

MEETING: CABINET  
DATE: Thursday 23rd June, 2011  
TIME: 10.00 am  
VENUE: Town Hall, Bootle

**Member**

Councillor

P. Dowd (Chair)  
Booth  
Brodie - Browne  
Fairclough  
Maher  
Moncur  
Parry  
Porter  
Robertson  
Shaw

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The Cabinet is responsible for making what are known as Key Decisions, which will be notified on the Forward Plan. Items marked with an \* on the agenda involve Key Decisions

A key decision, as defined in the Council's Constitution, is: -

- any Executive decision that is not in the Annual Revenue Budget and Capital Programme approved by the Council and which requires a gross budget expenditure, saving or virement of more than £100,000 or more than 2% of a Departmental budget, whichever is the greater
- any Executive decision where the outcome will have a significant impact on a significant number of people living or working in two or more Wards

**If you have any special needs that may require arrangements to facilitate your attendance at this meeting, please contact the Committee Officer named above, who will endeavour to assist.**

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# A G E N D A

Items marked with an \* involve key decisions

<u>Item No.</u>	<u>Subject/Author(s)</u>	<u>Wards Affected</u>	
1.	<b>Apologies for Absence</b>		
2.	<b>Declarations of Interest</b> Members and Officers are requested to give notice of any personal or prejudicial interest and the nature of that interest, relating to any item on the agenda in accordance with the relevant Code of Conduct.		
3.	<b>Minutes of Previous Meeting</b> Minutes of the meeting held on 26 May 2011		(Pages 5 - 18)
* 4.	<b>Transformation Programme 2011-2014</b> Report of the Chief Executive	All Wards	(Pages 19 - 30)
* 5.	<b>Secondary ICT Centre to provide Business Continuity and Disaster Recovery</b> Report of the Head of Corporate Finance and ICT	All Wards	(Pages 31 - 38)
6.	<b>Health Inequalities Working Group - Recommendations</b> Report of the Director of Corporate Commissioning	All Wards	(Pages 39 - 44)
* 7.	<b>Introduction of Charges on Waterloo Car Parks</b> Report of the Director of Built Environment	Church	(Pages 45 - 50)
* 8.	<b>Davenhill Primary School Extension and Refurbishment Phase 2</b> Report of the Director of Built Environment	Molyneux	(Pages 51 - 56)
* 9.	<b>Award of Contract for Hightown Coastal Defences Phase 2</b> Report of the Director of Built Environment	Blundellsands; Church; Manor; Ravenmeols	(Pages 57 - 62)

- |   |   |                     |                 |
|---|---|---------------------|-----------------|
| * | <p><b>10. Housing Market Renewal Future Activity - Part 1</b><br/>Report of the Director of Built Environment</p>   | Linacre; Litherland | (Pages 63 - 72) |
|   | <p><b>11. Exclusion of Press and Public</b><br/>To consider passing the following resolution:</p> <p>That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act. The Public Interest Test has been applied and favours exclusion of the information from the Press and Public.</p> |                     |                 |
| * | <p><b>12. Housing Market Renewal Future Activity - Part 2</b><br/>Report of the Director of Built Environment</p>   | Linacre; Litherland | (Pages 73 - 76) |
| * | <p><b>13. Affordable Housing Programme 2011-2015</b><br/>Report of the Director of Built Environment</p>  | All Wards           | (Pages 77 - 84) |

**THE "CALL IN" PERIOD FOR THIS SET OF MINUTES ENDS AT 12 NOON ON TUESDAY 7 JUNE 2011.**

## CABINET

### MEETING HELD AT THE TOWN HALL, SOUTHPORT ON THURSDAY 26TH MAY, 2011

PRESENT:                   Councillor P. Dowd (in the Chair)  
                                  Councillors Booth, Brodie - Browne, Fairclough,  
                                  Maher, Moncur, Parry, Porter, Robertson and Shaw

#### 1.     **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

#### 2.     **WELCOME TO COUNCILLOR SHAW**

The Chair welcomed Councillor Shaw to his first Cabinet meeting following his appointment to the post of Cabinet Member - Environmental.

#### 3.     **RETIREMENT OF STRATEGIC DIRECTOR - HEALTH AND WELLBEING**

The Chair reported that this would be the last Cabinet Meeting, the Strategic Director - Health and Wellbeing, Charlie Barker, would be attending prior to his retirement on 31 May 2011.

The Chair paid tribute to the sterling work undertaken by Charlie for the Council and Borough of Sefton during the last thirteen years.

#### RESOLVED:

That the thanks and appreciation of the Council be extended to the Strategic Director - Health and Wellbeing, Charlie Barker for the work he had undertaken for the Council and Borough of Sefton during the last thirteen years and best wishes be extended to him for a happy and healthy retirement.

#### 4.     **DECLARATIONS OF INTEREST`**

The following declarations of interest were received:

Member	Minute No.	Reason	Action
Councillor Robertson	6 - Transformation Programme 2011-2014	Personal - His friend works in a Sure Start Centre	Stayed in the room during the consideration of the item

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Councillor Shaw	6 - Transformation Programme 2011-2014	Personal - His son is employed by Sefton Library Service and his daughter is employed in a Sure Start Centre	Stayed in the room during the consideration of the item
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## 5. MINUTES OF PREVIOUS MEETING

RESOLVED:

That the Minutes of the Cabinet Meeting held on 14 April 2011 be confirmed as a correct record.

## 6. TRANSFORMATION PROGRAMME 2011-2014

Further to Minute No. 255 of the meeting held on 14 April 2011, the Cabinet considered the report of the Chief Executive which provided an update on the progress made under the Transformation Programme and the implementation of the savings proposals previously approved by the Council.

This was a Key Decision and was included in the Council's Forward Plan of Key Decisions.

RESOLVED: That

- (1) the progress to date on the Transformation Programme be noted; and
- (2) Officers be mandated in respect of funding and service changes, to commence/continue consultation processes with partners, employees and Trade Unions with a view to implementing the required changes identified, including the issue of relevant statutory and contractual notifications.

## 7. MEDIUM TERM FINANCIAL PLAN 2012/13 - 2014/15 UPDATE

The Cabinet considered the report of the Head of Corporate Finance and ICT which provided an update on the latest assumptions contained in the Medium Term Financial Plan 2012/13 to 2014/15 and highlighted the potential budget gaps for that period.

RESOLVED: That

- (1) the projected assumptions in the Medium Term Financial Plan be approved; and

- (2) it be noted that the potential budget shortfalls within the Medium Term Financial Plan are as follows:-

	£m
2012/13	20.05
2013/14	27.65
2014/15	38.55

## 8. HIGHWAY AND DRAINAGE MAINTENANCE CONTRACTS RENEWAL

Further to Minute No. 268 of the meeting held on 14 April 2011, the Cabinet considered the report of the Director of Built Environment which provided details of the progress made on the renewal of the existing highway and drainage maintenance contracts and sought approval to award contracts for the ten highway and maintenance contracts.

RESOLVED: That

- (1) the progress made on the renewal of highway and drainage maintenance contracts be noted;
- (2) approval be given to the award of the following contracts to the highest scoring contractors indicated below subject to final discussions with the successful contractor regarding the sufficiency of their tender and in the case of poor performance by the Primary Contractor, the contract be awarded to the second highest tenderer as the reserve Contractor;

<u>Contract</u>	<u>Contractor</u>	<u>Reserve Contractor</u>
Carriageway Resurfacing	Dowhigh Ltd., Netherton	Bardon Contracting, Liverpool
Carriageway Road Markings	L & R Roadlines, Liverpool	Dowhigh Ltd., Netherton
Weed Control	R.M. Services, Ormskirk	Environmental Husbandry, Naseby
Signs, Nameplates and Guardrails	Graysons H & E Services, Formby	King Construction, Knowsley
Highway Grounds Maintenance	Landscape Group, Coventry	Assist Managed Services, Bootle
Gully Cleansing	Graysons H & E Services, Formby	Sefton Council Cleansing Services, Bootle

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Electrical Connections	NDS Ltd., Rugby	Schneider Ltd., Widnes
Surface Treatments	Keily Brothers, Birmingham	Colas Ltd., Wolverhampton
Highway Maintenance Works	Dowhigh Ltd., Netherton	King Construction, Knowsley

- (3) the contract for Highway Minor Works be awarded to the two highest scoring tenderers, Dowhigh Ltd., Netherton and King Construction, Knowsley subject to final discussions with the successful contractors regarding the sufficiency of their tenders;
- (4) it be noted that this is a Key Decision but unfortunately had not been included in the Council's Forward Plan of Key Decisions. Consequently, the Chair of the Overview and Scrutiny Committee (Regeneration and Environmental Services) had been consulted under Rule 15 of the Access to Information Procedure Rules of the Constitution, to the decision being made by the Cabinet as a matter of urgency on the basis that it is impracticable to defer the decision until the commencement of the next Forward Plan because it is expected that the tendering exercise will result in more favourable rates and better value for money to the Council. An early decision to appoint new companies will allow for more timely commencement of new contracts.

## **9. CAPITAL PROGRAMME 2011/12 - DISABLED FACILITIES GRANTS**

The Cabinet considered the report of the Director of Built Environment which indicated that the cessation of the Government Housing Capital Pot from 2011/12 had resulted in a funding shortfall for Disabled Facilities Grants and as a result the resources available are insufficient to meet the statutory requirements. The report sought approval of top-up funding for Disabled Facilities Grants (DFGs) from the prudential borrowing previously earmarked for housing purposes. The revenue cost associated with this borrowing is already built into the base budget.

This was a Key Decision and was included in the Council's Forward Plan of Key Decisions.

RESOLVED: That

- (1) approval be given to the use of this year's unringfenced funding of £1,576,000 for Disabled Facilities Grants (DFGs) made available by the Department for Communities and Local Government;
- (2) approval be given to the allocation of £1,000,000 of prudential borrowing previously earmarked by the Cabinet for housing



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purposes to replace the Government's Housing Capital Pot funding;  
and

- (3) it be noted that the revenue costs associated with this borrowing is already built into the base budget.

## **10. GREEN WASTE (COMPOSTING) SERVICE - RE-TENDERING**

Further to Minute No. 198 of the meeting held on 27 January 2011 and Minute No. 96 of the meeting of the Cabinet Member - Environmental held on 6 April 2011, the Cabinet considered a report of the Director of Street Scene which sought approval to re-tender the Green Waste Composting Contract and establish an interim arrangement until the new contract commences.

RESOLVED: That

- (1) approval be given to re-tendering of the Green Waste Composting Contract Service with immediate effect;
- (2) the Director of Street Scene be granted delegated authority to make interim arrangements for the delivery and composting of green waste until the new contract commences; and
- (3) it be noted that this is a Key Decision but, unfortunately it had not been included in the Council's Forward Plan of Key Decisions. Consequently, the Chair of the Overview and Scrutiny Committee (Regeneration and Environmental Services) had been consulted under Rule 15 of the Access to Information Procedure Rules of the Constitution, to the decision being made by the Cabinet as a matter of urgency on the basis that it is impracticable to defer the decision until the commencement of the next Forward Plan due to the need to commence procurement and establish interim arrangements without further delay.

## **11. APPOINTMENT OF REPRESENTATIVES ON OUTSIDE BODIES 2011/12**

The Cabinet considered a report on the Director of Corporate Commissioning which sought the appointment of Council representatives to serve on Outside Bodies set out in the report for 2011/12 or for periods longer than one year. Details of the existing representation on Outside Bodies was set out in the report.

This was a Key Decision and was included in the Council's Forward Plan of Key Decisions.

