improve impact. The overall cost and staffing resource supporting commissioning across the Council will be reduced during the MTFP.

Outcomes

Service Users – There will be increased transparency of process and improved impact from commissioned activity, leading to improved outcomes and increased value for money.

Partners – Internally joined-up commissioning and improved intelligence will facilitate improved planning processes, improved commissioning and better value for money. It will also identify the opportunities for joined-up commissioning with partners, including the development of shared services. This will require partners to agree to prioritise and agree ownership of priorities.

Council – A new way of working across the organisation leading to improved business intelligence, commissioning and procurement, with a greater emphasis on impact and outcomes.

Impact of service change –

Service Users –. New approaches will encourage a new relationship between the Council and its communities/citizens and greater community involvement in shaping services, strengthening their voice in decision making.

Partners – It will place the Council in a better place for effective joined-up commissioning with partners. The Council will seek to develop that approach where appropriate and, in particular, in support of delivering against Vision 2030. This will require partners to agree to prioritise and agree ownership of priorities and share data and intelligence.

Council – Operational processes and lines of reporting will change. Efficiency and effectiveness of staff and processes will increase. Duplication will be removed. Staff understanding, knowledge and skills will improve. Staffing numbers will reduce.

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment –

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Legislation Considered –

Effective Commissioning and contract management are implicit within the Best Value duty and also feature within statutory guidance. The Care Act 2014, in particular, places a duty on Local Authorities to develop the market for Adult Social Care services, so that services are available for all residents, including self-funders. Whilst not a specific legal requirement effective commissioning will increasingly involve market and community capacity development in other areas too.

There are a number of statutory requirements relating to Information Management and

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Governance (e.g. Data Protection, Freedom of information, Environmental Information) and many pieces of legislation and government guidance which prescribe the many statutory returns the Council makes

There are legislative and case law requirements associated with the duty to consult on service changes, reduction or cessation.

All of these areas are typically supported by commissioning support and business intelligence staff across the Council and will need ongoing consideration as part of this proposed change.

Risks & Mitigating Actions –

Risks include reduced capacity to meet statutory obligations and service demand associated with the breadth of work undertaken. In mitigation the Council will continue to seek to increase efficiency and remove duplication, including identifying opportunities to automate reporting, reduce manual intervention and improve management ability to produce and analyse data.

The scale of re-commissioning, re-procurement and market development across the Framework for Change Programme (FFC), together with the Business as Usual (BAU) commissioning, procurement and business intelligence activity presents a real challenge to the resources available. In particular, there will be a need to carefully manage potential conflicts between the integration/reduction of internal resource and ability to support FFC/BAU. This will be mitigated by close working across the Framework for Change Programme and Strategic Leadership Board; phasing of activity and savings; ongoing prioritisation/risk assessment of work undertaken; and monitoring at FFC Programme Board.

Staffing Implications

This change relates to all staff across the Council involved in and supporting commissioning throughout the commissioning cycle, and in particular, those staff undertaking business intelligence, commissioning support, procurement & performance activities across the Council. Some staff will be integrated into the Commissioning Support and Business Intelligence service whilst others may remain within service teams but working more closely with the Commissioning Support and Business Intelligence service.

The overall cost and staffing resource supporting commissioning across the Council will be reduced during the MTFP. Where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option

Number of staff in scope To be determined in Phase 1 of delivery.

Number of vacancies to be deleted from the establishment None currently identified

Estimated number of redundancies - 6-10 posts.

Savings – - £260,000

(ii) SMBC Contract Review

An analysis of the contracts held within the Council's Contract Registers has been carried out and those thought to provide scope for savings have been identified. Separate assessments of the scale of potential savings have been undertaken by procurement, commissioning support and service Contract Managers in order to arrive at a reasonable level of confidence in the figures included within this proposal.

A high-level analysis, based on samples of all active contracts on the Council's Contract Register, has been undertaken. The high level analysis identified the following:

Table 1: High level contract analysis

Contracts Reviewed	Total Value	Annual Value	Number of Contracts
Contract Value > £500k	£415m	£71m	43
Proportion of total contracts	86%	95%	25%
<i>Contracts >£500k in scope</i>	<i>£78m</i>	<i>£17m</i>	<i>31</i>
Contract Value <£500k	2.5m	0.7m	20
Total Contracts Reviewed	£417.5m	£71.7m	63
Proportion of Total Contracts Reviewed (by value)	86%	96%	36%

A subsequent line-by-line review was then carried out for each of the contracts sampled in the 2 sample sets, which included assessing: what the contract is for; is the contract necessary; is it out of scope (e.g. in scope of another Project); current status (e.g. already out to tender, specification already rewritten/tightened, extension taken etc.); will it be part of LCR Procurement Hub work stream; is it part of another joint procurement/framework (e.g. have savings already been realised through existing collaboration); size of market, where known and considered relevant (e.g. particularly small markets restrict scope for saving); and spend driver (e.g. to identify the extent that the spend is controllable). Based on this analysis the Savings Potential of each contract was assessed.

Sample 1: >£500k

All contracts over £500k were analysed. This gave coverage of 25% of total contracts, 86% of total spend and 95% of annual spend.

Sample 2: <£500k

Sample 1 covered 43 (25%) of the contracts on the Contract Register by volume (rather than value). To understand more about the remaining 131 smaller contracts on the Register, a

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separate randomly selected sample of 20 contracts <£500k has been analysed from 2017 list to understand the nature of these contracts and the potential for savings.

The sample was then reviewed in detail as per sample 1. Many more of these contracts were found to be non-recurrent (i.e. one-off procurement of goods, works or services) so were deemed out of scope.

The annual value of the 20 sampled contracts (per the Contracts Register) is £725,860. Savings of £17,428 were identified from this sample (2.4% of the value for the sample). These savings were split over 2017/18 (1.9%) and 2018/19 (0.5%). These figures have then been extrapolated across all contracts on the register under £500k to identify the potential achievable saving.

Additional research has also been conducted across the organisation to identify the service areas where commissioning and procurement takes place. This exercise has helped identify where the Commissioning Support Team can target their resources and support service areas to improve their approaches to commissioning and realise savings.

