

MEETING: CABINET
DATE: Thursday 3rd November, 2016
TIME: 10.00 am
VENUE: Birkdale Room, Town Hall, Southport

Member

Councillor

Councillor Maher (Chair)
Councillor Atkinson
Councillor Cummins
Councillor Fairclough
Councillor Hardy
Councillor John Joseph Kelly
Councillor Lappin
Councillor Moncur
Councillor Veidman

COMMITTEE OFFICER: Steve Pearce
Democratic Services Manager
Telephone: 0151 934 2046
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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.

We endeavour to provide a reasonable number of full agendas, including reports at the meeting. If you wish to ensure that you have a copy to refer to at the meeting, please can you print off your own copy of the agenda pack prior to the meeting.

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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	Apologies for Absence		
2	Declarations of Interest Members are requested to give notice of any disclosable pecuniary interest, which is not already included in their Register of Members' Interests and the nature of that interest, relating to any item on the agenda in accordance with the Members Code of Conduct, before leaving the meeting room during the discussion on that particular item.		
3	Minutes of Previous Meeting Minutes of the meeting held on 6 October 2016		(Pages 5 - 10)
* 4	Domiciliary Care Contracts Report of the Head of Commissioning Support and Business Intelligence	All Wards	(Pages 11 - 16)
* 5	Vision - Sefton 2030 Report of the Executive Director	All Wards	(Pages 17 - 40)
* 6	Revenue and Capital Budget Update 2016/17 Report of the Head of Corporate Resources	All Wards	(Pages 41 - 60)

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THE "CALL IN" PERIOD FOR THIS SET OF MINUTES ENDS AT 12 NOON ON TUESDAY 18 OCTOBER 2016.

CABINET

MEETING HELD AT THE COMMITTEE ROOM, TOWN HALL, BOOTLE ON THURSDAY 6TH OCTOBER, 2016

PRESENT: Councillor Maher (in the Chair)
Councillors Atkinson, Cummins, Fairclough, Hardy,
John Joseph Kelly, Lappin, Moncur and Veidman

ALSO PRESENT: Councillor Weavers

34. APOLOGIES FOR ABSENCE

No apologies for absence were received.

35. DECLARATIONS OF INTEREST

No declarations of any disclosable pecuniary interest were received.

36. MINUTES OF PREVIOUS MEETING

Decision Made:

That the minutes of the Cabinet meeting held on 1 September 2016 be confirmed as a correct record.

37. REVENUE BUDGET UPDATE 2016/17 AND MEDIUM TERM FINANCIAL PLAN 2017/18 - 2019/20

The Cabinet considered the report of the Head of Corporate Resources which provided details of the current outturn forecast position for the Council for 2016/2017 as at the end of July 2016, based on the latest analysis of expenditure and income due to the Council, in addition to the progress in delivering approved savings; the current forecast on Council Tax and Business Rates collection for 2016/17; the current financial environment and the previously reported Medium Term Financial Plan position for 2017/18 to 2019/20; the proposed approach to the development of a budget package; and a proposed timetable for reporting to Members.

Decision Made: That

- (1) the current forecast outturn position as at the end of July 2016 be noted;
- (2) the progress to date on the achievement of approved savings for 2016/17 and residual savings carried forward from previous years be noted;

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- (3) the forecast position on the collection of Council Tax and Business Rates for 2016/17 be noted;
- (4) the proposed approach to developing a budget package be noted; and
- (5) the proposed timetable for the budget process until the setting of the 2017/18 budget on 2 March 2017 be noted.

Reasons for Decision:

To ensure Cabinet are informed of the forecast outturn position for the revenue budget and delivery of savings as at end of June 2016. In addition, Cabinet were updated on the forecast outturn position with regard to the collection of Council Tax and Business Rates.

To ensure that Cabinet is fully aware of the Medium Term Financial Plan position and the proposed approach to the development of a budget package.

Alternative Options Considered and Rejected:

None.

38. STANLEY HIGH SCHOOL - APPROVAL OF LEGAL DOCUMENTATION FOR ACADEMY CONVERSION

The Cabinet considered the report of the Head of Schools and Families which provided details of the decision by the Secretary of State for Education to convert Stanley High School, Southport to a sponsored academy in accordance with statutory requirements and sought authorisation for officers to sign the documentation required to by the academy conversion process.

Decision Made: That

- (1) the statutory requirements regarding academy conversion be noted;
- (2) the financial implications to the Council of the Academy conversion be noted; and
- (3) the appropriate officers be authorised to complete the necessary agreements required as part of the academy conversion process, as outlined in the report.