RESOLVED: That

- (1) the following Members be appointed to serve on the undermentioned Outside Bodies for 2011/12:

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<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>
Aintree University Hospitals NHS Foundation Trust	1	Cabinet Member - Older People and Health (Councillor Porter)
British Resorts and Destination Association	1	Cabinet Member - Leisure, Culture & Tourism (Councillor Booth)
Community Foundation for Merseyside	3	Councillors Kerrigan, McIvor and Robertson
Formby Pool Trust - Board	2	Councillors Griffiths and Mr. Rajan Paul (Head of Landscape Services)
Frank Hornby Trust	2	Councillor Robertson and Mr. M. Kundi (Economic Regeneration Manager)
John Goore's Charity, Lydiate	1	Councillor Fenton
Joint Health and Wellbeing Scrutiny Committee	3	Chair - Overview and Scrutiny Committee (Health & Social Care) (Councillor Hill) and 2 Spokespersons (Councillors Griffiths and Webster)
Liverpool City Region Cabinet	1	Leader of the Council (Councillor P.Dowd)
Liverpool City Region Child Poverty and Life Chances Commission	1	Cabinet Member - Children, Schools & Families (Councillor Moncur)
Liverpool City Region Economy Panel	1	Cabinet Member - Regeneration & Housing (Councillor Maher)
Liverpool City Region Employment and Skills Panel	1	Cabinet Member - Regeneration & Housing (Councillor Maher)

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<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>
Liverpool City Region - Environment and Waste Board	1	Cabinet Member - Environmental (Councillor Shaw)
Liverpool City Region Housing and Spatial Planning Board	1	Cabinet Member - Regeneration & Housing (Councillor Maher) (substitute representative - Chair of the Planning Committee - Councillor Tweed)
Liverpool City Region Safer, Healthier Communities Board	1	Leader of the Council (Councillor P. Dowd) - (Chair)
Liverpool John Lennon Airport Consultative Committee	1	Councillor Brady (or his nominee)
Local Government Association: (Appointments to conclude in May 2012 following cessation of the Council's Membership of the LGA)		
- Coastal Issues Special Interest Group	1	Councillor Brady (or his nominee)
- General Assembly	2	Councillor Brodie-Browne (2 votes) and Councillor Maher (3 votes)
- Urban Commission	2	Councillor Moncur (3 votes) and Councillor Mainey (2 votes)
Local Solutions	1	Councillor Tweed
Mersey Forest Steering Group	1	Councillor Griffiths (substitute representative - Councillor Hardy)

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<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>
Mersey Port Health Committee  (The status of the Committee is the subject of review at the present time - in the meantime, six Council representatives should continue to be Members of the Committee)	6	<u>Member</u> <u>Substitute</u>  Cllr. Dorgan Cllr. Griffiths Cllr. Kelly Cllr. K. Cluskey Cllr. Kerrigan Cllr. Mahon Cllr. Sumner Cllr. Hands Cllr. Tonkiss Cllr. Gibson Cllr. Tweed Cllr. Robinson
Mersey Waterfront Regional Park Board	1	Cabinet Member - Leisure, Culture & Tourism Services (Councillor Booth)
Merseyside Improvement and Efficiency Board	1	Cabinet Member - Street Scene & Transportation (Councillor Fairclough)
Merseyside Pension Fund Pensions Committee	1	Councillor McIvor (substitute Councillor Cuthbertson)
Merseyside Playing Fields Association	1	Cabinet Member - Leisure, Culture & Tourism Services (Councillor Booth) (substitute representatives - Councillors Cummins and Jones)
Merseyside Police Authority Appointments Committee	3	Leaders of the 3 Political Groups - Councillors P. Dowd, Parry and Robertson (or their nominees)
Merseyside Strategic Transportation and Planning Committee	2	Cabinet Member - Street Scene & Transportation (Councillor Fairclough) and Councillor Dodd
Merseyside Third Sector Technology Centre (3TC)	1	Cabinet Member - Regeneration & Housing (Councillor Maher)

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<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>
Merseytravel Advisory Panel (Sefton Division)	3	Councillors Griffiths, Sumner and Veidman (or their nominees)
NewHeartlands Board	1	Cabinet Member - Regeneration & Housing (Councillor Maher) (substitute Councillor Fairclough)
North West Home Safety Council	3	Councillors Dutton, Hardy and Tonkiss (or their nominees)
North Western Local Authorities Employers' Organisation (Appointment to conclude in May 2012 following cessation of the Council's Membership)	1	Cabinet Member - Corporate Services (Councillor Parry)
One Vision Housing Board	2	Mr. R. Connell and Mr. D. Hardy
PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee	1	Cabinet Member - Street Scene & Transportation (Councillor Fairclough) (substitutes - Councillors Parry and Robertson)
Raven Meols Community Centre, Formby - Management Committee	2	Councillors Griffiths and McIvor
REECH Steering Group (Renewable Energy and Energy Efficiency in Housing)	1	Cabinet Member - Regeneration & Housing (Councillor Maher)
Sefton Business Village Partnership	1	Leader of the Council (Councillor P. Dowd)

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<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>
Sefton Chamber of Commerce and Industry	3	Councillors K. Cluskey, Lord Fearn and Porter
Sefton Coast Partnership Board	3	Councillors Cummins, Crabtree and McGuire (or their nominees)
Sefton Council for Voluntary Service	3	Councillors Hill, Papworth and Veidman
Sefton Cultural Forum	1	Cabinet Member - Leisure, Culture & Tourism Services (Councillor Booth)
Sefton Cycling Forum	3	Councillors K. Cluskey, Crabtree and Weavers
Sefton Education Business Partnership	3	Cabinet Member - Children, Schools & Families (Councillor Moncur) and 2 Spokespersons (Councillors Dorgan and Preece)
Sefton Equalities Partnership	1	Cabinet Member - Safer Communities & Neighbourhoods (Councillor Robertson)
Sefton New Directions Limited Board	3	Councillors Brennan, Parry and Rimmer (Non-Executive Directors)
Sefton Sports Council	3	Cabinet Member - Leisure, Culture & Tourism Services (Councillor Booth) and 2 Spokespersons (Councillors Cummins and Jones)
Southport Pier Trust	3	Councillors Byrom, Lord Fearn and Crabtree (or their nominees)

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<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>
Standing Advisory Committee for Religious Education (SACRE)	3	Cabinet Member - Children, Schools & Families (Councillor Moncur) and 2 Spokespersons (Councillors Dorgan and Preece) with their Deputies as substitutes
The Mersey Partnership Board	1	Cabinet Member - Regeneration & Housing (Councillor Maher) (substitute representative - Councillor Fairclough)
Trans Pennine Trail Members Steering Group	2	Cabinet Member - Street Scene & Transportation (Councillor Fairclough) and Chair of the Planning Committee (Councillor Tweed) (or their nominees)
University of Liverpool - Court	6	Cabinet Member - Children, Schools & Families (Councillor Moncur) and 2 Spokespersons (Councillors Dorgan and Preece) plus the Mayor, the Chief Executive and the Strategic Director - People, who are ex-officio Members

- (2) in relation to those appointments for a longer period than one year, the following persons be appointed to serve on the Outside Bodies indicated:

<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>	<u>TERM OF OFFICE EXPIRES</u>
North West Reserve Forces and Cadets Association	1	Councillor Byrom	15.5.2014 (3 year appointment)

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<u>ORGANISATION</u>	<u>NUMBER OF REPRESENTATIVES</u>	<u>REPRESENTATIVE(S)</u>	<u>TERM OF OFFICE EXPIRES</u>
North Western Inshore Fisheries and Conservation Authority	2	Councillor Glover and Head of Coast and Countryside	31.5.2015 (4 year appointment)
<u>CHARITIES</u>			
Ashton Memorial Fund, Formby	1	Councillor Griffiths	31.5.2015 (4 year appointment)
Consolidated Charities of Thomas Brown and Marsh Dole	2	Councillor Dutton Councillor Griffiths	26.6.2012 26.6.2014 (4 year appointment)
Halsall Educational Foundation	1	Councillor Parry	31.5.2013 (2 year appointment)
<u>GOVERNING BODIES</u>			
Clarence High School, Freshfield	1	Councillor McIvor	31.5.2013 (3 year appointment)
Hugh Baird College, Bootle	1	Councillor Hill	3.2.2013 (4 year appointment)
Peterhouse School, Southport	1	Councillor Glover	13.7.2013 (3 year appointment)
St. Mary's College, Crosby	2	Councillors Dorgan and Hill	31.5.2013 (3 year appointment)

## **12. LOCAL GOVERNMENT ASSOCIATION GENERAL ASSEMBLY 2011/12 - APPOINTMENT OF REPRESENTATIVES**

The Cabinet considered the report of the Director of Corporate Commissioning seeking the appointment of representatives to serve on the General Assembly of the Local Government Association (LGA) for



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2011/12 and to attend the Annual Meeting to be held on 28 June 2011 at Birmingham; and agreement on the distribution of the voting power between the representatives appointed.

The Authority had been invited to nominate up to four representatives to attend and exercise the Council's votes at the meetings of the LGA General Assembly.

This was a Key Decision and was included in the Council's Forward Plan of Key Decisions.

RESOLVED: That

- (1) Councillors Brodie-Browne and Maher be appointed as the named representatives to attend meetings of the General Assembly of the LGA in 2011/12 and the Annual Meeting on 28 June 2011; and
- (2) the distribution of the voting power between the representatives appointed be as follows:

Councillor Maher - 3 votes

Councillor Brodie-Browne - 2 votes.

### **13. MERSEYSIDE INTEGRATED TRANSPORT AUTHORITY - REPRESENTATION**

Further to Minute No. 19(2) of the Adjourned Annual Council Meeting held on 17 May 2011, the Head of Corporate Legal Services submitted a report relating to the Council's representation on the Merseyside Integrated Transport Authority.

RESOLVED: That

- (1) the legal default position relating to proportionality on the Joint Authorities set out in Paragraph 3.3 of the report be approved and Councillors Dodd, M. Dowd, Friel and Griffiths be appointed as the Council's representatives on the Merseyside Integrated Transport Authority for 2011/12; and
- (2) Councillor Griffiths be appointed as a representative of the Merseyside Integrated Transport Authority on the Strategic Board of the Sefton Borough Partnership subject to approval by the Authority.

(In accordance with Rule 18.5 of the Council and Committee Procedure Rules, the following Councillors requested that their votes against resolution (1) above be recorded, namely: Councillors Booth, Brodie-Browne, Robertson and Shaw).

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**Report to:** Cabinet

**Date of Meeting:** 23<sup>rd</sup> June 2011

**Subject:** Transformation Programme 2011-2014

**Report of:** Chief Executive

**Wards Affected:** All

**Is this a Key Decision?** No.

**Is it included in the Forward Plan?** Yes

This report is not a key decision in itself but forms part of the process for setting the Council's budget and Council Tax.

**Exempt/Confidential**

No

**Purpose/Summary**

To report the progress of the Transformation Programme.

To report the progress of approved savings proposals, reviews and cessation of external funding

**Recommendation(s)**

- a) Note the progress to date on approved savings proposals, reviews and cessation of external funding as set out in the report;
- b) Mandate officers to make the changes in priorities associated with paragraphs 3.1.1, 3.1.2 and 3.1.3. of the report; and
- c) Note the progress to date on public consultation and engagement as set out in the report.

**How does the decision contribute to the Council's Corporate Objectives?**

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

## Agenda Item 4

**Recommendation:** The 2011/12 budget contains £44m savings and it is imperative that implementation continues to be closely monitored so that any necessary corrective action can be taken in a timely way. In addition the Council continues to forecast a significant budget gap over the next three years and additional budget savings will need to be identified over the coming months to ensure that future year's budgets can be balanced.

Early decision making in relation to budget issues continues to be essential as this will help to mitigate the impact of the consequential changes by giving sufficient time to undertake the required formal consultation / notification processes.