I Want Finance Spend Review - It is recognised that there is considerable spend, £98m (2015/16), that is being approved through I Want Finance. Some of this is for utilities and specialist transport provision, or relates to contracts referred to above, however, further analysis and scrutiny of this expenditure is expected to yield further cashable savings (up to 0.5%), particularly through consolidation of individual spend into framework contracts where better rates will be achieved.

Budget Planning Assumption £716k

b LCR Procurement Hub

In order to test the concept of a regional Procurement Hub the LCR Chief Executive's Group has agreed to establish a Virtual Procurement Hub across participating authorities within the Liverpool City Region (currently, Halton; Knowsley; Sefton; St Helens; Wirral and Mersey Travel).

The ambition from the Chief Executives is to develop: a LCR procurement strategy; a full category management approach; clearly define targets; consider a formal agreement between partners and commit to common culture, ways of working for example; rules, processes and practices.

The implementation plan follows the structure and vision set out in the Local Government Association National Procurement Strategy for Local Government in England 2014.

A "virtual" procurement hub approach will support the delivery of the partner's priorities by implementing the following key objectives:

- Deliver economies of scale

- Maximising opportunities
- Achieving savings and benefits
- Securing performance
- Providing functional resilience

In proposing the new delivery model broad research was undertaken to examine business models that exist already and to critique their performance. The level of saving identified within this proposal is based upon typical levels of saving achieved by similar approaches elsewhere, which range between 1% and 15%.

At present details about which contract will be procured jointly as part of the LCR Procurement Strategy have not been agreed. The contracts to be included are expected to be confirmed during quarter 4 2016/17.

Budget Planning Assumption £1.5m

c Shared Services

Research has been conducted into how services are being shared by other Local Authorities and the impact of this, including the typical savings that can be achieved. Locally, a list of shared services that Sefton is currently engaged with has been compiled, together with the perceived benefits, including shared knowledge, reduced duplication of services, increased resources and economy of scale savings. Services have also identified further service opportunities which could be developed as shared service.

A number of areas have been specifically identified by the Liverpool City Region Chief Executives as having potential as shared services and are currently being reviewed at LCR level. These include:

Specialist Transport	Procurement Hub
Leisure, parks and libraries	Health and Social Care
Learning Disability	Children's services
Education services and School improvement	Income generation
One public estate	Back office (transactional services)
ICT	Digital inclusion
Culture and Tourism	

The first stages in delivering this shared service work stream are to identify the gain for Sefton (e.g. financial, quality/impact, sustainability etc.); confirm which services offer the greatest

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potential as shared services; agreeing the scope of those shared services; and implementing a programme for the delivery.

Budget Planning Assumption £250k

d Contract Compliance Audit (potential mix of windfall and recurring savings)

This proposal is based upon experience within other organisations that shows that detailed audit of key contracts with particular payment structures can identify overcharging by suppliers or overpayments by purchasers.

Initial analysis has identified at least 10 contracts (6%) from the Contracts Register where the nature of the payment structure suggests that, from the experience elsewhere, there is potential for overcharging/overpayment and therefore potential cost recovery.

For each of these contracts this analysis has also sought to identify whether the potential for cost recovery is high (e.g. because there are lots of individual payments made against the contract based on agreed rates for a basket of goods/services) or low (e.g. there are a small number of large payments made against the contract so there is limited scope for errors; there are robust contract monitoring processes in place; or because the contract value is small the cost of recovery would be disproportionate to the funding recovered).

Budget Planning Assumption £532k

Outcomes

Community: There will be increased transparency of process and improved impact from commissioned activity, leading to improved outcomes and increased value for money. Joined up approaches through commissioned services with better partner ownership will improve accessibility and the provision of information & advice. The introduction of a Social Value policy and an enhanced approach will seek to secure wider social benefits for Sefton as whole.

Partners: Joined-up commissioning and improved intelligence will facilitate improved planning processes, deliver better value for money and identify the potential for shared services. This will require partners to agree to prioritise and agree ownership of priorities.

Council: A new way of working across the organisation with a greater emphasis on outcomes, impact and social value. This will require the Council to adopt new policies and test new approaches. Where appropriate the Council will share services across the Liverpool City Region and other partners.

Impact of Change, on:

The Community – The change in approach will mean that the Council and its partners will explore new solutions with our communities to make a positive difference to people's lives and the environment. This will encourage a new relationship between the Council and its communities/citizens and greater community involvement in shaping the delivery of services in local neighbourhoods, strengthening their voice in decision making. To maximise the

opportunity to improve outcomes the community will need to aware and or agree to data being shared between organisations.

Partners/other organisations – Through this change the Council and partners will encourage the community to be involved in shaping the delivery of services in local neighbourhoods. In doing so the Council and partners will explore innovative ways of working to enable community capacity to grow and strengthen. To enable this change partners will need to share data.

Council – Operational processes will change, staffing numbers will reduce, and there will be a greater emphasis on development of the market and community capacity.

Vision 2030 & Core Purpose – As part of delivering Vision 2030 the Council and its partners are committed to working together to unlock the borough's collective resources for the benefit of all. The proposed changes will enable the Council and partners to develop clear commissioning policies and approaches that promote and encourage health and wellbeing.

Risk & Mitigation

Capacity – There is a risk that available resource will be insufficient to support implementation of this project whilst also supporting other projects within the Framework for Change Programme and delivering the 'business as usual' requirements of the Council. The Strategic Leadership Board and Cabinet would continue to prioritise the Council's Framework for Change aims and agreed outcomes and the team could be supplemented by specialist skills as required.

Major Contract Review – Existing contractual timelines and cost of early termination could delay opportunities for integration and/or shared procurement and services. To mitigate this there will be clear options appraisals undertaken for each contract/service under consideration and this will be subject to decision making process.

There is a risk of challenge if contracts are terminated early which in turn may impact on the reputation of the Council. To mitigate robust decision making will be required underpinned by clear communications approaches.

Contract compliance audit may fail to realise the anticipated cashable savings if it identifies that over payment has not occurred. To mitigate this there will be further data analysis, spend analysis and clear options appraisals undertaken for each contract/service under consideration.