Reasons for Decision:

The Cabinet needs to authorise the appropriate officers to enter into the agreements required as part of the academy conversion process.

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Alternative Options Considered and Rejected:

No – the Secretary of State has the powers to direct that the academy conversion process can continue if the agreements are not signed.

39. SOUTHPORT PIER AND SEAFRONT COASTAL COMMUNITIES FUND SUBMISSION

The Cabinet considered the report of the Head of Inward Investment and the Head of Regeneration and Housing which provided details of the progress of the Coastal Communities Fund submission to improve Southport Pier and Seafront and sought approval for delegated authority be given to the Cabinet Member Regeneration and Skills to accept the offer of funding subject to a detailed analysis of the 'Offer Letter' by Officers.

The Cabinet Member – Regeneration and Skills reported that following the publication of the report, the Council had been invited to submit an application for funding from the Coastal Communities Fund.

Decision Made: That

- (1) approval be given to officers proceeding with a Stage 2 application to the Coastal Communities Fund; and
- (2) in respect of the Stage 2 application, the Cabinet Member - Regeneration and Skills be granted delegated authority to determine the following issues in accordance with the details and parameters set out within the report and subject to receiving ongoing detailed reports from the project team:
 - i) Submission of the full application and bid;
 - ii) Acceptance of the offer if made; and
 - iii) Management of the capital and revenue funding

Reasons for Decision:

To enable the submission of detailed application for funding from the Coastal Communities Fund to improve Southport Pier and Seafront.

Alternative Options Considered and Rejected:

To withdraw the Expression of Interest submitted and not participate in the Coastal Communities funding programme 2016/19.

40. SOUTHPORT DEVELOPMENT FRAMEWORK

The Cabinet considered the report of the Head of Regeneration and Housing which provided details of and incorporated a copy of the Southport Development Framework document which had been produced following the public consultation exercise on the final draft document. The

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Framework was a strategic document for use over the longer term to guide future developments and attract investment into Southport.

The Cabinet Member – Regeneration and Skills indicated that the Framework had been produced following extensive consultations with the public and the business sector and provided a focus for discussions on future investment in Southport with an emphasis on the town centre and local heritage.

Decision Made:

That approval be given to the publication of the Southport Development Framework to guide future development and investment opportunities.

Reasons for Decision:

An approved Southport Development Framework would help promote the opportunity for investment and development potential that can support the Town.

Alternative Options Considered and Rejected:

None - The draft framework had been the subject of extensive consultation and engagement. Various options had been considered and are contained within the draft and final documentation.

41. BOOTLE TOWN CENTRE INVESTMENT FRAMEWORK

The Cabinet considered the report of the Head of Regeneration and Housing which provided details of and incorporated a copy of the Bootle Town Centre Investment Framework document which had been produced following the public consultation exercise on the final draft document. The Framework was a strategic document for use over the longer term to guide future developments and attract investment into Bootle Town Centre.

The Cabinet Member – Regeneration and Skills indicated that the Framework had been produced following extensive consultations with the public and the business sector and provided a vision and focus for discussions on future investment in Bootle Town Centre.

Decision Made:

That approval be given to the publication of the Bootle Town Centre Investment Framework to guide future development and investment opportunities.

Reasons for Decision:

The Bootle Town Centre Investment Framework would help promote the opportunity for investment and development potential that can support the Town Centre.

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Alternative Options Considered and Rejected:

None - The draft framework has been the subject of extensive consultation and engagement. Various options have been considered and are contained within the draft and final documentation.

42. ADOPTION OF THE LIVERPOOL CITY REGION STATEMENT OF CO-OPERATION ON LOCAL PLANNING

The Cabinet considered the report of the Head of Regeneration and Housing which provided details of the Liverpool City Region Statement of Co-operation on Local Planning which had been approved by the Liverpool City Region Combined Authority and now needed to be approved by the constituent local authorities.

Decision Made:

That the Liverpool City Region Statement of Co-operation on Local Planning be approved to guide consultation on Development Plan documents, including the Sefton Local Plan and any reviews thereof, produced at the Liverpool City Region and at Sefton levels.

Reasons for Decision:

The Liverpool City Region Combined Authority approved the Statement of Cooperation on Local Planning on 15 July 2016 and resolved that it be presented to each Constituent Council (including West Lancashire which was an associate member of the Liverpool City Region) for adoption.