### **What will it cost and how will it be financed?**

#### **(A) Revenue Costs**

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

#### **(B) Capital Costs**

As previously advised, an application has been made to the DCLG to allow the Council to capitalise any statutory redundancy costs incurred in 2011/12. Further information has been requested and supplied. The result of the application will be made known to a future Cabinet.

### **Implications:**

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

#### **Legal**

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

#### **Human Resources;**

Currently there are 111 individuals formally at risk of redundancy as a result of service reorganisations and cessation of external funding. These figures are likely to increase later in the year when the implications of several large service reviews are known. Regular consultation on proposed changes will continue with the trade unions and employees will be informed of developments by their respective Service Directors. Employees within service areas are aware that their status may change subject to the outcome of these reviews. Also a number of areas have adopted revised working practices and reduced hours to avoid redundancies. These helpful amendments have been achieved following further consultation.

**Equality**

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

**Impact on Service Delivery:**

See Section 3 of the report

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

Strategic Directors  
 Director of Corporate Support Services,  
 Director of Commissioning,  
 Head of Personnel,  
 Head of Finance & ICT  
 Head of Legal Services have been consulted and any comments have been incorporated into the report.

**Are there any other options available for consideration?**

None

**Implementation Date for the Decision**

Following the expiry of the “call-in” period for the Minutes of the Cabinet

**Contact Officer: Jan McMahon, Head of Transformation Services**

**Tel: 0151 934 4431**

**Email: [jan.mcmahon@sefton.gov.uk](mailto:jan.mcmahon@sefton.gov.uk)**

**Background Papers:**

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

Reports to Cabinet and Council 3<sup>rd</sup> March 2011 *Transformation Programme and Final Revenue Budget Items 2011/12*

Report to Cabinet 14<sup>th</sup> April 2011 *Transformation Programme 2011/12*

Report to Cabinet 26<sup>th</sup> May 2011 *Transformation Programme 2011- 14*

# Agenda Item 4

## Financial Background

- 1.1 In 2010/11, Council approved savings proposals, which are currently being implemented. In April 2011 the Medium Term Financial Plan (MTFP) assumed that further savings of £16.5m, £2.0m and £5.9m were required by the Council in the years 2012/13 to 2014/15. In May 2011 Cabinet resolved that the projected assumptions in the Medium Term Financial Plan be approved. The table below summarises the current position -

	2012/13	2013/14	2014/15
	£m	£m	£m
Original forecast saving	55.8	59.4	68.9
Government Settlement impact	8.3		
CSR Assumed reductions		8.3	6.9
<b><u>Amended Target</u></b>	<b>64.1</b>	<b>67.7</b>	<b>75.8</b>
<b><u>Less Approved Savings</u></b>	<b>-47.6</b>	<b>-49.2</b>	<b>-51.4</b>
<b><u>Savings Gap Forecast (April 2011)</u></b>	<b>16.5</b>	<b>18.5</b>	<b>24.4</b>
Changes in Formula Grant etc	0.00	2.10	4.60
Updated price inflation provision	2.50	5.00	7.50
Demographics – Demand Pressure Services growth	0.75	0.75	0.75
Cardboard / Plastics recycling	0.00	1.00	1.00
Waste Recycling contract	-1.60	-1.60	-1.60
Disabled Facilities Grant – loss of capital grant	1.50	1.50	1.50
Carbon Reduction Commitment	0.40	0.40	0.40
<b><u>Savings Gap Forecast (May 2011)</u></b>	<b>20.05</b>	<b>27.65</b>	<b>38.55</b>

- 1.2 The Transformation Programme and prioritisation process aim to transform the way the Council operates and the way it delivers services in a way that reduces the impact on frontline services at the point of delivery as far as possible.
- 1.3 Members will recall that it has already been identified that the further required reductions will only be achieved with a radical redesign of Council services and by enhancing the Council's ability to manage the risk and demand associated with the critical services.
- 1.4 The prioritisation process must be supported by timely decision making, in relation to budget issues, as given the scale of savings required it is imperative that Council continues to take further steps to reduce its spending.

## 2. Transformation Programme Update

- 2.1 As previously reported, in the context of the significant reduction in resources, increased demand for services and cost pressures faced by the Council, the focus of the Transformation Programme must now shift from realising reductions in spending to the delivery of major change. Work is currently ongoing to develop a three year programme of work that will enable this.
- 2.2 Members will recall that in 2010/11 an assessment of the relative priority of existing services was undertaken and agreed by Council. As Officers develop further plans they will continue to build upon this prioritisation process with a view to identifying further opportunities regarding service change, reduction and cessation, in order to meet the financial objectives set by Government.

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- 2.3 In light of the savings that are required over the next three years even where service activity is prioritised it is imperative that this is undertaken in the most efficient way and therefore it is essential that all opportunities to achieve savings continue to be fully explored. It is the intention to update Members, on both the process and proposals in July.
- 2.4 Annex A identifies current progress in terms of approved savings proposals, reviews and cessation of external funding.

Achieved (Reported to Cabinet May 2011)	£30,493,820
Achieved (May/June) 2011	£2,082,000
<b>Total Achieved to date</b>	<b>£32,575,820</b>
Progress is satisfactory (Green)	£1,766,600
Review scheduled/risk of saving not being fully achieved (Amber)	£9,289,862
Known shortfalls/significant risk of saving not being fully achieved (Red)	£280,000

Cabinet is asked to note progress to date.

- 2.5 Decommissioning Plans continue to be developed and progress against these plans will be monitored by the Transformation Team. Any issues identified will be reported to future Cabinet meetings.
- 2.6 The tables below detail the current position of received expressions of interest in Voluntary Early Retirement/Voluntary Redundancy (VER/VR) and associated savings –

Number of Expressions of Interest approved by Cabinet December 2009	50
Number of Expressions of Interest approved by Chief Executive (since 3 <sup>rd</sup> December 2009)	200
Number of Expressions of Interest declined since September 2009 – this includes potential bumps	36
Number of Expressions of Interest decision pending	26
Number of Expressions of Interest withdrawn by employee	34

<b>Year</b>	<b>Savings £000</b>
2010/2011	2,526
2011/2012	3,175
2012/2013	369
<b>Total</b>	<b>6,070</b>

The above savings have been incorporated into approved savings proposals, where appropriate. The opportunity to express an interest in VER/VR remains open to the workforce and is positively promoted.

### 3. Funding & Service Changes

- 3.1 As part of the ongoing prioritisation process Cabinet is asked to consider the following changes –
- 3.1.1 Tier 1 Parenting Team - Think Family Grant (£0.262m). This relates to Family Intervention Plans, early intervention work that prevents some of our most

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operable and more coming into care which delivers a better outcome and reduces costs in other areas. Cabinet is recommended to prioritise this service as critical. This will then be considered alongside an assessment of critical services.

- 3.1.2 Following the organisational change realigning Parks and Coast & Countryside (services are described below in 3.1.3 and 3.1.4) from Leisure Services to Street Scene, and the budget reductions approved in March 2011, Cabinet is recommended to prioritise the remainder of these services as frontline. Officers are currently identifying additional economies of scale in operational, administrative and management functions across all new and existing service areas within Street Scene, and as such, these services will also be considered alongside an assessment of other frontline services.
- 3.1.3 Tier 1 Parks & Landscape Management (net of frontline £1.135m). This includes the management of the infrastructure, the public and visitors to the Council's parks and green space estate. This estate comprises 34 major parks, 180 green spaces and 65 children's play areas along with about 90,000 parks and street side trees. It also includes the management of sports pitches and allotment sites. The sites are directly accessed by the public generally on an uninterrupted basis, and due to their open nature cannot be closed to the public. This unit also manages the Parks Grounds Management Contracts (£2.218m) which are already contained within frontline.
- 3.1.4 Tier 2 Coast & Countryside (net of frontline £0.370m). This includes visitor and land management of the Sefton Coast and Rimrose Valley, litter clearance from resort beaches and controlling beach car parking at Southport, Ainsdale and Formby. It also includes the management of areas of international scientific significance, as well as national, regional and local importance for nature conservation and tourism. The service is also responsible for sand clearance from promenades at Crosby and Southport (funding for this activity included in frontline services).
- 3.1.5 Activities continue to establish the subsequent senior management structure and realise the forecast savings.
- 3.2 Cabinet is asked to mandate officers to make the changes in priorities associated with 3.1.1, 3.1.2 and 3.1.3.

## **4. Public Consultation and Engagement**

- 4.1 Work is progressing on finalising YouChoose which Cabinet Members have had the opportunity to review. We have piloted You Choose with the voluntary sector to ensure that the content is understandable to members of the public. Bespoke work with the voluntary sector and the People Directorate is underway to ensure that we capture the views of young people. YouChoose will go live by the end of June and will sit on the Council's website as part of the Transforming Sefton pages and will be launched through a press release. As previously reported the Council will, in partnership with Sefton NHS, undertake a Citizen's Panel survey which will also commence in July. The survey has been developed to reflect the content of YouChoose to enable analysis of the findings. Members of the Strategic Leadership Team have also been using a range of stakeholder, partnership and community meetings to discuss the budget implications for next year and take feedback. A final report of the findings will be produced in the autumn to inform the budget setting process for next year.



4.2 Cabinet is asked to note the progress made.

## **5. Equality Impact Assessment**

5.1 The Council will continue to impact assess all proposals for changes to services in order to meet its public duties with regard to equality and diversity.

## **6 Conclusion**

6.1 There continues to be recognised risks around the implementation of £44m of savings within the available timescales. The implementation of these savings continues to be very close monitored and this report identifies progress made. This indicates that satisfactory progress continues to be made at this stage.

6.2 There remains a significant budget gap of £20.05m in 2012/13, early consideration of how these savings can be achieved will be required and this will build on the consultation and engagement being undertaken and the identification of further options. This will be discussed with Members in July.

6.3 Early decision making and transparency continue to be essential. Innovation will be critical if we are to meet the challenges of savings delivery and the continually rising expectations of Sefton's Citizens. New methods/models of service delivery will need to be developed, implemented and their impact monitored and fully understood. This will also need to be undertaken with some pace if financial targets are to be met.

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## Approved Savings Proposals Tracking Report June 2011

### Savings Achieved

Reference	Description	Owner	Value 2011/12
Reported to Cabinet 14 <sup>th</sup> April 2011			<b>£19,595,136</b>
Reported to Cabinet 26 <sup>th</sup> May 2011			<b>£10,898,684</b>
Tier 2	Sure Start Children's Fund	Peter Morgan	£147,000
Tier 2	Parenting Team	Peter Morgan	£88,000
Tier 2	Coast & Countryside	Rajan Paul	£296,000
Tier 2	Arts & Cultural Services	Steve Deakin	£457,000
Tier 2	Tourism	Alan Lunt	£205,000
Tier 3	Pupil Attendance	Peter Morgan	£92,000
Tier 3	Families and Schools Together (FAST)	Peter Morgan	£114,000
SCL8 (a)	Libraries (Specialist Services)	Steve Deakin	£136,000
SCL13	Libraries - Review Opening Hours	Steve Deakin	£140,000
SCL14 (a)	Libraries (Management) - Reduce library management and admin support	Steve Deakin	£68,000
SCL14 (b)	Libraries (Management) - Downsizing of library manager posts	Steve Deakin	£139,000
SCL12(b)	Tourism - Partial transfer of operational delivery of the pier to the concessionaire and other service areas/Reduce Security provision at Southport Market	Tony Corfield	£42,000
CM41	Integrated Sustainability Function	Alan Lunt	£58,000
11	Education psychologists	Colin Pettigrew	£100,000
<b>Total</b>			<b>£2,082,000</b>

**Progress is Satisfactory** e.g. contractual notice periods are being observed

Reference	Description	Owner	Value 2011/12	Progress	Comment
CE1	Modernising Democratic Services/Scrutiny Support - Reductions in staff and running costs for meetings	Andrea Grant	£120,000	Green	ICT development work ongoing. Consultation ongoing.
CE2	Review Civic / Mayoral Service - Reduction in mayoral function	Andrea Grant	£132,000	Green	Staff and Union Consultation ongoing
CE21	Civic Attendants Service	Andrea Grant	£140,000	Green	
	Cease Merseyside Policy Unit / North-West Policy Forum	Graham Bayliss	£75,600	Green	Notice period
	Review of Learning & Development	Mike Fogg	£140,000	Green	Recruitment to new structure ongoing. £170k confirmed to date (reported May 2011). Full saving £310,000
	Redesign of the Youth Service	Peter Morgan	£450,000	Green	Recruitment to new structure ongoing.