Marketplace – the marketplace may not develop at the required rate, the Council will seek to explore/co-produce with partners and providers, alternative and more efficient ways of meeting assessed care needs.

Reduction of demand will only be sustainable if there is a robust infrastructure to underpin support within the community, some community projects lack sustainability under current funding arrangements

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Culture – there may be resistance within service areas causing delays in identification of opportunities and realisation of changes/savings, particularly in respect of terminating, reducing or merging contracts and development of shared services. To mitigate there will be ongoing awareness raising of the scale of the challenge facing the Council and workforce development activity to embed a “ready for change” culture.

Impact Assessment

Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

Communications, Consultation & Engagement Type: Inform, Consult, Engagement, Partnership, Consult internal

Table 1 – Business Efficiencies & Other Financing Changes

	£000
Review of Treasury Management Policy	2,000
Better Care Fund (para 2.4 of Chapter 4)	11,583
Delete a vacant Highway Engineer post	37
Delete a vacant Transportation & Highway Infrastructure Support Officer post	19
Delete vacant hours in Highway Safety Team Leader post	28
Delete vacant hours in Structural Engineer post	10
Delete: Traffic Technical Officer	33
Delete: 0.4 x Traffic Management officer	18
Reduce subsidy to Formby Pool	100
Reduction in printing for electoral services	20
Legal Services efficiencies	40
SEN – Reduction in Service Manager Post	80
Total	13,968

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Table 2 – Service Options

		£000
Children’s Social Care		
	Review of residential provision i.e. Children’s homes for Looked After Children (LAC)	200
	Reduction in staffing establishment	318
	Review of allowances and contracts	199
	Children’s Services initiatives	15
Locality Services Provisioned		
	Reduction in staffing establishment	294
Locality Services - Commissioned - Transportation & Highway Infrastructure		
	Decommission Street Lighting depot operation in its entirety and tender works.	302
	Cease the function of night scouting	13
	Senior Sustainable Travel Advisor post	44
Public Health		
	Health Checks	300
Commissioning		
	Review of Commissioning Support	80
Regulation & Compliance		
	Phased cessation of the Council’s internal delivery service for post.	110
	Environmental Services, Environmental Protection, Licensing and Trading Standards	500
	Introduce a range of charges for services provided by the registrar	40
	Reduce cost of democratic services	124
	Total	2,539

Children’s Social Care

<p>Service Description: Children’s Social Care - Review of residential provision i.e. Children’s home for Looked After Children (LAC)</p>
<p>It is proposed to commence consultation on the following change – To review in house provision to ensure that it meets the needs of current and future potential cohorts of LAC and is cost effective. To change the purpose and function of current in house children’s home provision and /or to test the market with a view to commissioning placements more effectively and therefore cessation of providing residential service.</p>
<p>Rationale for service change proposal –</p> <p>The Council’s reducing resources requires a rigorous prioritisation of activity. The majority of LAC who require residential care are not in a Council provided service. Recent experience of commissioning a residential service has highlighted that this is more cost effective than providing in house.</p> <p>In addition current residential provision is not consistently meeting the needs of our current cohort of LAC and therefore if the Council is to continue with in house provision then it needs to ensure that it is fit for purpose and cost effective.</p>
<p>The following activity will change, stop or significantly reduce –</p> <p>The provision of Council provided residential children’s homes will potentially stop if this is the most effective way of supporting our LAC or change to ensure that the needs of our children are met in a cost effective way.</p>
<p>Impact of service change –</p> <p>Service Users – There are currently young people living in Council children’s homes.</p> <p>Partners – N/A</p> <p>Council – Change or cessation of service would result in staff reductions.</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input checked="" type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p>
<p>Equality Impact Assessment –</p> <ul style="list-style-type: none"> • Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services. • Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required
<p>Legislation Considered –</p> <p>Children Act 2004 Safeguarding Vulnerable Groups Act 2006(Tab content hidden)</p>

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Children and Families Act 2014
Children and Young Persons Act 2008
Education Act 2011
Various Employment law
HR legislation

Risks & Mitigating Actions –

There is a risk that costs may temporarily increase whilst changes are progressed as changes or closure can only be implemented as children currently in placement move on safely and appropriately.

There may be increased cost as staff move on to other employment and agency staff may have to be employed.

Staffing Implications

Reduction in staff if change of purpose and function and potentially all staff if following review closure is progressed.

Number of staff in scope 14

Estimated number of redundancies 4 to 14

Savings

£200k

<p>Service Description: Children’s Social Care Reduction in staffing establishment in Children’s Social Care</p>
<p>It is proposed to commence consultation on the following change – Reduction of a number of posts and regrading of one post.</p>
<p>Rationale for service change proposal –</p> <p>The Council’s reducing resources requires a rigorous prioritisation of activity. Children’s social care is looking to restructure to meet the recommendations and implement the Ofsted improvement plan; the proposed restructure will be reported separately but will be within available remaining resources.</p> <p>As part of this review a number of posts have been identified for deletion or regrade.</p> <p>The aim of the restructure as part of the Ofsted improvement plan is to increase social workers, frontline managers and Independent Reviewing Officers. It is proposed that the Advanced Practitioner and Service manager post are reduced in year 2 to ensure improvements are implemented.</p> <p>The team manager post was part of the additional posts identified in the new structure, further review and challenge of the proposed structure has identified that one less management post can be managed safely and still provide appropriate management oversight.</p> <p>The fostering team will have a key role in driving the LAC reforms in PSR review has identified that the team would still have sufficient resource to drive this reform even with deletion of these posts.</p>
<p>The following activity will change, stop or significantly reduce –</p> <p>Fostering service – Reduction of 2 social work posts</p> <p>Management structure – Reduction</p> <p>Administration Reduction</p> <p>Review of Legal Support work</p>
<p>Impact of service change –</p> <p>Service Users – Services may be delivered differently but no reduction in service proposed</p> <p>Partners – N /A</p> <p>Council – Reduction in staff and potential of redundancies</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p>
<p>Equality Impact Assessment – Officers will comply with HR policies and</p>

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procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

Legislation Considered – Various employment laws

Risks & Mitigating Actions –

There is a risk that these reductions will impact on capacity to deliver Ofsted improvement plan. However this has been considered and is reflected in the phasing of the reductions.