Alternative Options Considered and Rejected:

The alternative is not to agree to adopt the Statement of Cooperation. However, the Council would then fail to meet the statutory Duty to Co-operate requirement, both in relation to any Liverpool City Region-wide plans prepared in the future and those prepared by Sefton. There would not be a Liverpool City Region-wide approach to cooperating on strategic issues, and there would also be an impact on our losing out on economies of scale in relation to consultation and procurement where appropriate.

43. LIVERPOOL CITY REGION TENANCY STRATEGY 2016

The Cabinet considered the report of the Head of Regeneration and Housing which provided details of Liverpool City Region (Tenancy Strategy 2016, which if approved would replace Sefton's existing Tenancy Strategy which was approved by Cabinet on 13 December 2012.

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Decision Made: That

- (1) the Liverpool City Region Tenancy Strategy 2016, as set out in Appendix 1 to the report be approved for publication, and it noted that it would replace the existing Sefton Tenancy Strategy;
- (2) the Cabinet Member - Communities and Housing be granted delegated authority to authorise further amendments potentially required to the Strategy as a result of the approval processes set out in Resolution (4) below, and any future amendments that may be required;
- (3) it be noted that the Liverpool City Region Tenancy Strategy 2016 had been developed in accordance with each individual Local Authorities' housing needs; and
- (4) it be noted that a report will be taken to the Liverpool City Region (LCR) Combined Authority for endorsement, and that each individual LCR constituent authority included in the strategy would seek approval through their individual formal decision making processes prior to the publication of the finalised strategy in December 2016.

Reasons for Decision:

Sefton's Tenancy Strategy was approved by Cabinet on 13 December 2012. This strategy was introduced under Section 150 of the Localism Act 2011, which placed a statutory duty on Local Authorities to prepare, consult upon and publish a tenancy strategy. The 2012 strategy should be *"reviewed every 3 years or sooner than this if there is any significant national or local policy change that may impact on this strategy."* With the current legislative and policy changes brought about through the Housing and Planning Act 2016, alongside the LCR devolution agenda, it is now an appropriate juncture to update Sefton's existing Tenancy Strategy.

As the Tenancy Strategy seeks to influence Registered Housing Providers own approaches to tenancy management, and most Registered Providers operate across the Liverpool City Region Council areas, a common strategy was seen as the most advantageous approach.

Alternative Options Considered and Rejected:

The Council could consider a 'Sefton only' strategy.

Report to: Cabinet

Date of Meeting: 3rd November 2016

Subject: Domiciliary Care Contracts

Wards Affected: All

Report of: Head of Commissioning Support & Business Intelligence

Is this a Key Decision? Yes

Is it included in the Forward Plan? Yes

Exempt/Confidential No

Purpose/Summary

The purpose of this report is to enable Cabinet to make decisions regarding current contractual arrangements and the future procurement of Domiciliary Care services in Sefton.

Recommendation(s)

Cabinet is recommended to note the contents of the report and having given full consideration to all of the information provided, to approve the following:

Extension of existing Domiciliary Care contracts for the period 1st April 2017 to 31st March 2018

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	√		

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Reasons for the Recommendation:

The Council has current Domiciliary Care contracts in place with four Providers which were awarded from 1st April 2012 following a competitive tendering exercise. The contracts were for an initial set term of five years and included a provision that they could be extended for a further period up to two years from 1st April 2017.

It is being recommended that the existing contracts are extended for an additional twelve month period (1st April 2017 to 31st March 2018) in order to provide stability of provider for service users, allow sufficient time to develop, trial and review a revised outcome based service model and to conduct a new competitive procurement exercise in order to award new contracts from 1st April 2018 onwards.

What will it cost and how will it be financed?

(A) Revenue Costs:

Revenue costs with respect to the period of extension will be met from existing Domiciliary Care budgets. The current cost of commissioned Domiciliary Care is approximately £8.19m per annum.

(B) Capital Costs:

There are no additional capital costs associated with the implementation of the recommendation to this report.

Implications:

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

Legal

Care Act 2014

Care and Support Statutory Guidance

Human Resources

None

Equality See Section 3

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

Should the recommendations be approved, service delivery would be amended, with formal contract variations as necessary, to test a new outcome based service model which will aim to have a more positive impact on Service Users as it will seek to provide a more flexible and responsive service to them.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources (FD4346/16) and the Head of Regulatory & Compliance (LD3629/16) have been consulted and any comments have been incorporated into this report.

At this present time, consultation with Providers and Service Users has not taken place, however if the recommendations are approved, consultation will take place with them at various stages regarding the testing of an outcome based model of service, the procurement exercise and the implementation of new contracts.

Are there any other options available for consideration?