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CS – M5	Community Learning - Funding Reducing	Peter Morgan		Green	Funding due August to August. Ongoing consultation with staff. A number of VR/VER expressions of interest are being processed.
PE1	Planning for Play Early Years Team - £175,313	Peter Morgan		Green	BLF ends 31/07/11 Surestart ended 31/03/11 Temporary reduction in staffing hours in place, wider review of Early Years to be progressed.
Tier 2	Sure Start – Aiming High	Peter Morgan	£79,000	Green	£30k achieved (reported May 2011). Staff and Union Consultation ongoing. Full saving £109,000
External Funding	Youth Offending Service N/A There is a reduction of to 20% in external YJB funding	Colin Pettigrew		Green	Staff and Union Consultation ongoing
SCL9 (a)	Sport & Leisure Centres - Management (Review and restructure Operational Management)	Steve Deakin	£70,000	Green	
SCL15(b)	Sport & Leisure Centres - Review Opening Hours (at Splashworld and extend winter closure)	Steve Deakin	£27,000	Green	
SCL16 (a)	Sports & Leisure Centres - Discontinue inspections, bench marking services, monitoring, advertising, marketing etc	Steve Deakin	£43,000	Green	
SCL15(a)	Sport & Leisure Centres - Review Opening Hours	Steve Deakin	£70,000	Green	
	Review of Specialist Transport - Reduction in overspend.	Jim Black		Green	
CM64	Building Cleaning - Raise income target by £100k	Jim Black	£100,000	Green	Additional income to be monitored.
CM29	Introduce a charge for Development Control advice	Jane Gowing	£30,000	Green	Public consultation underway
22	Car Parks Fees and Charges	Alan Lunt	£200,000	Green	
CM42	Increase fees for Network Mgt activities	Alan Lunt	£30,000	Green	Consultation ongoing
Tier 2	Tourism	Alan Lunt	£60,000	Green	Notice Periods being observed
	<b>Total</b>		<b>£1,766,600</b>		

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Review scheduled to commence at a later date, outcome of review unknown, and risk of saving not being fully achieved

Reference	Description	Owner	Value 2011/12	Progress	Additional Comments
	Management & Support Costs - 25% reduction	Margaret Carney	£1,622,000	Amber	£1,871k achieved to date Ongoing Senior Management restructure. Full saving £3,493k.
	Changes to Terms & Conditions	Mark Dale	£110,000	Amber	£2,890,000 achieved.
	Neighbourhoods Review	Graham Bayliss	£859,000	Amber	Review scheduled for completion September 2011
	Strategic Review of Sure Start Children's Centres	Peter Morgan	£900,000	Amber	Review progressing well
	Redesign of the Youth Service	Peter Morgan	£50,000	Amber	Review progressing well.
	Review of Emergency Planning	Mike Fogg	£58,000	Amber	Scheduled to commence in July 2011.
	arvato contract	Mike Fogg	£230,000	Amber	Part achieved £200k (May 2011). Negotiations ongoing. Full saving £430k.
CS – M4 (a)	Cease 14-19 Partnership	Peter Morgan	£406,862	Amber	Ongoing consultation with staff and unions.
3	Income Increase (Disability Related Expenditure: increase % of people's disposable income from 65% to 80%)	Robina Critchley	£52,000	Amber	Shortfall identified to Cabinet 3 <sup>rd</sup> March 2011 £52k
4	Commissioned Services	Robina Critchley	£3,000,000	Amber	Negotiations ongoing
6	Inflation (withhold inflation elements to all providers)	Robina Critchley	£1,513,000	Amber	Legal challenge from Care Homes Association, hearing scheduled 14 <sup>th</sup> July 2011.
7	Staff savings (delete 15 vacant posts)	Robina Critchley	£238,000	Amber	£262k identified to date (May 2011). Full saving £500k.
	Capita contract	Bill Milburn	£112,000	Amber	Negotiations ongoing
CM61	Charge for replacement Grey/Green Wheelie Bins	Jim Black	£10,000	Amber	Policy to be agreed
Tier 2	Affordable Warmth	Alan Lunt	£49,000	Amber	Reviewing options including exploring external funding opportunities.
	E&TS – Pest Control	Alan Lunt	£30,000	Amber	Reviewing Options
SCL12(b)	Tourism - Reduce opening hours and staffing levels in Tourist Information Centre	Tony Corfield	£30,000	Amber	Ongoing discussions with Mersey Travel
SCL12 (c)	Tourism - Relocate Tourism offices to Southport Town Hall	Tony Corfield	£20,000	Amber	Dependency on the Accommodation Strategy
	<b>Total</b>		<b>£9,289,862</b>		

**Known shortfalls or significant risk that the saving will not be achieved at a scheduled review is late in commencing**

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Reference	Description	Owner	Value 2011/12	Progress	Comment
CE19(b)	Cease membership of North West Employers	Graham Bayliss	£28,000	Red	12 month notice period to be observed, saving will be delivered in 2012/13
CE15	CAA Fees	Margaret Rawding	£50,000	Red	Notice Period to be observed £50,000 2012/13
CE5	Rationalisation of Point of Sale & Bookings Software	Linda Price	£30,000	Red	Review will commence September 2011.
Tier 1	Leisure Centres	Steve Deakin	£95,000	Red	£95,000 shortfall identified <b>Full Saving will be achieved in 2012/13.</b>
Tier 2	Arts & Cultural Services	Steve Deakin	£40,000	Red	£40,000 shortfall identified. <b>Full Saving will be achieved in 2012/13.</b>
Tier 2	Coast & Countryside	Rajan Paul	£10,000	Red	The process of review was undertaken immediately following the Council decision. Notice periods observed and this will impact on the saving that can be achieved in 2011/12. <b>Full Saving will be achieved in 2012/13.</b>
Tier 2	Tourism	Tony Corfield	£27,000	Red	Notice periods observed which will impact on the savings achieved in 2011/12. <b>Full saving will be achieved in 2012/13</b>
	<b>Total</b>		<b>£280,000</b>		
	<b>Total Savings</b>		<b>£43,912,282</b>		

**Savings to be delivered in future years**

Reference	Description	Owner	Value 2012/2013	Progress	Comment
CE19(a)	Cease membership of the LGA	Graham Bayliss	£60,000	Green	Notice Period to be observed £60,000 2012/13
CM23	Increase Charge to Schools for Energy Advice	Alan Lunt	£10,000	Green	
CM24	Charge schools for Env Education or stop service	Alan Lunt	£17,500	Green	
23	Car Parks Contract Review (Retendering of Car Park Enforcement Contract from April 2012)	Alan Lunt	£100,000	Green	
26	Homelessness	Alan Lunt		Green	

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Reference	Description	Owner	Value 2012/2013	Progress	Comment
CE19(a)	Cease membership of the LGA	Graham Bayliss	£60,000	Green	Notice Period to be observed £60,000 2012/13
27	House Renovation Grants	Alan Lunt		Green	

## External Funding Changes – Funding Ceased or Reduced Activities Complete

Reference	Description	Owner
CS-M1	Aim Higher Funding Ceased £89,350	Peter Morgan
CS11	Contact Point Funding Ceased £37, 787	Mike McSorley
	MELS Funding Ceased	Alan Lunt
PE44	Coastal Defence - Project Delivery Funding Ceased	Alan Lunt
PE46	Recycling Education Funding Ceased	Alan Lunt
PE35	Southport Partnership Funding Ceased	Alan Lunt
PE15	Learning Disabilities Project	Robina Critchley

## External Funding Changes – Funding Confirmed & To Be Monitored

Reference	Description	Owner
PE47	Work Place Travel team Funding has been confirmed for a further 12 months	Alan Lunt
PE45	Environmental Monitoring (Emissions Inventory) Funding for a further 12 months has been confirmed	Alan Lunt
PE3 & 4	Cease TDA funded School Workforce Development Team Additional funding found to deliver the function until end of the 2011 academic year	Peter Morgan

**Report to:** Cabinet

**Date of Meeting:** 23 June 2011

**Subject:** Secondary ICT Centre to provide Business Continuity & Disaster Recovery

**Report of:** Head of Corporate Finance and ICT    **Wards Affected:** All

**Is this a Key Decision?** Yes

**Is it included in the Forward Plan?** Yes

**Exempt/Confidential:** No

**Purpose/Summary**

To inform Cabinet of the risk that exists in having a single ICT Data Centre; and to propose a secondary Data Centre facility to provide business continuity and disaster recovery.

**Recommendation(s)**

It is recommended that Cabinet:

- i. notes the risk that exists by having only one ICT Data Centre;
- ii. approves need for a secondary ICT data facility;
- iii. approves the selection of the Prinovis site as the most cost effective solution;
- iv. agrees inclusion of £250,000 in the capital programme funded from earmarked reserves;
- v. agrees the virement of £35,000 from the IT Development budget to meet the ongoing revenue costs of this project.

**How does the decision contribute to the Council's Corporate Objectives?**

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

# Agenda Item 5

## Reasons for the Recommendation:

The risk that exists in relation to a single Data Centre was highlighted as a Corporate risk by the external auditors. It can be mitigated by the creation of a secondary data facility. The creation and operation of the secondary Data Centre can be met from within planned reserves.

## What will it cost and how will it be financed?

### (A) Revenue Costs

£35,000 which will be met from the IT Development budget.

### (B) Capital Costs

£250,000 will be met from earmarked reserves.

## Implications:

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

<b>Legal</b> None from this report.
<b>Human Resources</b> None from this report.
<b>Equality</b> 1. No Equality Implication <input checked="" type="checkbox"/>
2. Equality Implications identified and mitigated <input type="checkbox"/>
3. Equality Implication identified and risk remains <input type="checkbox"/>

## Impact on Service Delivery:

The complete failure of the existing sole ICT Data Centre would have a substantial impact on service delivery. A complete failure would remove all ICT business applications including email and telephone services. E.g. payments of invoices, payment of social care monies and housing benefits would cease and there would be no access to the Council's financial systems.

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

The Strategic Leadership Team (SLT) and the Strategic Asset Management Group (SAMG) have been consulted and any comments have been incorporated into the report.

## Are there any other options available for consideration?

The only other option is that the existing ICT arrangements remain in place and the Council accepts the continued risk of a prolonged period without telephony, email, or computing capability across all services, whilst a replacement ICT data centre is located, equipment sourced, and environment constructed and fitted.



## **Implementation Date for the Decision**

Following the expiry of the “call-in” period for the Minutes of the Cabinet/Cabinet Member Meeting

**Contact Officer:** Linda Price, Client Contract Manager  
**Tel:** 0151 934 3258  
**Email:** linda.price@sefton.gov.uk

## **Background Papers**

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

- Strategic Leadership Team report: 30 September 2010
- SAMG Request for capital expenditure: 12 October 2010
- PWC Report to Audit and Governance Committee: December 2010

# Agenda Item 5

## 1. Background

- 1.1 Sefton MBC has one ICT data centre, operated by arvato Public Sector Services Ltd and located in St Peter's House, Bootle. It hosts and operates the Council's computer business systems and network infrastructure as part of the contract with arvato for the provision of ICT Services.
- 1.2 Data centre failure can be caused by environmental events (such as fire or flood), emergency events (such as terrorist threat/event or area-based power failure) and technical failures (such as computer hard disc failure). One of the most common reasons for the failure of a data centre is crime. It is industry best practice to have a back-up data centre to ensure that business interruption is minimised.