Staffing Implications

Reduction in staff and redundancies

Number of vacancies to be deleted from the establishment N/A

Estimated number of redundancies 6

Savings £318,500

<p>Service Description: Children’s Social Care Review of allowances and contracts</p>
<p>It is proposed to commence action/ implementation of/ consultation on the following change –</p> <p>To review a range of allowances and contracts with a view to recommissioning, reducing or cessation.</p>
<p>Rationale for service change proposal – The Council’s reducing resources requires a rigorous prioritisation of activity.</p>
<p>The following activity will change, stop or significantly reduce –</p> <p>Penmachno – has now been auctioned and caretaker made redundant therefore maintenance allowance no longer required.</p> <p>Stop Adoption Settling in Allowance – Council currently offers all adopters a one of payment of £250 per child settling in allowance.</p> <p>End contract with Tri-X - Tri-X currently provide online policy and procedures for children’s social care, plan to bring this in house and manage through intranet.</p> <p>Surplus of Placements North West Payment – Expecting payment to be approximately £6000 for annual subscription which will leave a surplus in the budget. It is important to remain a part of Placements North West as this collective commissioning of placements for Looked After Children and drives cost down.</p> <p>Do not recommission Family Group Conferencing – current contract has ended and was not recommissioned as provider was not effective. The Council will look at how it can provide this service in a different way.</p> <p>Review contract with Alder Hey CAMHS – In line with Children’s Emotional Health and wellbeing Strategy and through the Integrated Commissioning Group review contracts and commissioning priorities.</p>
<p>Impact of service change –</p> <p>Service Users – services to be reviewed and may be delivered differently but no reduction in service</p> <p>Partners – Through integrated Commissioning Group work with Alder Hey CAMHS to meet the priorities of Children’s Health and Emotional Wellbeing Strategy</p> <p>Council – reduced costs and changes to process</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input checked="" type="checkbox"/></p>

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Equality Impact Assessment –

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change.

Legislation Considered – Allowances will be given in accordance with requirements of schemes and legislation.

Risks & Mitigating Actions –

Reduction in CAMHS contract may lead to increased pressures in the service, however will this be mitigated by Integrated Commissioning with an emphasis on earlier intervention and prevention reducing the need for Tier 3/4 CAMHS.

Family Group Conferencing is an important resource however the Council will seek to deliver this differently and look at other potential streams.

Staffing Implications None for Council employees

Savings

Total : £199,050

Service Description: Children's Services Initiatives
It is proposed to commence action/ implementation of/ consultation on the following change – Cease funding available to community projects
Rationale for service change proposal – The Council's reducing resources requires a rigorous prioritisation of activity. This funding provides relatively small amounts of one off funding to community based projects.
The following activity will change, stop or significantly reduce – The funding will no longer be available and other sources of funding for community projects will need to be considered.
Impact of service change – Service Users – The funding take the form of a grant, other sources of funding will need to be considered. Partners – Partners in the community will need to be made aware that this funding is no longer available Council – Elected members will need to be aware that this funding is no longer available as requests are often made through them
Communications, Consultation & Engagement – Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/>
Equality Impact Assessment – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.
Legislation Considered – This is discretionary resource. Depending on how this has been distributed in the past legitimate expectations might need to be managed
Risks & Mitigating Actions – As the payments tend to be relatively small and one off there is minimal risk as no service is dependent on the funding. Other sources of funding will need to be considered.
Staffing Implications None for Council employees
Savings £15,300

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Locality Services – Provision

Service Description: Section: Cleansing Services including supervisory and management functions, Street Cleansing, Refuse Collection, Recycling, Commercial Waste and Stores Operation.

It is proposed to commence action/ implementation of/ consultation on the following change –

It is proposed to delete a range of posts across the Department deemed to be 'non critical'.

Within Cleansing Services there are a number of posts which, whilst obviously involved in the delivery of the services, could be viewed as 'non critical' in nature. These posts may deliver a range of functions including administrative, management/supervisory, operational support, technical, etc. This proposal would see a number of these 'non critical' posts deleted, thereby providing the required saving.

These posts are deemed to be '*non critical*', as opposed to simply '*not required*'. As such, there will be a requirement to assimilate some functions into other areas or posts. The new structures will need to be developed and advertised and all affected staff allowed to apply accordingly. There will also be a number of staff who wish to take VR/VER, and there may also be an opportunity to provide 'bump' arrangements across service areas for those who wish to leave but whose posts are deemed 'service critical'.

However, it is expected that this can all be achieved to allow all frontline services to continue to operate to current levels.

Rationale for service change proposal –

The Council's reducing resources requires a continuing rigorous assessment of the resources required to deliver services, as well as a continuing prioritisation of the activities associated with the delivery of these services.

Since the insourcing of the recycling services in August 2016 and the associated TUPE transfer of staff from the external company previously delivering the service, all 'back-office' functions have been under constant review. As such a number of opportunities have been identified to provide additional savings via a reduction in the number of staff required to deliver the services. A further review of supervisory/management and administrative functions across Cleansing Services has also identified areas where additional savings can be made without necessarily impacting upon the delivery of the relevant frontline services.

The following activity will change, stop or significantly reduce –

There is no direct effect upon any of the frontline services delivered by the Cleansing Services Section.

However, a number of management/supervisory and administrative support posts

will be deleted.

This will be achieved by a combination of VR/VER applications and also efficiencies generated by amended working practices, both generating the required number of posts to meet the financial saving target.

Impact of service change –

Service Users – There will be no impact upon service users.

Partners – There are no ‘partners’ associated with any of the functions associated with this saving proposal. There are private or external ‘clients’ in some areas of refuse collection or commercial waste services, but there will be no direct impact upon the provision of services to these bodies arising from this proposal.

Council – The Council will still meet its statutory responsibilities in relation to the range of Cleansing Services offered. There may, at times, be a slight increase in the length of time taken to respond personally to requests for service, or to comments or complaints. However, it is anticipated that such responses can still be made within the required corporate timescales.