The following options were considered and rejected;

1. **Do not extend existing contracts and conduct procurement exercise for the awarding of new contracts from 1st April 2017 onwards** – this option was considered but is not recommended as it would mean either maintaining largely the current service specification/delivery arrangements or implementing changes that are untested. Instead the recommended approach enables us to work with known providers to test a new model/approach before procuring longer term contracts to deliver the new model/approach. In addition, one contracted provider has served notice to terminate the contract early, necessitating the identification of a replacement provider during the current contract term. If the contracts were to terminate in April 2017, service users and care workers would face the concern and disruption of two potential changes in provider/employer within a matter of a few months.
2. **Extend existing contracts for an additional two year period** – this was considered but is not recommended as it delays the full open procurement of a new model and possibly the full realisation of benefits from such a model, beyond the 12 months considered necessary.

Implementation Date for the Decision

Following the call-in period for this Decision

Contact Officer: Peter Moore
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Background Papers:

None.

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Background

1. The current Domiciliary Care contracts in Sefton commenced on 1st April 2012 following a competitive tendering exercise. Contracts were awarded across six areas of the borough to a total of four Providers. Two Providers deliver services in one contracted area each and two Providers deliver in two areas each.
2. The contracts have an initial term of five years and included in the contract is the option to extend the contracts for an additional period up to two years from the initial end date of 31st March 2017. The contracts also allow for variation of the service specification as necessary.
3. As part of work on reviewing current Domiciliary Care arrangements and alternative ways of working, it has been identified that there is scope for implementing revised models of service including a more re-abling and outcome-based commissioning model. This model involves moving away from a 'time and task' service model whereby services are commissioned on a prescriptive basis with the commissioner detailing specific support tasks to be conducted and the days/times that they should be conducted on.
4. In addition, within the last 12 months the Overview and Scrutiny Committee *Care Services (Domiciliary) Working Group* has identified scope for reviewing existing service delivery arrangements and Cabinet has approved the implementation of Stage 1 of the Ethical Care Charter and exploration of the implementation of Stages 2 and 3 in respect of domiciliary homecare services. These matters could be considered and progressed as part of the service review.

Extension of Existing Contracts

5. In line with the Council's Contract Procedure Rules an evaluation of the current contracts has taken place and the recommendation is to extend the contracts for a further twelve months. The extension would therefore be for the period 1st April 2017 to 31st March 2018.
6. The period of extension is proposed in order to allow for the development, testing and review of new service delivery models with known contractors who are familiar with service users and the borough, ahead of a new competitive procurement exercise for new contracts which would commence on 1st April 2018.
7. It is recognised that some Providers have recently faced service capacity issues, this is an issue being experienced across the North West region. In 2016/17 Sefton Council increased fee rates to Providers above contractual obligations, in order to take into account issues such as the National Living Wage and it is hoped that, together with ongoing consultation with Providers, this will help reduce such issues in the future. It is considered that the 12 month extension should further assist with stability in a currently difficult market.
8. In addition to the above, one Provider has served notice on their contract (affecting one contracted area and with effect from 12th January 2017) and arrangements are currently taking place to transfer the contract to the designated back-up Provider in line with the contractual arrangements stipulated in the 2012 tender exercise. Work undertaken by the Council and the outgoing/incoming providers, since service of notice, has enabled an earlier contract transfer to occur in November 2016. Any extension to contracts will therefore also apply to the new Provider and prevent service

users and care workers facing the uncertainty and disruption of two potential changes of provider/employer in a matter of a few months.

Testing of a New Service Delivery Model

9. During this period of extension, work on developing the new model will take place. This work will be conducted with the existing contracted Providers in order to understand the effectiveness of the model and identify any operational issues. The Council will utilise the provision to vary the service specification within the contract as necessary to effectively test a new model of delivery.
10. The testing of the model will also include engagement with Service Users and their carers, families and advocates in order to ensure that any future model is focused on meeting needs and ensuring positive outcomes for Service Users are achieved.
11. As part of the testing, a financial analysis of the implications of adopting the model will take place in order to ascertain the implications on the Adult Social Care budget and to inform the future procurement exercise.
12. During this period work will also take place to review existing service delivery arrangements such as the current 'split' of the borough into six contracted areas and the current mechanisms for commissioning services which are based on each area having a main Provider who is obliged to accept all referrals and a back-up Provider who can accept referrals should the main Provider be unable to.