## 2. Introduction

- 2.1 The existing data centre operates over 100 business applications supporting the wide range of council services e.g. systems that record information about children; vulnerable people; benefits claimants; buildings; maps and plans; coroners information.
- 2.2 The existing data centre became operational in March 2010 as the result of the relocation of the Information Services (IS) Dept into St Peter's House. This data centre is managed by arvato to the highest industry standards, but all data centres can run the risk of system failure. Although the St Peter's data centre is new and of a very high standard there will always be the risk of failure, however small that risk.
- 2.3 If the arvato data centre experienced a complete failure, arvato and the Council would have to rely on a third-party rebuild and restore solution which is both expensive and time-inefficient. This risk has also been identified in the recent external auditor's (PWC) report to the December 2010 Audit and Governance Committee.
- 2.4 At present, it would take arvato approximately 12 months to fully restore the Council's ICT systems. This would be funded by arvato using monies from their existing insurance arrangements. This period would include:
  - Sourcing a suitable location
  - Design of the new facility
  - Fit with requisite air cooling, air filtering and fire extinguisher systems etc
  - Three months to completely rebuild the Council's business applications
- 2.5 Under the existing ICT contract, arvato are required to submit proposals for options around a second ICT data centre in order to provide a Disaster Recovery (DR) solution. No monies have been paid to arvato to deliver the Council's preferred DR solution.

## 3. Second ICT Data Centre

- 3.1 Sefton MBC can ensure service continuity by implementing a secondary ICT data centre facility that would be used in the event of a partial or complete failure of the primary data centre in St. Peter's House. A fully-equipped secondary data centre replicating the whole of the primary data centre at St. Peter's House has been ruled out on the grounds of cost which would be in excess of £1m.
- 3.2 The proposed secondary ICT data centre would have sufficient capacity to restore only the Council's top 20 critical business applications. The time taken to restore each of these 20 critical systems would range from a few hours to a few days but should see the Council operating key systems and services within the week, albeit for a limited number of users.
- 3.3 This would mean that Sefton would have the top 20 critical business applications operational in a much shorter time period than the 12 to 18 months quoted above for a complete replacement.
- 3.4 This will enable the following:
- Limited number of email users within 24 hours, with numbers increasing daily
  - Contact centre operational within 24 hours
  - Children's, Adults and Financial systems operational within 24 hours
  - All top 20 critical systems restored within a week, with reduced numbers of operational staff having access

## 4. Proposal

- 4.1 arvato has made the following proposal for the provision of a secondary ICT Data Centre facility.

### 4.2 Location

- 4.2.1 arvato has proposed that Sefton make use of the data storage facilities offered by its sister organisation Prinovis, which has a sophisticated, 'state-of-the-art' facility in Speke, Liverpool.
- 4.2.2 The Prinovis server room has fire suppression, air conditioning units, secure entry systems, entry & environment monitoring already installed. The site itself has its own combined heat and power station generating 11 Megawatts and also has a National Grid connection for power back up. This would thus remove the capital costs around the air-conditioning, fire alarms, physical security and racking costs required for the Council to fit out its own secondary data centre.
- 4.2.3 It should be noted that an in-house facility based in Sefton MBC premises was the initial aspiration, but the lack of suitable existing accommodation - and the costs involved to set up the requisite environment even if there were – mean that this is not a valid option at the present time.

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4.2.4 Although Speke is of course outside the borough of Sefton, it is good industry practice to have a safe distance between the primary and secondary data centres. The secondary data centre should be a suitable distance away to avoid any environmental cause of the loss of the primary data centre, but be close enough to allow workable connectivity speeds and also allow reasonable travelling time for IT staff.

## 4.3 Hardware and Licences

4.3.1 The facility would be fitted out with the necessary Unix environment equipment plus one Windows server. The necessary additional Windows servers for extra capacity would only be acquired in response to a failure occurring as they can be sourced within 24 hours and made operational within a week. This reduces the need for expensive licenses as there would only be one set of licenses in operation at any one time.

4.3.2 As the likelihood of complete failure is guarded against by the existing Business Continuity plans, implementing a secondary data facility in this way balances readiness against cost and would draw on insurance monies, available to arvato as a result of the failure, to fund the purchase and operational readiness of the complete ICT infrastructure and systems. This option would guard against investment in equipment and licenses that could remain unused should a complete failure not materialise.

4.3.3 The ongoing server refresh programme will displace equipment, elements of which would be utilised (where appropriate) to develop the secondary site so that its capacity and responsiveness grows and - except for licenses - will facilitate the restoration of systems in increasingly shorter spaces of time over the next 2 years.

4.3.4 The cost of this hardware and licences is £250k in capital with £35k in annual revenue expenditure.

## **5. Costs**

5.1 The costs are outlined as follows:

	<b>Capital</b>	<b>Revenue (annual)</b>
Equipment	£123k	--
Licensing	£82k	--
Software	--	£4k
Connectivity	--	£16k
Hosting	--	£12k
Electricity	--	included
Maintenance	--	included
Commissioning	£45k	--
10% Contingency		£3k
<b>Totals</b>	<b>£250k</b>	<b>£35k</b>

## 6. Other Options Considered

- 6.1 Sefton has previously sought external funding for a secondary data facility; we were the lead authority in a Greater Merseyside local authority group bid to the North West Improvement & Efficiency Programme (NWIEP) for funding for a shared, secure secondary data centre. We were invited to bid twice, but were unsuccessful on both occasions primarily because the panel believed that the provision of DR facilities was a core responsibility of the councils themselves.
- 6.2 Opportunities to offer reciprocal arrangements with neighbouring authorities have been investigated and costs compared.
- 6.3 The ProiNovis location is a lower cost, better value and more practical solution for the following reasons:
- There is available capacity in the server room for the proposed equipment with sufficient spare to allow for more equipment to be installed should a failure at St. Peter's occur that requires rapid expansion of the second data centre
  - There are empty racks available for mounting the Council's servers so the cost of purchase is avoided
- 6.4 The implementation of a Sefton-specific secondary data facility as outlined in the recommendation presented in this report fits the requirements of:
- Location
  - Security
  - Capacity
  - Expansion potential
  - Cost
  - Access and control by arvato
- 6.5 Taking into consideration the requirements, standards and costs involved in this project, the PriNovis solution is the best value option.

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# Agenda Item 6

**Report to:** Cabinet

**Date of Meeting:** 23<sup>rd</sup> June 2011

**Subject:** Health Inequalities Working Group - Recommendations

**Report of:** Director of Corporate Commissioning

**Wards Affected:** All

**Is this a Key Decision?** No

**Is it included in the Forward Plan?**  
No

**Exempt/Confidential**

No

## **Purpose/Summary**

To report back to Cabinet on proposals regarding the Health Inequalities Working Group recommendations that were considered at the meeting held on 14<sup>th</sup> April 2011.

## **Recommendation(s)**

That

- (1) the proposals put forward by the Strategic Director – People, to progress recommendations (1) to (3) of the Working Group be accepted; and
- (2) the proposals put forward by NHS Sefton to progress recommendations (4) to (7) and (9) of the Working Group be accepted.

## **How does the decision contribute to the Council's Corporate Objectives?**

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

# Agenda Item 6

## Reasons for the Recommendation:

The Cabinet requested proposals on progressing the recommendations put forward by the Working Group.

## What will it cost and how will it be financed?

There are no financial implications.

## Implications:

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

<b>Legal</b>		
<b>Human Resources</b>		
<b>Equality</b>		
1.	No Equality Implication	<input checked="" type="checkbox"/>
2.	Equality Implications identified and mitigated	<input type="checkbox"/>
3.	Equality Implication identified and risk remains	<input type="checkbox"/>

## Impact on Service Delivery:

Implementation of the recommendations will support the activities that are in place to reduce health inequalities across the Borough.

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

The Head of Corporate Finance (FD852) and Head of Corporate Legal Services (LD173-11) have been consulted and any comments have been incorporated into the report.

**Are there any other options available for consideration?** No

## Implementation Date for the Decision

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

**Contact Officer:** Michele Wainwright

**Tel:** Ext. 2666

**Email:** michele.wainwright@sefton.gov.uk

## Background Papers:

There are no background papers available for inspection.



## 1. Introduction/Background

1.1 At its meeting on 14<sup>th</sup> April 2011, the Cabinet considered the report of the Assistant Chief Executive which incorporated the executive summary of the final report by the Overview and Scrutiny Working Group which had undertaken an inquiry into the impact of health inequalities within local communities based around three primary schools. The Cabinet requested that the recommendations of the Health Inequalities Working Group, set out below, be referred to the appropriate named Officer to enable them to bring costed proposals for implementation (including relevant budgetary considerations) to be considered by the Cabinet.

1.2 The recommendations arising from the review were as follows:-

1. Having found excellent examples of schools promoting healthy eating and lifestyle, the Working Group recommends that the focus on this area of work should continue and be developed;
2. That the Strategic Director (People), in consultation with individual schools, be requested to promote the wider use of local school buildings for the benefit of our local communities;
3. That the Strategic Director (People), in consultation with individual schools, be requested to promote the value of the role of the Head Teacher within the local community. This is particularly relevant during the appointment process of a new Head Teacher and could be included in both the job description and person specification drawn up by the Governing Body;
4. That the Chief Executive of Sefton MBC, the Acting Chief Executive of NHS Sefton and the Acting Director of Public Health be requested to identify all Public Sector and community assets available in Sefton local areas, and ensure that partner organisations and the voluntary, community and faith sector have access to the information/data source effectively;
5. That the Chief Executive of Sefton MBC, the Acting Chief Executive of NHS Sefton and the Acting Director of Public Health be requested to work together in ensuring that the local community is aware of the services and activities available to them, for example through the production and distribution of appropriate promotional material, and the circulation of information relating to the activities in Children's Centres across the Borough;
6. That the Chief Executive of Sefton MBC, the Acting Chief Executive of NHS Sefton and the Acting Director of Public Health be requested to develop a protocol to involve the leaders of communities in policy and service development for tackling health inequalities;
7. That the Acting Chief Executive of NHS Sefton and the Acting Director of Public Health, in conjunction with the leadership of the developing GP led Local Consortium, be requested to consider whether Ainsdale Health & Well Being Centre is being fully utilised in its service use;
8. That the Overview & Scrutiny Management Board be requested to consider the merits of the methods adopted during this review, and consider adopting these methods in future reviews; and
9. That the Acting Chief Executive of NHS Sefton and the Acting Director of Public Health be requested to make provision for the continuity and passing on of the findings of this report to the GP Consortia in the

# Agenda Item 6

Borough of Sefton, and positively facilitate the development and fostering of good partnership working between local GPs, the Local Authority, schools and the voluntary, community and faith sector.

## **2. Responses**

2.1 The Strategic Director, People has provided the following proposals in order to progress the above recommendations:

### **2.2 Recommendation 1**

2.2.1 Under the Healthy Schools Programme, this has been a key focus of work, however Members will be aware that as part of the reductions made following the ABG in July 2010 and the reductions necessary to achieve a balanced budget in 2011/12 the staffing provision has been considerably reduced in the Healthy Schools Team and currently there is only one Local Authority post, supported by input from NHS Sefton, that lead on all this work across all schools in Sefton. Previously the establishment included 5 posts.

### **2.3 Recommendation 2**

2.3.1 The Strategic Director will include this in his Termly Report to Headteachers and Termly Report to Governors in September 2011. He will also use his Termly Meeting with Headteachers and Governors to reinforce this message.