Communications, Consultation & Engagement –

Type: Inform Consult internal
 Engage Co-production Consult external

Equality Impact Assessment –

It is expected that there are no equality impacts arising from these proposals. However, Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Legislation Considered –

The Council will meet all of the statutory requirements of the Environmental Protection Act if this proposal is implemented and various employment laws.

Risks & Mitigating Actions –

There will be a requirement to assimilate some functions into other areas or posts which will inevitably create additional pressures upon service areas. However, it is expected that new structures can be developed to meet the required outcomes. Frontline services will not be directly affected as the posts to be identified will come from management/supervisory/operational support and administrative functions. Applications for VR/VER from frontline posts will be dealt with via ‘bump’ arrangements where necessary and/or available, thereby enabling frontline services to continue to operate accordingly.

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Staffing Implications
Number of staff in scope 220
Number of vacancies to be deleted from the establishment 0
Estimated number of redundancies: 10. However, it is expected that there will be a number of VR/VER applications from the relevant service areas.
Savings
£294,000

<p>Locality Services – Commissioned Service Description: Street Lighting Operational Service. This service is delivered by an in-house team operating from a Council depot in Maghull</p>
<p>It is proposed to commence consultation on the following change – It is proposed to potentially decommission the in-house service and deliver the operation via alternative provision. This will be achieved through an assessment of options which ultimately could lead to a competitive procurement process or alternative delivery model.</p>
<p>Rationale for service change proposal – It is believed that residents will experience the same performance at a lesser cost to the Council.</p>
<p>The following activity will change, stop or significantly reduce – The in-house delivery of the street lighting operation may potentially cease and alternative delivery methods assessed.</p>
<p>Impact of service change –</p> <p>Service Users – None</p> <p>Partners – None</p> <p>Council - The level of operation will inevitably decrease should it continue to provide in the same way leading to an overall reduction in service.</p> <p>There will be 8 posts deleted from the current establishment</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p>
<p>Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.</p>
<p>Legislation Considered –</p> <p>Employment Act 2008 Highways Act 1980</p> <p>Specific legal requirements will be considered when the course of action has been determined.</p>
<p>Risks & Mitigating Actions – A risk would be that the exercise results in a more expensive service to the Council. This is unlikely and seen by officers as a low risk. This is mitigated by proper consideration of alternatives and compliance with recommendations listed above.</p>
<p>Staffing Implications</p> <p>Number of staff in scope 8</p> <p>Number of vacancies to be deleted from the establishment Nil</p> <p>Estimated number of redundancies 8 (actual)</p>
<p>Savings £302k</p>

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<p>Locality Services – Commissioned Service Description:</p> <p>Night Scouting service. Staff inspect each road in the borough on a cyclical basis during the hours of darkness to identify faulty street lights. The work is then passed to the in-house service provider to repair.</p>
<p>It is proposed to commence consultation on the following change –</p> <p>Cease the night scouting function</p>
<p>Rationale for service change proposal – The Council's reducing resources requires a rigorous prioritisation of activity.</p>
<p>The following activity will change, stop or significantly reduce – The night scouting function will cease</p>
<p>Impact of service change –</p> <p>Service Users – Faulty street lights may remain unrepaired for longer periods as the Council will rely on reports of faults by 3rd parties</p> <p>Partners – Faulty street lights may remain unrepaired for longer periods as the Council will rely on reports of faults by 3rd parties.</p> <p>Council - There may be some reputational damage for the Council if street lights remain broken for longer periods than at present, however the level of service, once the required repair is notified, will remain at the same level it is currently</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p>
<p>Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.</p>
<p>Legislation Considered – Various Employment legislation</p>
<p>Risks & Mitigating Actions –</p> <p>The Council will no longer pro-actively identify street lighting faults. There will be a reliance on reports from 3rd parties (public and partners) to identify faults which will be repaired at the same level of service as presently exists.</p>
<p>Staffing Implications</p> <p>There are twelve night scouting posts 11 of which are filled by Council staff that all have another substantive Council post. The other post is filled by someone who</p>

recently resigned from their other substantive post but retained their night scouting post.

Number of staff in scope

12

Number of vacancies to be deleted from the establishment

None

Estimated number of redundancies

12 (actual) however 11 staff members will retain their other substantive posts within the Council. There will be redundancy payments due to all 12 staff members for the night scouting posts

Savings £13,000

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Locality Services – Commissioned Service Description: Senior Sustainable Travel Advisor post (Local Strategic Transport Forum Coordinator post)
It is proposed to commence consultation on the following change – The deletion of one post which manages the Travel Trainer function. The funding for the LSTF coordinator post has been utilised to fund the continuation of the travel trainer post to address a short term requirement. Deletion of the vacant LSTF post on the establishment will effectively require the deletion of the travel trainer post
Rationale for service change proposal – The Council’s reducing resources requires a rigorous prioritisation of activity
The following activity will change, stop or significantly reduce – The service will continue and be managed within the section
Impact of service change – Service Users – None Partners – None Council - Reduction in management associated with travel advice and information.
Communications, Consultation & Engagement – Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/>
Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.
Legislation Considered – Various Employment legislation
Risks & Mitigating Actions – The sustainable travel advice function will continue to be supported via available resources within Transportation and Highways. Officers will comply with HR policies and procedures in relation to the deletion of the post concerned.
Staffing Implications Direct impact on one member of staff Number of staff in scope 1 Number of vacancies to be deleted from the establishment Nil Estimated number of redundancies 1
Savings - £44k

Public Health

Service Description: NHS Health Checks Programme

What are NHS Health Checks?

In April 2013 the NHS Health Check became a statutory public health service in England. Local authorities are responsible for making provision to offer an NHS Health Check to eligible individuals aged 40-74 years once every five years as set out in regulations 4 and 5 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013, S.I. 2013/351.

The NHS Health Check programme aims to prevent heart disease, stroke, type 2 diabetes and kidney disease, and raise awareness of alcohol use and dementia both across the population and within high risk and vulnerable groups. Eligible individuals, who have not already been diagnosed with one of these conditions, will be invited to assess their risk with support and advice to help them reduce or manage any risk.

Who Provides NHS Health Checks?