Future Procurement Exercise

13. Following testing and review of the new model a new competitive procurement exercise for contracts informed by the proposed work detailed above will be undertaken.
14. In addition to the above work, Cabinet has also approved the commissioning of a Market Analysis exercise. This will include the Domiciliary Care sector and will include an analysis of fee levels and the individual elements (such as staff costs) that form overall fee levels.
15. This combined information will be used to ensure that the future procurement is based on a robust new service model and a comprehensive understanding of the Domiciliary Care Market.
16. It is envisaged that, following development, testing and review of the new service model, any procurement exercise would need to commence by July 2017, in order to allow a sufficient implementation period for new contracts, including ensuring that Service Users are made aware of the changes and are supported in managing the change.
17. The precise details of the future procurement exercise (e.g. process, tender evaluation criterion, period of contracts, award of contracts etc.) will be informed by the testing, review and market analysis work referred to above and will be set out for approval in a subsequent pre-procurement report to Cabinet.

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Report to:	Cabinet Council	Date of Meeting:	3 rd November 2016 17 th November 2016
Subject:	Vision Sefton 2030	Wards Affected:	Wards
Report of:	Executive Director		
Is this a Key Decision?	Yes	Is it included in the Forward Plan?	Yes
Exempt/Confidential	No		

Purpose/Summary

Sefton Council has been leading on developing a new vision for the borough, working closely with partners, businesses, private sector organisations, the voluntary, community and faith sector and the community. The Vision and Outcomes Framework will help us focus on what's important and to be ambitious for the Borough and its communities in the future.

This report provides Cabinet and Council with

1. feedback from Overview & Scrutiny Committees
2. an updated 2030 Vision Outcomes framework for consideration

Recommendation(s)

Cabinet is asked to

1. Thank the Overview and Scrutiny Committees and note that their comments and feedback has been reflected in the Outcomes Framework at Annex B and will be reflected in the development of future engagement plans and activity.
2. Agree the recommended changes to the themes at paragraph 2.3
3. Agree the Core Purpose at paragraph 2.13
4. Subject to any required changes, commend the Vision & Outcomes Framework at Annex B to Council
5. Note that the framework for change will help the Council deliver against the vision and new core purpose
6. Agree that changes to the formal documentation are made so any decisions evidence impact against the vision and Council core purpose
7. Agree that the current two sponsors Cllr Patricia Hardy and Cllr Paulette Lappin, retain an overview sponsorship role.

Council is asked to

8. Consider and agree the Vision & Outcomes Framework at Annex B subject to any changes required by Cabinet
9. Consider and agree the Core Purpose at paragraph 2.13

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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	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:

Sefton Council is leading on developing a new and exciting vision for the future of the borough and wants anyone who lives, works or visits Sefton to be involved. Working closely with partners, businesses, private sector organisations, the voluntary, community and faith sector and the wider Sefton community, the aim is to focus on what is important and to be ambitious for the borough and its communities in the future.

Imagine Sefton 2030 engaged the public, local businesses and potential investors in creating a vision that will collectively promote shared prosperity, coordinated public investment, and a healthy environment and population.

The Vision and Outcomes Framework will guide long term planning - helping to collectively stimulate growth, prosperity, set new expectation levels and to help focus on what is important for Sefton.

Alternative Options Considered and Rejected:

The role of the public sector is changing and so the Council and partners must prepare for the future. Doing nothing is not an option and a silo based approach would not maximise opportunities for the borough.

What will it cost and how will it be financed?

(A) Revenue Costs

There are no direct implications arising from this report

(B) Capital Costs

There are no direct implications arising from this report

Implications:

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

Financial		
Legal		
Human Resources Full and meaningful consultation will take place with the Trade Unions and employees on the matters arising from this report.		
Equality		
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 of the Proposals on Service Delivery:

Consideration of service delivery implications will form an integral part of the budget, public engagement and consultation processes and will be dependent on the approaches and projects finally adopted by the Council and its partners.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources (FD.4348/16) and Head of Regulation and Compliance (LD.3631/16) have been consulted and have no comments on the report.

Extensive community consultation has been undertaken and Cabinet was provided with feedback in September 2016.

The engagement feedback and Vision & Outcomes Framework has also been considered by Overview & Scrutiny as per the timetable below -

6th September 2016 Overview and Scrutiny Committee (Adult Social Care and Health)

13th September 2016 Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services)

20th September 2016 Overview and Scrutiny Committee (Regeneration and Skills)

27th September 2016 Overview and Scrutiny Committee (Children's Services and Safeguarding)

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Implementation Date for the Decision

Immediately following the Council meeting on 17 November 2016.