### **2.4 Recommendation 3**

2.4.1 The Strategic Director will include this in his Termly Report to Headteachers and Termly Report to Governors in September 2011. He will also use his Termly Meeting with Headteachers and Governors to reinforce this message.

2.4.2 He has also referred to recommendations to School Improvement Partners and School Effectiveness Partners in their work in supporting the schools in the appointment process of Headteachers.

2.5 NHS Sefton has provided the following proposals in order to progress the above recommendations:

### **2.6 Recommendation 4**

2.6.1 NHS Sefton will be considering the use of community and public sector assets to ensure best value for money locally, as part of the process of the national and local changes to the Public Sector. This will be part of an agreed process with partner organisations. Given financial constraints NHS Sefton will be looking to build on services already in place for sharing information about community assets with partners and the public such as Find Your Nearest, Looking Local (digital TV) and the Healthy Sefton phonenumber.

### **2.7 Recommendation 5**

2.7.1 Both NHS Sefton and Sefton MBC are working to improve access to information for local communities by a range of methods, including website information, Looking Local, Find Your Nearest. Local people have been asked where they would like to access information by using Citizen's Panel and other engagement methods such as focus groups and this is helping to shape production and distribution of materials.

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## 2.8 Recommendation 6

2.8.1 Sefton has a good track record in partnership working across statutory and community, voluntary and faiths sectors and NHS Sefton will continue to develop and review this in light of new government policy.

## 2.9 Recommendation 7

2.9.1 As part of the restructuring of NHS organisations there will be a review of current provision of service use for the local population. There has already been a utilization management review of community clinics done and NHS Sefton will look to implement the outcomes of the review.

## 2.10 Recommendation 9

2.10.1 The two GP Consortia are involved and supported by both NHS Sefton and Sefton MBC to help develop good partnership working across the Borough and will be looking to reduce health inequalities across their local communities. This work is being coordinated through the Transition Health and Wellbeing Executive Group.

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# Agenda Item 7

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**Report to:** Cabinet **Date of Meeting:** 23<sup>rd</sup> June 2011

**Subject:** Introduction of Charges on Waterloo Car Parks

**Report of:** Director of Built Environment **Wards Affected:** Church

**Is this a Key Decision?** Yes **Is it included in the Forward Plan?** Yes

**Exempt/Confidential** No

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## Purpose/Summary

To seek approval for the introduction of charges on car parks in Waterloo

## Recommendation(s)

It is recommended that Cabinet:

- i) approve the introduction of charges on the Civic Hall and Hougoumont Avenue car parks in Waterloo and:
- ii) approve £40,000 to be included in the capital programme for the works necessary to install the pay and display machines and associated signing, to be funded from earmarked reserves;
- iii) approve the level of the charges for the above car parks

## How does the decision contribute to the Council's Corporate Objectives?

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

# Agenda Item 7

## Reasons for the Recommendation:

To ensure that the increase in revenue included in the 2011/12 budget is met

## What will it cost and how will it be financed?

### (A) Revenue Costs

None

### (B) Capital Costs

The cost of the works to enable charging to be introduced on the car parks will be £40,000. This cost will be met from earmarked reserves

## Implications:

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

<b>Legal</b>	The Council has the legal power to provide and charge for off-street parking by virtue of sections 32 [power to provide off-street parking places] and 35 [power to charge for off-street parking ] of the Road Traffic Regulation Act 1984.	
<b>Human Resources</b>	None	
<b>Equality</b>		
1.	No Equality Implication	<input checked="" type="checkbox"/>
2.	Equality Implications identified and mitigated	<input type="checkbox"/>
3.	Equality Implication identified and risk remains	<input type="checkbox"/>

## Impact on Service Delivery:

None

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

The Head of Corporate Finance (FD806) and Head of Corporate Legal Services (LD 168/11) have been consulted and any comments have been incorporated into the report.

## Are there any other options available for consideration?

No

# Agenda Item 7

## **Implementation Date for the Decision**

Following the expiry of the “call-in” period for the Minutes of the Cabinet Meeting

**Contact Officer:** Dave Marrin  
**Tel:** 0151 934 4295  
**Email:** dave.marrin@sefton.gov.uk

## **Background Papers:**

None

# Agenda Item 7

## 1.0 Introduction

- 1.1 Council on the 17<sup>th</sup> December 2009 approved for inclusion in 2010/11 and future Council budgets income of £77,000 to be generated from the introduction of Pay and Display Parking in Waterloo and on the Crosby Coastal area off-street car parks.
- 1.2 Under the Council's Constitution approval of the Traffic Regulation Orders (TRO) required to implement these measures is delegated to the Area Committee.
- 1.3 Crosby Area Committee on the 20<sup>th</sup> January 2010, considered a report seeking approval for a pay and display scheme on the following off-street car parks including details for the proposed scale of charges:
- Civic Centre/Library Car Park
  - Hougoumont Avenue Car Park
  - Crosby Coastal Park Car Park
  - Blucher Street Car Park
  - Crosby Leisure Centre Car Park
  - Burbo Bank Car Park
- 1.4 The Crosby Area Committee resolved to refer the matter to the Cabinet Member Technical Services with a request that the car parks and car parking charges, including a possible subsidy for residents, in the Crosby Area be re-examined.
- 1.5 The main issues raised by the Area Committee were further discussed with Crosby Ward Councillors at Transportation Member Officer Working Party meetings in June and October 2010 and were considered by the Cabinet Member at his meeting of the 3<sup>rd</sup> November 2010.
- 1.6 The charges for the Waterloo and Crosby Seafront car parks as approved by Cabinet Member – Technical Services were set at:

Charges:	up to 30 minutes	-	20p
	Up to 2 hours	-	80p
	Up to 4 hours	-	£1.50
	Over 4 hours	-	£3.00

The charges were set at this level both to ensure the required level of income is generated.

- 1.7 The introduction of charges on the car parks was formally advertised on the 13th January 2011 with the intention to report any objections to the Cabinet Member – Technical Services in due course.
- 1.8 In order to complete the introduction of the charges it is necessary for Cabinet to formally set the level of the charge and a report was made to Cabinet at its meeting of the 27<sup>th</sup> January 2011 to set the charges. Cabinet resolved that:

*“the proposals set out in the report be deferred for further consideration at the Cabinet Meeting to be held in May 2011”*



# Agenda Item 7

1.9 In view of the above the formal process to introduce the charges on the car park was suspended.

## **2.0 Proposal**

2.1 Following the Cabinet meeting the matter was again discussed at a further Member Officer Working Party which was held on the 13<sup>th</sup> April 2011.

2.2 At the meeting the following way forward for the Civic Hall and Hougoumont Avenue car parks was agreed with the Cabinet Member.

2.3 The introduction of charges on the Civic Hall and Hougoumont Avenue Car Parks to be progressed, to be in force Monday to Saturday 8am – 6pm, using the following charges

<u>Stay</u>	<u>Charge</u>
Up to 30 mins	0.20
Up to 2 Hours	0.80
Up to 4 Hours	1.50
4 Hours +	3.00

In line with other Council off-street car parks, holders of a Disabled Persons Parking Permit (Blue Badge) will be able to park free of charge and for unlimited periods on the car parks.

2.4 Should Cabinet approve the introduction of the charges and the level of the charges then the proposal would be formally advertised. At the same time the business community would be contacted for their input and additional notices would be placed in the local press to allow residents to comment. It is anticipated that the proposals would also be subject to editorial comment which would further increase the awareness of residents to the proposals

## **3.0 Budget issues**

3.1 The introduction of charges on the Waterloo Car Parks are required to ensure that the Budget Income figure recommended by Council is met.

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**Report to:** Cabinet

**Date of Meeting:** 23<sup>rd</sup> June 2011

**Subject:** Davenhill Primary School Extension and Refurbishment Phase 2

**Report of:** Director of the Built Environment

**Wards Affected:** Molyneux

**Is this a Key Decision?** Yes

**Is it included in the Forward Plan?** No  
(Rule 15 applied)

**Exempt/Confidential** No

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## **Purpose/Summary**

The report provides details of the tenders received for the 2<sup>nd</sup> Phase of the Davenhill Primary School refurbishment proposals.

The total cost of the scheme is within the Children's Services Capital Programme budget provision and the lowest tender received is recommended for acceptance.

## **Recommendation(s)**

Cabinet is recommended to:

- (i) Approve acceptance of the lowest tender received, from tenderer No. 1, in the sum of £1,584,777.
- (ii) Subject to (i) above, authorise the Head of Corporate Legal Services to enter into a contract with the successful tenderer.
- (iii) Note that the proposal was a Key Decision but, unfortunately, had not been included in the Council's Forward Plan of Key Decisions. Consequently, the Chair of the Overview and Scrutiny Committee (Children's Services) has been consulted under Rule 15 of the Access to Information Procedure Rules of the Constitution, to the decision being made by the Cabinet as a matter of urgency on the basis that it was impracticable to defer the decision until the commencement of the next Forward Plan because such a delay would mean that the works could not commence in the school summer holiday period leading to disruption to the operation of the school.

# Agenda Item 8

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

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

### Reasons for the Recommendation:

The recommendation is made in accordance with the Authorities constitution.

### What will it cost and how will it be financed?

#### (A) Revenue Costs

There are no revenue implications associated with this report.

#### (B) Capital Costs

Included within the Children’s Services capital programme is funding provision in the sum of £2,591,000 for this project. The total cost of the project, as outlined in paragraph 3.2 attached, totals £2,374,873.

The total cost can therefore be met from the current budget provision and the lowest tender can therefore be considered for acceptance.

### Implications:

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

<b>Legal</b>	None
<b>Human Resources</b>	None
<b>Equality</b>	
1. No Equality Implication	<input checked="" type="checkbox"/>
2. Equality Implications identified and mitigated	<input type="checkbox"/>
3. Equality Implication identified and risk remains	<input type="checkbox"/>

**Impact on Service Delivery:**

The implications of the project upon the operation of the school has been considered and addressed during the scheme development process and there will therefore be no significant impact upon service delivery.

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

The Head of Corporate Finance (FD785) and Head of Corporate Legal Services (LD146/11) have been consulted and any comments have been incorporated into the report.

**Are there any other options available for consideration?**

The options for alternative school place provision have been considered by the Director of Children's Services prior to adoption of the Phase 1 proposals. Technical proposal options have been considered throughout the design development process, the options adopted provide the most appropriate and best value design solution available.

**Implementation Date for the Decision**

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

**Contact Officer:** David Kay

**Tel:** 0151 934 4527

**Email:** david.kay@sefton.gov.uk

**Background Papers:**

There are no background papers available for inspection.

# Agenda Item 8

## 1. Introduction/Background

- 1.1 The phased refurbishment of Davenhill Primary School commenced on 2010 with funding provided through the Primary Capital Strategy.
- 1.2 The aim being to replace all of the teaching accommodation and ancillary areas with purpose built, flexible spaces that will be suitable for teaching and learning in the 21<sup>st</sup> Century.
- 1.3 The majority of the school is constructed of steel and glass and is completely unsuitable for purpose, with many outstanding condition defects, but the two brick built halls and dining room will be retained and the new accommodation will be constructed around these buildings.
- 1.4 The initial Phase 1 works were completed for the September school term 2010 and subsequently proposals for the 2<sup>nd</sup> and final phase have now been developed.
- 1.5 It is proposed to include within the Phase 2 works for an installation of photovoltaic (PV) panels generating up to 50kwh of electrical power that will significantly reduce the schools energy usage and contribute towards sustainable strategies.