Sefton Council Public Health commissions GP Practices to provide the service funded through Public Health Grant. Following a report to Cabinet on 5th November 2015, approval was obtained to authorise the Director of Public to re-contract directly with GP's for the contractual period 1st April 2016 to 31st March 2018. This existing contract allows for early termination by giving not less than 4 months written notice at any time after the Service Commencement Date.

The Service Delivery Model

The total service value is approximately £300,000 however this is invested across all GP Practices in individual contracts of variable value based on the eligible population cohort in that practice. The individual contract value is based on a per check cost. GP practices invite patients for an NHS Health Check and promote the service to them. The success of the service depends on patients voluntarily taking up their offer of an appointment. GP Practices are paid an agreed fee for every invitation issued and for every NHS Health Check completed.

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It is proposed to commence action/ implementation of/ consultation on the following change –

To **disinvest in the NHS Health Checks programme by issuing 4 months written notice**, at an agreed point in time in 2017, following formal consultation and Council Cabinet agreement to this proposal.

To invest £50,000 to enhance the lifestyle offer provided through **Living Well Sefton Health Trainers**, within GP practices – a “**Health Checks Light**” offer. This would still provide cholesterol and blood pressure checks currently part of the NHS Health Check, as well as offering patients an opportunity to connect with a range of healthy living programmes offering advice and practical help and support to stay well.

Rationale for service change proposal –

The Council’s reducing resources requires a rigorous prioritisation of activity

A review of the existing programme was undertaken in 2015 to inform the future commissioning arrangements from April 2016. A number of key issues were identified then, which remain relevant today – they are lower than average uptake, an incomplete national evidence base for the impact of NHS Health Checks and the high costs of the local service delivery model.

1. Lower than average uptake:

In 2014/15

An estimated 75,000 residents were eligible to be offered a Health Check (the target is for a fifth (20%) to be invited on a five year rolling programme, so everyone is offered the Health Check once every 5 years)

The percentage of people who were offered a health check and took up the offer was **36.4%**, down by 8% from 2013/14. The England percentage was 48.8%. The national minimum target is 66%. Sefton fell well below the national minimum target.

In 2015/16 (Q1 and Q2)

An estimated 77,500 residents are eligible to be offered a Health Check.

The percentage of people who were offered a health check and took up the offer was **26.5%** (this is for Q1 and Q2 where historic data suggests uptake is higher in the first half of the financial year, after which time invite and uptake decrease substantially. This low uptake trend looks to be continuing in 2015/16.

Data masks internal variations in uptake, with a general trend that GP practices in less affluent areas see the lowest uptake of NHS Health Checks.

2. The current national evidence base is incomplete

The existing evidence suggests that NHS Health Checks may have a positive effect on risk factors but the effect on outcomes remains uncertain and economic modelling of the health impact remains in development. A BMJ Article “The NHS Health Check in England: an evaluation of the first 4 years” published in February 2016, concluded that there were limited though improving success in the early years, mainly on

Cardiovascular Disease events in people treated with statins or who improved adverse risk factors.

3. Remuneration costs to GP Practices for NHS Health Checks are high

Although costs for the Checks have remained static, a Cheshire and Merseyside review of NHS Health Checks demonstrated that per head costs are highest in Sefton, and in excess of the Department of Health's cost per check recommendation. In Sefton the current service model also makes payment to GP Practices for high risk Health Checks which were included within the NHS Health Checks contract when it was first established in Sefton. This should be outside the scope of the current service model, which is targeted at low to medium risk individuals.

The following activity will change, stop or significantly reduce –

Eligible individuals (people in Sefton between the ages of 40 and 74) will no longer be invited to have an NHS Health Check through their GP Practice.

Impact of service change –

Service Users – In this case, patients on GP Practice registers who are between the ages of 40 and 74 will no longer be invited to attend for an NHS Health Check, and therefore any risk factors for deteriorating health will not be identified or acted on. This in turn could lead to increased risk of diseases developing from the top seven causes of premature mortality through lack of early detection and prevention / risk management activity and an increased burden on the NHS if and when ill health occurs.

Patients will however be able to access “Health Check light” and the Living Well Sefton Programme of lifestyle support and activities through a Health Trainer within their local GP Practice.

The majority of patients signposted or referred on following a standard NHS Health Check have taken up advice, support or an intervention for weight management, physical activity, alcohol and / or smoking advice, all delivered through Living Well Sefton. The same opportunities for lifestyle advice and support will remain if patients choose to take them up.

Sefton, through South Sefton and Southport and Formby CCG's also provides a National Diabetes Prevention Programme which is aimed at patients who are at risk of becoming diabetic, offering a more intensive support programme to reduce the risk of the onset of diabetes. The NHS Health Checks Programme is viewed as a referral route into this programme, however the low uptake of Health Checks means other referral routes (e.g. through GP practice disease registers and risk stratification tools) would be better at identifying at risk patients.

Partners – as NHS Health Checks is a nationally mandated public health service which supports prevention activity across a wider health and social care system a number of external partners will be impacted as follows:

1. NHS South Sefton and NHS Southport and Formby Clinical Commissioning Groups – NHS Health Checks are regarded as activity which supports a number

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of care pathways through early intervention and prevention on the major causes of premature mortality. The impact of this change will be to potentially place a higher burden on the NHS through higher treatment costs (where disease mitigation has not been achieved). This would be contrary to the NHS Five Year Forward view, where prevention activity is emphasised. The Cheshire and Merseyside Sustainable Transformation Plan also places an increased emphasis on treating hypertension (high blood pressure) as one of three key prevention areas, with NHS Health Checks regarded as important in detecting people with high blood pressure. This proposed change still allows for blood pressure testing through an enhanced Health Trainer offer as part of Health Checks Light.

There are some administrative impacts for the CCG as there would be a reduction in data management resources currently provided by the Data Quality Team Informatics Merseyside.