Contact Officer: Jan McMahon

Tel: 0151 934 4431

Email: jan.mcmahon@sefton.gov.uk

Background Papers:

There are no background papers available for inspection

1. Background

- 1.1 The Vision will enable the Council and partners to demonstrate the connected thinking and action. It will also enable the Council to bring about meaningful and measureable plans with targets, timescales and performance management framework. Cabinet members, in December 2015 agreed an outline work plan, which has a three stage approach:
 - Engagement to develop a vision
 - Agreement on how to use the vision
 - Implementing the short, medium and long term targets to achieve the Vision, will guide our current and future action and will inform budget planning processes.
- 1.2 The Cabinet Sponsors for the 2030 Vision are Councillor Patricia Hardy, Cabinet Member Communities and Housing and Councillor Paulette Lappin, Cabinet Member, Regulatory, Compliance and Corporate Services, who agreed to work to a time period of 2030, on which 2020 would be a key milestone.
- 1.3 Extensive engagement took place with the Council workforce, partners to develop a draft Vision and Outcomes Framework and this was considered by our communities from 13th June until 31st July 2016.
- 1.4 In September 2016 Cabinet considered the full Consultation and Engagement report. Cabinet asked that
 - 1.4.1 the engagement feedback and Vision & Outcomes Framework be considered by all Overview & Scrutiny committees
 - 1.4.2 further work be undertaken with partners understand what really matters to communities and refine the Vision & Outcomes Framework based on the engagement feedback
 - 1.4.3 current Council priorities and core purpose be reviewed in light of the Imagine Sefton 2030 feedback to date
 - 1.4.4 consideration was give to how future decisions were made about priorities and resourcing

2 Grounding the Conversation

- 2.1 Feedback from the Overview & Scrutiny Committees was in the main very positive with all Chairs welcoming the opportunity to comment and have input to the Vision and development of future plans. The engagement approach was well received, however, as always it was felt that lessons should be learnt and that it was essential that good practice developed was shared and built upon.
- 2.2 Detailed feedback from each Overview & Scrutiny Committee is available at Annex A. Cabinet is asked to take account of this feedback when considering the Outcomes Framework and in the development of future engagement activity and plans.

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2.3 As requested by Cabinet further work has been undertaken with partners to understand what really matters to communities and refine the Vision & Outcomes Framework based on the engagement feedback. As part of this work the accessibility of language the language used has been given full consideration and so for clarity it is recommended that the themes consulted on become –

Draft Theme	Recommended Theme	What does this look like?
Resilient people and places	Together a stronger community	<p>In 2030, Sefton residents look out for each other. We focus on our similarities and the strength that comes from diversity, but never on our differences.</p> <p>We have proactive and supportive communities, aided by a vibrant voluntary, community and faith sector, where everyone has the opportunity to live an independent and active life. We know our neighbours, have high levels of trust in our community and we help each other out in any way we can.</p> <p>Our communities are strong, knowledgeable and informed.</p>
Growing, living and ageing well	A borough for everyone	<p>In 2030, Sefton is a borough that has everything we need to live, learn and age well.</p> <p>From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools.</p> <p>Quality apprenticeships, vocational training and university access mean we can follow our dream career path.</p> <p>We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities.</p> <p>When it comes to enjoying our free time and living socially, there are clubs and groups for everyone.</p>
A great place to live, work and play	Living, working and having fun	<p>In 2030, Sefton is the perfect place to enjoy your life.</p> <p>With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made</p>

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Draft Theme	Recommended Theme	What does this look like?
		<p>the borough one of the most desirable places to live in the country.</p> <p>Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths.</p> <p>We enjoy shopping on Sefton's vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport.</p> <p>We are borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.</p>
<p>Activities, sociability and hosting</p>	<p>Visit, explore and enjoy</p>	<p>In 2030, Sefton has something to offer residents and visitors of all ages.</p> <p>We enjoy activities on our beaches and floral greenspaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year.</p> <p>Known for its cultural scene, Sefton has something for everyone.</p>
<p>Image & Environment</p>	<p>A clean, green and beautiful borough</p>	<p>In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability.</p> <p>We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them.</p> <p>Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality.</p>