## 2.0 TENDER ACTION

- 2.1 Tenders to carry out the phase 2 works have been invited from suitably qualified and experienced contractors, as follows (in alphabetical order):

J Armor Ltd	Melling
Conlon Construction	Preston
EAGA Contract Services Ltd	Prescot
Lockwoods Construction (Liverpool) Ltd	Bootle
Lyjon Company Ltd	Ellesmere Port
Morgan Sindal PLC	Liverpool

- 2.2 Tenders were received on Thursday 12<sup>th</sup> May 2011 as follows:

Tenderer	Tender	Contract Period
1	£1,584,777	30 Working Weeks
2	£1,670,373	30 Working Weeks
3	£1,588,559	30 Working Weeks
4	£1,593,200	30 Working Weeks
5	£1,595,500	30 Working Weeks
6	£1,799,382	27 Working Weeks

- 2.3 The lowest tender, received from tenderer No.1, has been subject to technical and arithmetical checking and has been found to contain no obvious errors.

## 3.0 FINANCIAL IMPLICATIONS

- 3.1 Included within the Children's Services capital programme is funding totalling £2,591,000 for this project.

# Agenda Item 8

- 3.2 Subject to acceptance of the lowest tender received the total financial implications of the scheme may be summarised, as follows:

Lowest main contract tender received	£1,584,777
Pre construction demolition	£68,150
Post construction demolition	£250,000
Provisional Allowance for PV installation	£100,000
<b>Total Works Costs</b>	<b>£2,002,927</b>
Testing and Inspections	£2,400
Statutory Fees and Charges	£18,000
Legal fees and sundry other costs	£34,686
Loose Furniture and Equipment	£30,000
IT Equipment	£60,000
Professional Fees and Charges	£226,860
<b>Total Phase 2 Scheme Cost</b>	<b>£2,374,873</b>

- 3.3 The total scheme cost can be met from the funding available and the Cabinet Member for Children's Services is therefore requested to give consideration to accepting the lowest tender received.
- 3.4 Subject to acceptance of the lowest tender, the project will be funded through the Primary Capital Programme (£213,000), Modernisation resources (£429,000) and Capital Maintenance grant (£1,732,873).

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**Report to:** Cabinet

**Date of Meeting:** 23<sup>rd</sup> June 2011

**Subject:** Hightown Sea Defences Phase 2: Preferred Contractor

**Report of:** Director of Built Environment

**Wards Affected:** Ravenmeols, Manor, Blundellsands and Church

**Is this a Key Decision?** Yes    **Is it included in the Forward Plan?** Yes

**Exempt/Confidential** No

## Purpose/Summary

The proposed Hightown scheme, will deliver Coastal Defence and Environmental benefits to the area. A report to Cabinet of 17th December 2009 outlined the procurement strategy. The proposed scheme comprises of the removal of both windblown sand and areas of relic fixed dunes at Crosby and transporting them by large dump trucks along the connecting foreshore to Hightown. Here the sand will be used to reinstate the existing sand dunes and extend the toe seaward to its previous position. In addition new sea defences at the Blundellsands Sailing Club will be constructed with a sloped concrete revetment. Under the Coastal Protection Act 1949 the Authority has the powers to undertake the works.

Due to the nature of the scheme, early contractor involvement was adopted. This allowed the contractor to assist and “buy in” to methods associated with environmental and ecology matters.

The purpose of this report is to provide an update on the value of the proposed Target Cost and seek approval to enter into a contract.

## Recommendation(s)

1. To give approval to enter into a contract with the preferred Contractor.
2. To approve the proposed target cost of no greater than £1.15m for inclusion in the Capital Programme.
3. To approve the release of the balance of the Section 106 funds for the future revenue costs of environmental and maintenance works following the capital scheme.

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

	<u>Corporate Objective</u>	<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community		✓	
2	Jobs and Prosperity	✓		
3	Environmental Sustainability	✓		
4	Health and Well-Being		✓	

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5	Children and Young People	✓		
6	Creating Safe Communities		✓	
7	Creating Inclusive Communities	✓		
8	Improving the Quality of Council Services and Strengthening Local Democracy		✓	

## Reasons for the Recommendation:

To progress the delivery of the proposed Hightown scheme, with a proposed start date for the sand extraction at Crosby after the end of the school summer holidays.

## What will it cost and how will it be financed?

**(A) Revenue Costs** – There are ongoing revenue costs of between approximately £4,000 and £5,000 per annum associated with dune management and maintenance of the new structures. It is anticipated that for the foreseeable future these will be met from the balance of Section 106 funds remaining following completion of the scheme, as shown in the table below.

**(B) Capital Costs** - This phase of the Hightown Project will be fully funded from the Broseley's Section 106 contribution. The proposed Target Cost is currently being developed and will be confirmed prior to the Cabinet Meeting. The total S106 contribution currently stands at approximately £ 1,494,585. The projected expenditure of this sum is expected to be as follows:

Forecast costs:	CAPITAL £	REVENUE £	TOTAL £
Construction costs (including contingency)	1,228,000		1,228,000
Environmental enhancement costs	100,000		100,000
Future maintenance costs		162,500	162,500
Other (Planning & MMO fees)		4,000	4,000
	<u>1,328,000</u>	<u>166,500</u>	<u>1,494,500</u>
Phasing:			
2011/12	1,228,000	4,000	1,232,000
2012/13	50,000	20,000	70,000
2013/14	50,000	20,000	70,000
2014/15		4,200	4,200
2015/16		4,200	4,200
Future years		114,100	114,100
	<u>1,328,000</u>	<u>166,500</u>	<u>1,494,500</u>

# Agenda Item 9

## Implications:

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

<b>Legal</b> - The Council has powers under the Coast protection Act 1949 to undertake the proposed works.	
<b>Human Resources</b>	
<b>Equality</b>	
1. No Equality Implication	<input checked="" type="checkbox"/>
2. Equality Implications identified and mitigated	<input type="checkbox"/>
3. Equality Implication identified and risk remains	<input type="checkbox"/>

## Impact on Service Delivery:

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

Consultation with the Blundellsands Sailing Club is ongoing; the latest meeting was on the 27<sup>th</sup> May 2011.

Hightown Parish Council

Sefton MBC Crosby Area Committee

Sefton MBC Coast and Countryside Service; February 2011

Sefton MBC Planning Service; February 2011

Sefton MBC Environmental Protection Department; February 2011

The Environment Agency; February 2011

Natural England; February 2011

Lancashire Wildlife Trust; February 2011

Mersey Conservator; March 2011

Port of Liverpool; March 2011

The Head of Corporate Finance & ICT has been consulted and any comments have been incorporated into the report (FD851).

The Head of Corporate Legal Services has been consulted and any comments have been incorporated into the report (LD172/11).

### Are there any other options available for consideration?

Undertake a tender exercise. This would be in contradiction of the strategy outlined in the Cabinet report dated 17th December 2009 and would result in the benefits of early contractor involvement, in terms of ecological matters, not being realised.

### Implementation Date for the Decision

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

# Agenda Item 9

**Contact Officer:** Graham Lymbery – Project Leader Coastal Defence

**Tel:** 0151 934 2960

**Email:** [Graham.Lymbery@sefton.gov.uk](mailto:Graham.Lymbery@sefton.gov.uk)

**Background Papers:**

None

## 1.0 Background

- 1.1 At its meeting of 6th August 2009, Cabinet were presented with a report to update the Members in relation to the Crosby to Formby Coastal Strategy Study and the proposed works arising from the Study. It also provided an outline programme for the delivery of the proposed works and requested approval to take the Hightown project up to detailed design and tender stage.
- 1.2 Cabinet agreed to include the funding up to detailed design stage in the Capital programme. The project will be fully funded from the Broseley's Section 106 developer contribution.
- 1.3 A report to cabinet dated 17th December 2009 outlined the detail of a procurement process involving early contractor involvement. In short this allows contractor involvement to assist and "buy in" to methods associated with environmental and ecology matters which are of great importance on this project taking into account the works are within 4 nature conservation sites.
- 1.4 Works are due to commence on site in Aug / September 2011. Due to the ecological sensitivity of the area there are significant restrictions on when the work can be carried out, consequently a delay in approval now could result in a delay in commencement of 12 months. The Council has powers under the Coast protection Act 1949 to undertake the proposed works.

## 2.0 Procurement method and progress

- 2.1 The selection of contractor was undertaken by evaluating a quality and cost submission. The tender comprised both a quality submission and a cost submission based on preliminary scheme information. Three companies were invited to tender; Birse, Jennings Building & Civil Engineering and Kier Construction. The selection process has complied with the Council's tendering and contract procedures.
- 2.2 Tenders were returned on 15<sup>th</sup> July 2010. The final scores in descending order taking into account both the price and quality element were:

Birse:	100
Kier:	90.4
Jennings:	88.3
- 2.3 The appointment of Birse as the preferred contractor was endorsed by Cabinet Member Environmental on 12<sup>th</sup> January 2011. Subsequently discussions have continued with Birse in order to form a Target Cost within the funding available. This process has included Birse arranging mini-tenders to appropriate subcontractors to determine a cost to undertake the works.
- 2.4 The present position is that the preferred contractor has been selected and a target cost is now reported to Cabinet with the recommendation to enter into a contract with Birse for this sum. It should be noted that under a target cost contract the final payment due to a contractor may be above or below the target cost. The mechanism is that either the savings or additional costs are shared between the Contractor and the Council, in accordance with the contract.

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**Report to:** Cabinet

**Date of Meeting:** 23<sup>rd</sup> June 2011

**Subject:** Housing Market Renewal - Future Activity (**Part 1**)

**Report of:** Director of Built Environment

**Wards Affected:** Linacre & Litherland

**Is this a Key Decision?** Yes

**Is it included in the Forward Plan?** Yes

**Exempt/Confidential** No

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## **Purpose/Summary**

To set out the potential implications of the cessation of Housing Market Renewal funding and to seek authority to use New Homes Bonus, to fund activity and prudential borrowing in order to fund the completion of the incomplete elements of the Housing Market Renewal Programme.

## **Recommendation(s)**

Cabinet is asked to:-

- i) Approve the inclusion of £9.32m in the capital programme to meet both contractual obligations and the costs of future activity in respect of Housing Market Renewal, so removing liabilities relating to the cessation of dedicated HMR funding;
- ii) Agree that the expenditure outlined in i) above be funded from the following sources:-
  - a) The £2.4m New Homes Bonus allocation for 2011/12, paid as £0.4m p.a. for six years;
  - b) Estimated £5.7m of future New Homes Bonus generated in the Housing Market Renewal Area between 2012/13 and 2019/20 inclusive;
  - c) £1.22m of prudential borrowing previously earmarked by Cabinet for housing purposes.
- iii) Note that because the New Homes Bonus, outlined above, will be paid to the Council over a number of years, short term borrowing may be required to finance the expenditure over the early part of the programme.
- iv) Approves the submission of bids for grant funding support, utilising the above as 'match funding'.
- v) Agree that the Programme will be reviewed in the light of any successful bids for funding and any changes that may be made in the future by the Government to the New Homes Bonus Scheme

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## How does the decision contribute to the Council's Corporate Objectives?

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

**Reasons for the Recommendation:** The Director of Built Environment does not have delegated authority to make decisions relating to such matters.

## What will it cost and how will it be financed?

**(A) Revenue Costs – none**

**(B) Capital Costs –** The proposals in the report will require the inclusion of £9.32m in the capital programme to meet both contractual obligations and the costs of future activity in respect of Housing Market Renewal. It is proposed that this be funded from the following sources; The £2.4m New Homes Bonus allocation for 2011/12, paid as £0.4m p.a. for six years; Estimated £5.7m of future New Homes Bonus generated in the Housing Market Renewal Area between 2012/13 and 2019/20 inclusive; £1.22m of prudential borrowing previously earmarked by Cabinet for housing purposes.

## Implications:

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

<b>Legal - None</b>		
<b>Human Resources - None</b>		
<b>Equality</b>		
1.	No Equality Implication	<input type="checkbox"/> *
2.	Equality Implications identified and mitigated	<input type="checkbox"/>
3.	Equality Implication identified and risk remains	<input type="checkbox"/>



**Impact on Service Delivery:** Agreement of this proposal will reduce the call on mainstream services caused by large numbers of empty and derelict properties in the HMRI area.