2. **Sefton GP Practices / Local Medical Committee** – as both commissioners and quality leads (with the CCG's above) and as providers of NHS Health Checks – practices will lose income from delivering the NHS Health Checks, especially those practices who are very successful in delivering the local programme and have well established resources in place to support delivery. The Council may experience criticism for this proposal, and reputational impacts will need to be considered.
3. **Public Health England (PHE) / Department of Health** – nationally and locally, as NHS Health Checks is mandated and included within the public health grant, the Council will need to be accountable for its decision making. There will be reputational impacts which may filter to PHE nationally. There may be a reduction in Public Health Grant awarded to Sefton Council in future allocations, in recognition of a reduction in a mandated service. The alternative offer through Living Well Sefton “Health Checks Light” will need to be reinforced along with the rationale as set out in the earlier section.
4. **Sefton Healthwatch** – representing and advocating on behalf of Sefton health and social care service users, Sefton Healthwatch may wish to identify the health and equality impacts of this service reduction, in terms of potentially widening health inequalities. The alternative offer and rationale will need to be reinforced here.

Council – as the NHS Health Checks Programme is commissioned by Public Health and delivered by GP Practices across Sefton, there are no direct staffing impacts associated with this change proposal. The administration of NHS Health Checks (data management, performance and finance procedures) is currently incorporated by the public health team and lead commissioner, but is a small percentage of staff time.

The major impacts on the Council are reputational from the partners listed above, any impact on future public health grant allocations and a requirement to consult with key partners including Sefton Healthwatch, CCG's, GP's, Public Health England, Sefton Health and Wellbeing Board and Overview and Scrutiny Committee(s).

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Communications Consultation & Engagement –			
Type: Inform	<input type="checkbox"/>	Consult internal	<input checked="" type="checkbox"/>
Engage	<input type="checkbox"/>	Co-production	<input type="checkbox"/>
		Consult external	<input checked="" type="checkbox"/>
Equality Impact Assessment – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.			
Legislation Considered			
Regulations 4 and 5 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013, S.I. 2013/351.			
Saving £300k			

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Commissioning Service Description: Commissioning Support & Business Intelligence Supplies and Services budgets

Reviewing Supplies and Services budgets provided within the Commissioning Support & Business Intelligence Service budget, on the basis of allowing for essential commitments only, has identified scope for reduction in the current provision.

It is proposed to commence action/ implementation of/ consultation on the following change –

Reduce the Supplies and Services budgets within the Commissioning Support & Business Intelligence Service budget so as to allow for essential commitments only.

Rationale for service change proposal – The Council’s reducing resources requires a rigorous prioritisation of activity. This budget reduction will have limited impact upon service users.

The following activity will change, stop or significantly reduce –

Reducing the budget to allow for essential commitments only will reduce capacity and flexibility for “one-off” opportunistic or unscheduled ICT developments. Some of budget capacity has also historically been used to fund limited “one-off” opportunistic or unscheduled corporate expenditure without another obvious budget source (e.g. room hire, refreshments, facilitation and minutes at partnership and public meetings). The capacity and flexibility to support this type of expenditure will be removed.

Impact of service change –

Service Users – There will be limited impact upon Service Users, other than where the type of “one-off” opportunistic or unscheduled expenditure described above would have provided direct benefit to them (e.g. enabling engagement in a consultation or workshop session). In those cases some service users may find it harder to engage in such sessions.

Partners – There will be some impact upon partners, particularly where the type of “one-off” opportunistic or unscheduled expenditure described above provides benefit to them or was the Council’s contribution to a partnership fund (e.g. facilitating a partnership meeting or engagement event).

Council – The Council will have less flexibility for “one-off” opportunistic or unscheduled expenditure, which may limit the extent to which it can support the type of activity described above (e.g. room hire, refreshments, facilitation and minutes at partnership and public meetings).

Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment –

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Legislation Considered –

Effective Commissioning and contract management are implicit within the Best Value duty and also feature within statutory guidance.

Risks & Mitigating Actions –

Risks include reduced capacity and flexibility for “one-off” opportunistic or unscheduled expenditure, which may limit the extent to the type of activity described above, can be supported.

This risk would be mitigated by a requirement for business cases to identify sources of any funding required when such activity is agreed.

Support for engagement likely to be required around service change, re-commissioning, re-procurement and market development across the Framework for Change Programme (FFC) could be provided for within service area budgets or through an identified “cost of change” budget and agreed by the FFC Programme Board, as necessary.

Staffing Implications

There are no staffing implications associated with this proposal.

Number of staff in scope N/A.

Number of vacancies to be deleted from the establishment N/A

Estimated number of redundancies N/A

Savings

£80,000

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Regulation & Compliance

Regulation & Compliance Service Description: Regulation & Compliance - Elections

It is proposed to commence action/implementation on the following change –

Phased cessation of the Council's internal delivery service for post. The saving will consist of the deletion of the posts and associated vehicle hire

Proposed one driver post and car end of Y1 and one driver post and car in Y3.

Rationale for service change proposal – The Council plans as part of the wider transformation of the Council to become increasingly reliant on digital means of communication. The role of driver is proposed for deletion as a result that proposed transformation.

The following activity will change, stop or significantly reduce – It is anticipated that by the end of Year 3 that the Council will be fully reliant on digital means for the delivery of documents and post.

Impact of service change –

Service Users – The users of the Council postal system are internal to the council, schools and some third sector partners. All recipients of the service will need to move to digital means to exchange documents and correspondence, use the Royal Mail or use and pay for alternative means to send documentation to and from the Council.

Partners – See Service users above.

Council - This will require staff and service users to work in a digital way which will require support and training.

Communications, Consultation & Engagement – *not required*

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment – Should this option progress any equality implications arising will be assessed. This will be reported when final recommendations are brought for a decision.

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Risks & Mitigating Actions –

This proposal is predicated on all staff and members adopting a digital approach. The current internal mail delivery and collection service operates on two drivers (with cover drivers) providing internal mail services to all Council departments and schools within the Borough. In addition the service also acts as a courier service to organisations outside of the borough on behalf of a number of departments. The service also delivers mail to elected Members. All departments would have to operate on a reduced mail delivery service and would potentially mean stopping services to school and outside organisations. Each department would have to review their incoming and outgoing mail services. Those departments using the service for external deliveries would need to find alternatives means such as Royal Mail, other deliver companies or utilising staff to make deliveries from time to time.