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Draft Theme	Recommended Theme	What does this look like?
Accessible and linked	On the move	<p>In 2030, Sefton is easy to move around and well linked with the wider city region and beyond.</p> <p>Night buses, better train links and affordability mean that public transport is safe and available to everyone. We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active.</p> <p>Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.</p>
Right for business	Open for business	<p>In 2030, Sefton is home to businesses of all sizes, from international organisations and small start-ups to social enterprises and community organisations.</p> <p>We are a borough with a global outlook, exporting many of our services and goods via the port.</p> <p>Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SME's and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets.</p> <p>With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.</p>
Digital, Science & Technology	Ready for the future	<p>In 2030, Sefton is at the forefront of technology and research.</p> <p>Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds. By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research.</p> <p>We are well connected to the rest of the world and we are always looking to the future. Sefton is a borough connected by people, supported by technology.</p>

- 2.4 Cabinet is asked to consider agree the recommended changes to the themes.
- 2.5 The Council and partners will continue to work with our communities over the coming months and years to understand develop and refine plans and approaches to change.
- 2.6 Annex B of this report provides Cabinet with a draft of Vision & Outcomes Framework for consideration and subject to any required changes commend the Vision & Outcomes changes to Council.
- 2.7 Partner organisations, businesses, investors and Sefton residents all have a role to play in delivering the 2030 vision. Sefton Council will play its part and show strong and visible leadership in delivering the vision. The Council will adopt the 2030 Sefton vision of ‘A confident and connected Sefton’ and will strive to deliver priorities for the borough, ensuring everything it does has a contributory focus to the future of the borough.
- 2.8 The way the Council works will be different in the future, like all organisations that are future focused, it will modernise and develop. In order to achieve the 2030 vision the Council will need to change how it works. The financial constrains upon the Council also require changes to ways of working.
- 2.9 The Council will move away from traditional ways of working focused around delivering services and it will have a greater role in influencing, shaping, enabling and building community capacity. Where it is necessary to do so, it will continue to be a provider of services but will use new service delivery models and new forms of partnership. This will mean that by working more closely with others partners can optimise efficiency and effectiveness and create sustainable approaches.
- 2.10 The Council will not always be a provider of services in the future, delivering fewer services itself but will act as a broker and commissioner of services, making sure that the needs of Sefton residents and businesses and met with the right responses and support.
- 2.11 The Council will continue to
 - be a strong and influential leader; taking the reins on creating a climate where reform and growth are active
 - assess need
 - lead in creating vibrant market places
 - be place-shapers
 - and stimulate the right environment for success.

In the future the Council will have a much stronger focus on co-production and working with the community and will be less about doing things for residents and more about creating capacity and motivation for people to get involved. The Council will also operate more commercially in the future, finding new ways to trade and deliver services with a commercial edge while retaining its

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social purpose. The Council will aim to make a profit but will reinvest it to make a difference to lives and economy of Sefton. By working with others the Council will strive to always be ready for the future and continuously improve.

2.12 The Core Purpose of the Council has been assumed to be

- **Protect the most vulnerable** i.e. those people who have complex care needs with no capacity to care for themselves and no other networks to support them
- **Commission and provide core services** which meet the defined needs of communities and which are not and cannot be duplicated elsewhere
- **Enable/facilitate economic prosperity** i.e. maximise the potential for people within Sefton to be financially sustainable through employment / benefit entitlement
- **Facilitate confident and resilient communities** which are less reliant on public sector support and which have well developed and effective social support networks.

2.13 Having considered the feedback from Imagine Sefton 2030 Cabinet & Council are asked to consider and agree the following as the Core Purpose moving forward. We will need to continually review how this Core Purpose is effectively communicated to staff and communities.

- **Protect the most vulnerable:** i.e. those people who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable and where we need to we will intervene to help improve lives
- **Facilitate confident and resilient communities:** the council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant on public sector support and which have well developed and effective social support
- **Commission, broker and provide core services:** the council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible. We will deliver services which can't be duplicated elsewhere or where we add value.
- **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. This includes strong leadership and influencing partner organisations to work towards common goals and building pride in the borough

- **Drivers of change and reform:** the council will play a key role in leading change and reform to improve outcomes for Sefton residents and continuously improve the borough
- **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; and having enough money to invest in infrastructure.
- **Generate income for social reinvestment:** the council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose.