## **What consultations have taken place on the proposals and when?**

The Head of Corporate Finance (FD850) and Head of Corporate Legal Services (LD 167/11) have been consulted and any comments have been incorporated into the report.

## **Are there any other options available for consideration?**

Dedicated funding for Housing Market Renewal ended on the 31<sup>st</sup> March 2011. There is no realistic prospect of a replacement grant funding stream to complete the programme, and therefore without the use of New Homes Bonus the programme will cease. The only other alternative would be to fund the outstanding work through Prudential Borrowing funded from Council Tax receipts. A fund of £30 million has recently been announced, to be shared between 5 former Pathfinder areas, which will be the subject of a competitive bid process, requiring matched funding, whose aim is to assist to extricate vulnerable and isolated households, left in such circumstances by the cessation of HMR funding. However, in order to access this funding it must be matched by each Local Authority, and therefore alone this fund will not be sufficient to acquire all outstanding interests in the Klondyke neighbourhood. Therefore, success in the bidding process will reduce but not prevent the requirement for additional resources to complete outstanding activity and to fulfil all contractual commitments.

## **Implementation Date for the Decision**

Following the expiry of the “call-in” period for the Minutes of the Cabinet/Cabinet Member Meeting

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## **Background Papers:**

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

New Homes Bonus: Final Scheme Design – CLG (February 2011)

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## 1. Background

- 1.1 The Housing Market Renewal (HMR) Programme commenced in 2003 as a 15 year Government programme to address the issue of housing market failure. A dedicated funding stream was established by the Government to fund the programme. However, following the Comprehensive Spending Review 2010, dedicated funding ceased abruptly on the 31<sup>st</sup> March 2011, 7 years earlier than originally intended.
- 1.2 The annual housing capital allocation also ceased on 31<sup>st</sup> March 2011. This allocation augmented HMR allocations in Sefton. Therefore, at present, apart from a limited programme for 2011-12, funded from capital receipts secured from 'One Vision Housing' 'Right to Buy' properties, there are no resources identified to complete ongoing HMR activity.
- 1.3 During 2004, spatial masterplans and Supplementary Planning Guidance were adopted in respect of two neighbourhoods where re-development was proposed – Queens / Bedford and Klondyke / Hawthorne Road Corridor.
- 1.4 Both SPG's have been implemented in both areas since 2004, with great success. Sefton is recognised as a high achiever in terms of private sector leverage secured and new homes built.
- 1.5 See part 2 of this report
- 1.6 See part 2 of this report
- 1.7 See part 2 of this report

## 2.0 The Funding Requirement

- 2.1 An assessment has been made of the bare minimum requirement to meet contractual and existing commitments and to remove liabilities in order to bring the programme to a controlled end.
- 2.2 The funding required to meet contractual and existing commitments is as follows:

*Table 1: Funding requirement*

Funding Required	Amount	Notes
Acquisitions	£2.216m	Arising from CPO action
Site Assembly	£1.393m	
Projects	£2.679m	
Fees & Other	£1.935m	
Management & Overheads	£1.070m	
TOTAL	£9.293m (£3.843m unfunded)	£5.45m already secured

- 2.3 Of the total amount of contractual and existing commitments £5.45m is funded from the approved 2011/12 Capital Programme and the remaining £3.843m is currently unfunded.

- 2.4 The unfunded contractual commitments are made up of resources identified to settle claims from previous Compulsory Purchase Orders, sums retained pending the successful completion of capital contracts, and gap funding of onsite works contracted within site disposal agreements. A number of legal commitments are also outstanding. For example, a number of properties owned by the Council have been identified as being structurally unsound and as the property owner we are legally responsible for making these safe. These buildings have been temporarily made safe using supporting scaffold, however this is not a long term solution and a budget sum has been identified within these funding requirements to carry out long term work.
- 2.5 In addition, a number of commitments have been made to residents regarding the implementation of the programme. For example, means tested equity loans to enable residents in clearance areas to purchase another property have been previously been made available as part of the programme. The availability of these loans formed part of the Council's CPO case at a recent Public Inquiry and has been part of negotiations with residents still remaining in the CPO areas. A commensurate budget for equity loans has therefore been identified within this funding requirement to cover these commitments.
- 2.6 The funding required for future activity is as follows:

*Table 2: Funding required for other activity:*

Funding Required	Amount	Notes
Acquisition	£3.053m	Includes homeless & disturbance
Demolition	£1.782m	
Fees & other	£0.642m	
<b>TOTAL</b>	<b>£5.477m – all unfunded</b>	

- 2.7 Currently none of the £5.477m funding required for other activity has been identified and unless funding can be found a number of potential financial liabilities, and health and safety issues will result.
- 2.8 The total sum of unfunded commitments is £9.32m [£3.843m + £ 5.477m]

### **3.0 Implications of Doing Nothing**

- 3.1 If the programme ceases at March 2012, the following implications will flow;
- £3.843 million of unfunded contractual commitments leading to the potential for legal action by partners / contractors
  - 87 households left living amongst 388 derelict and empty properties (equivalent to 1 in every 4.5 properties occupied), with in some cases only 1 or 2 occupied properties in a street, many by old and vulnerable residents
  - An estimated £250k annual (currently unfunded) revenue liability in respect of Council Tax and void security;
  - 475 obsolete houses undermining the significant investment made in the Hawthorne Road corridor

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3.2 See Part 2 of this report

3.3 Of the 475 obsolete properties without identified resources to redevelop, 38 are in private ownership, 220 are owned by the Council, and a further 217 are owned by Adactus Housing our strategic partner in the Klondyke area.

3.4 Large numbers of empty properties retained for an indefinite period will be a magnet for crime and anti-social behaviour and arson, vandalism and theft are common occurrences. There are 87 households still living in the area, and without the necessary funding this would be an ongoing situation posing a health and safety risk to residents.

## **4.0 Use of New Homes Bonus to Complete Activity**

4.1 The New Homes Bonus (NHB) has been developed by the Coalition Government to encourage local authorities to facilitate the construction of new homes. The NHB matches Council Tax receipts generated by new housing, and existing empty housing brought back into use, for the period of 6 years following completion. The final details of the NHB were published by government in February 2011.

4.2 For each home completed and recorded on the Council Tax Base form, net of demolitions, for six years from the following year the Council will receive the equivalent to the national average of that Council Tax band for that house. The Council will also receive an additional 'flat rate' payment of £350 for six years for each of the new homes delivered which is affordable, and for every additional Gypsy and Traveler pitch it provides.

4.3 The NHB has been identified by the government as a potential replacement source of funding for HMR authorities who wish to continue with their regeneration programmes. The unringfenced grant is payable to Local Authorities in a lump sum under Section 31 of the Local Government Act 2003.

## **5.0 Funding Proposal**

5.1 The NHB allocation for 2011/12 is £405,860 per annum paid for a period of 6 years, totalling £2.4m.

5.2 In addition, ongoing HMR activity is projected to generate at least £6.46m in NHB between 2012/13 and 2020/21 inclusive. This will be generated by existing and future HMR schemes scheduled to be completed within the three years 2011/12, 2012/13, and 2013/14. Of the £6.46m NHB generated by the HMR programme, £5.7m is required as part of this proposal.

5.3 In addition, there is currently £1.22m unallocated capital borrowing for housing funded by previously agreed prudential borrowing.

5.4 It is proposed that the £2.4m NHB income for 2011/12, (i.e. £405,860 payable for 6 years) £5.7m of the NHB income generated in the HMR area between 2012/13 and 2020/2021 inclusive, and the £1.22m unallocated capital borrowing for housing is allocated for HMR to cover unfunded contractual commitments, and

future activity relating to the acquisition and demolition of the remaining properties in the Klondyke area.

- 5.5 'Ring fencing' this income for use by the programme will mean that it becomes self funding, and would be sufficient to allow the purchase of the remaining properties, and demolition of the remaining houses, and the completion of existing committed schemes. This proposal will remove the empty and derelict properties in the wider Klondyke area. The HMR programme will help meet the borough's new housing requirement by delivering at least 750 new properties in the borough over the next 4 years, 324 of which will be 'affordable' homes, on brownfield sites. Development of new housing on brownfield sites will reduce the pressure for new housing on Greenfield sites.
- 5.6 On the 9<sup>th</sup> May 2011 on a visit to the Merseyside HMR area the Housing Minister Grant Shapps announced a £30m HMR Transition Fund for five former HMR areas, including Merseyside. The fund will be allocated via a competitive bidding process and is available to purchase the property interests of those remaining in HMR areas left isolated and vulnerable as a result of the sudden withdrawal of funding.
- 5.7 The Director of Built Environment has met the Housing Minister on a number of occasions to discuss the HMR programme. In these meetings, and in statements made in the Commons, it has been made clear that in the case of HMR authorities the government view New Homes Bonus in part as replacement funding for the programme. In order to access the £30 million HMR Transition Fund the Council must provide an equal sum in match funding, and those bids with confirmed match funding will be given priority.
- 5.8 If we are to access the Transition Fund new match funding must be identified. New Homes Bonus income can be used as match funding for the HMR Transition Fund and any funding secured from it will in turn reduce the funding required from this proposal. At this early stage it is thought that the bid to the Transition Fund from Sefton will be in the region of £3.5m, which would reduce the unfunded programme the Council faces from £9.32m to £5.82m
- 5.9 Because the NHB included in this proposal is paid to the Council over a number of years short term borrowing may be required with the programme breaking even in Year 8, 2018/19. A full breakdown of the funding proposal, showing the NHB cashflow, is provided at Appendix I.

## **6.0 Conclusions**

- 6.1 Unfunded contractual and existing commitments remaining from the HMR programme amount to £3.843m
- 6.2 See part 2 of this report
- 6.3 The cessation of the Housing Market Renewal programme so suddenly has left the Council unable to cover existing contractual commitments and to acquire the residual properties in it's re-development areas leaving local residents extremely vulnerable both financially and socially. Use of NHB funding as set out above, in part as 'match' funding for a bid to the £30 million transition fund will remove all

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residents from their vulnerable position, assemble land to develop further new housing and will protect the significant investment made by the Council and it's public and private sector partners to date.

## Appendix I – HMR Programme 2011-2014

Year	1	2	3	4	5	6	7	8	9	10	
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
<b>Expenditure</b>											
HMR Programme	£8,426,692	£3,986,800	£2,353,231	£0	£0	£0	£0	£0	£0	£0	£14,766,723
TOTAL	£8,426,692	£3,986,800	£2,353,231	£0	£0	£0	£0	£0	£0	£0	£14,766,723
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
<b>Resources</b>											
Approved Capital Programme	£5,450,092	£0	£0	£0	£0	£0	£0	£0	£0	£0	£5,450,092
Unallocated capital borrowing	£1,224,058	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,224,058
New Homes Bonus	£405,860	£648,383	£1,116,947	£1,365,418	£1,484,039	£1,484,039	£1,078,179	£835,656	£367,092	£118,621	£8,904,234
<b>TOTAL INCOME</b>	£7,080,010	£648,383	£1,116,947	£1,365,418	£1,484,039	£1,484,039	£1,078,179	£835,656	£367,092	£118,621	£15,578,384
Annual Shortfall	-£1,346,682	-£3,338,417	-£1,236,284	£1,365,418	£1,484,039	£1,484,039	£1,078,179	£835,656	£367,092	£118,621	
Cumulative Shortfall	-£1,346,682	-£4,685,099	-£5,921,383	-£4,555,965	-£3,071,926	-£1,587,887	-£509,708	£325,948	£693,040	£811,661	

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**Appendix II** – See Part 2 of this report



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