Staffing Implications

Number of staff in scope - 2

Number of vacancies to be deleted from the establishment - 2

Estimated number of redundancies - 2

Savings

Arising from both the anticipated redundancies and cessation of cars hired to deliver the service

£110,000

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Service Description: Regulation & Compliance - Environmental Services, Environmental Protection, Licensing and Trading Standards

It is proposed to commence action/implementation on the following changes –

Reduction and/or re-prioritisation in:

- Food Hygiene/Food Standards Inspection Programme and Food hygiene rating scheme.
- Food sampling for microbiological examination and chemical analysis.
- Professional consultations completed for Planning/Licensing/ contaminated land applications
- Back office support and phased review of operational management
- Investigations in pollution control, statutory nuisance domestic and commercial sourced complaints, consumer advice complaints overhanging trees, fly tipping and dog fouling, statutory nuisance complaints including drainage, filthy & verminous premises and rodent activity, Trading Standards Consumer complaints

Cessation of:

- Approved trader scheme
- Investigation of complaints about food purchased from a national/regional retailer not based in Sefton

Changed service delivery/access for all services through greater use of internet based self-serve investigation, evaluation, advice and guidance (channel shift).

Redirection of littering and dog fouling initial enforcement to external contractor. Back office support to follow through on notices issued to remain in house.

Introduction of charging for advice service to new businesses with respect to food hygiene and for food businesses who have low food hygiene score.

Rationale for service change proposal – The Council's reducing resources requires a rigorous prioritisation of activity

The following activity will change, stop or significantly reduce – See above

Impact of service change –

Service Users – Face to face contact between officers and staff will be minimised and those requesting a service will be directed to telephone and on line resources. Investigations will be stringently prioritised based on risk. Callers making complaints about food purchased from a national/regional retailer not based in Sefton will be directed to make their complaint to the authority where the head office is based. Approved trader schemes are now accessible via the internet. New charges.

Partners – Food businesses within the borough who have received a low score will be monitored for risk but will not be reassessed quickly without paying for a reassessment.

Council - Less staff, less resilience amongst staff.

<p>The ability to assure/protect in the following areas is compromised/reduced:</p> <ul style="list-style-type: none"> • safe and wholesome food consumed and bought within the borough, the integrity of the food chain and the prevention of the spread of food borne disease. • quality of home life from nuisance. Abate nuisances such as noise, smoke and odour in domestic and commercial premises; improve air quality and the remediation of contaminated land. • clean and safe public places, protect public health and local environmental quality through urban cleanliness enforcement, and resolve public health nuisances and protect the most vulnerable at residential properties. • fair, safe and responsible trading, including protection from dangerous goods and services and enforcement of consumer safety legislation.
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p>
<p>Equality Impact Assessment – Should this option progress any equality implications arising will be assessed. This will be reported when final recommendations are brought for a decision.</p> <p>Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.</p>
<p>Legislation Considered – The proposed changes will ensure that the Council continues to meet its statutory requirements contained within a revised range of environmental and food legislation.</p>
<p>Risks & Mitigating Actions –</p> <p>The changes proposed will have a significant impact across all areas of service provision. Risk implications include:</p> <p>Thresholds for services will be increased and service response times will also increase/be slower. Channel shift for some service from person/face to face to internet and telephone where possible.</p> <p>Staff will become more generalist to cope with the changed way of working. Staff will use their expertise to prioritise and allocate resource appropriately to high risk issues.</p>
<p>Staffing Implications</p> <p>Number of staff in scope 10-12</p> <p>Number of vacancies to be deleted from the establishment 3</p> <p>Estimated number of redundancies 7-10</p> <p>Savings £500,000</p>

Agenda Item 5

Service Description: Regulation & Compliance - Registrars
It is proposed to commence action/implementation on the following change – The proposal will introduce a range of charges for services provided by the registrar to book venues, for staff to officiate at baby naming ceremonies and increase charges for wedding arrangements. These proposals are line with the actions being taken by other Councils
Rationale for service change proposal – The Council’s reducing resources requires a rigorous review of opportunities for services to be provided and charged for.
The following activity will change, stop or significantly reduce – As the proposal is to introduce charging no activity will cease stop or change
Impact of service change – Service Users – new charging Partners – Nil Council – increased income.
Communications, Consultation & Engagement – Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/>
Equality Impact Assessment – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. The new cost introductions proposed and increases are small and spread out over a number of different services so will not adversely impact on particular cohorts of the population
Legislation Considered – None applicable
Risks & Mitigating Actions – There is a risk that following the introduction of charges that the anticipated volumes of service will not occur. A small amount of marketing on the Council’s website and links will ensure that the availability of these services will be promoted.
Staffing Implications Nil Number of staff in scope 0 Number of vacancies to be deleted from the establishment 0 Estimated number of redundancies 0
Savings £40,000

<p>Service Description: Regulation and Compliance – Democratic Services It is proposed to commence action/implementation of consultation on the following change – Reduce cost of democratic services by removal of vacant posts and restructure.</p>
<p>Rationale for service change proposal – The Council’s reducing resources requires a rigorous prioritisation of activity</p>
<p>The following activity will change, stop or significantly reduce –</p> <p>The changes proposed relate to staffing in the democratic services which are achievable amounting to circa £108k and this restructure is underway. The balance relates to efficiencies within both the Mayoral and democratic offices.</p>
<p>Impact of service change –</p> <p>Service Users – It is not anticipated that the levels of service provided by either offices will be adversely affected by this proposal. Partners – Nil</p> <p>Council - There may be some gaps in knowledge due to the departure of senior and experienced staff. It is anticipated that existing and new staff are sufficiently experienced and well trained to overcome these gaps, if they exist.</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p>
<p>Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.</p>
<p>Legislation Considered – Various employment laws</p>
<p>Risks & Mitigating Actions – Exiting and existing staff have been instructed and encouraged to record procedures and to document processes so that any knowledge gap can be filled.</p>
<p>Staffing Implications</p> <p>Number of staff in scope 1-2</p> <p>Number of vacancies to be deleted from the establishment 2</p> <p>Estimated number of redundancies 1-2</p>
<p>Savings £124k</p>