3. **Designing the Future Together**

- 3.1 Today Sefton has many strengths and assets but it is also facing real challenges. By working together as partners we will unlock the borough's collective resources for the benefit of all and use our strengths and assets to become even more effective. Most importantly the future of Sefton will be shaped by the people already living here and others who will choose to move here. Businesses already located in Sefton and those who choose to invest here, will help drive future prosperity.
- 3.2 The impact of the Government's austerity programme and ongoing policy changes has and will continue to have a significant impact on the Council and many of its partners. This will influence how partners move forward, at least in the short and medium term.
- 3.3 As a result of Government funding reductions the Council has had to make savings of £169m since 2011, with a further forecast reductions of £64m between 2017- 2020. These are challenging targets but Council along with partners remains ambitious for the borough and the Vision will enable the Council and partners to demonstrate the connected thinking and action, so improving outcomes.
- 3.4 The Council and partners will consider the Imagine Sefton 2030 and future feedback in the design and development of new strategies, approaches and ideas. The intention is for partners to adopt a New Realities 'can do' approach to collaboration aimed at working together in a positive, productive environment.
- 3.5 Once Cabinet and Council have approved the Vision Outcomes Framework the intention is that a Corporate Plan will be developed so that the Council is able to demonstrate how it will contribute to and influence the achievement of the ambitions articulated in the Vision and how we will move towards the new core purpose for the Council. The plan will refresh the strategic objectives and various frameworks within the Council including the Performance Framework, the

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commissioning framework, the workforce development strategy and the communications and marketing framework.

- 3.6 Alongside this the Council is developing a major change programme to enable the council to be sustainable and fit for the future, the Framework for Change. The Council has to rethink what it does and how it does it. The size of the change required is significant and it will be the biggest that this council has ever gone through. It will involve bringing different services together who had never worked together before and integrating them internally, and in some cases with partners and/or the Liverpool City Region. It will involve radical changes to service offers, approaches and methods of delivering services and how the Council works with partners and the community. This will be a whole scale change programme and impact on all parts of the Council. Growth and Public Sector Reform will focus heavily, and will be at the heart of the changes we need to make.
- 3.7 For the Council implementing the short, medium and long term targets to achieve the Vision, will guide current and future action and will inform budget planning processes. In order for us to maintain a focus on the 2030 vision and align what we do it is recommended that Cabinet and Council decisions are made giving consideration to the vision and new Council core purpose. It is recommended that changes to the formal documentation are made so any decisions evidence impact against the vision and Council core purpose.
- 3.8 To ensure that the framework for change is consistently moving us towards achieving the vision, it is recommended that the current two sponsors Cllr Patricia Hardy and Cllr Paulette Lapin, retain an overview sponsorship role specifically with regards to the Public Sector reform agenda, under the Framework for Change so the interdependent nature of change is managed well and that the translation of the vision into action is championed and kept alive, real and active.

Annex A

Overview and Scrutiny Committee (Adult Social Care and Health) 06.09.16

Comments from Committee Members included issues regarding attracting and keeping young families; house prices and choices; employment; activities to keep people fit and well and make them feel included; and incidents of young people leaving affluent areas to go to university and not returning, which could lead to social isolation for their ageing parents.

Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) 13.09.16

Members of the Committee asked questions/made comments on the following topics:-

- the staged delivery of the Vision
- consultation response rate connected to the tourism sector
- the consultation process relating to ethnicity, cultural diversity and younger people
- the Vision is aspirational and very good but concern expressed that Central Government funding cuts will make the Vision difficult to deliver
- public engagement is critical and we need more rather than less
- Information could also be obtained from consultation exercises undertaken in connection with the Formby, Lydiate, Maghull and Southport Neighbourhood Plans process
- reference was made to a letter of representation regarding a poorly attended consultation event at Bootle Library. Could steps be taken to improve participation at future events?
- Need to ensure that consultation processes are undertaken in a range of ways rather than simply online

Overview and Scrutiny Committee (Regeneration and Skills) 20.09.16 Draft minutes

Members of the Committee asked questions/made comments on the following topics:-

- the staged delivery of the Vision
- include reference to work life balance
- the requirement for all Town Centre Strategies to link into the Sefton 2030 Vision
- address the issue that respondents did not think that young people were listened to or that their opinions were taken into account when planning for the future
- review those areas where young people seem to be least engaged against those areas where they seem more engaged and seek to improve
- improve partnership working between the Council, Colleges and potential investors/business to ensure that relevant courses and trades are available to young and mature students across the Borough with a view to increasing supply and demand of the workforce sector

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- improve partnership workings to ensure that the housing choices referred to in the report are included in the Sefton offer
- welcomed that the Overview and Scrutiny Management Board were undertaking a review of the Performance Framework which would be the framework to monitor and measure progress in achieving the 2030 Vision.

Overview and Scrutiny Committee (Children's Services and Safeguarding) 27.09.16

Members of the Committee asked questions/made comments on the following topics:-

- the staged delivery of the Vision and the quality of the Consultation and Engagement.
- Advantageous to engage with Parish Councils
- Welcomed and congratulated Sefton's Young Advisers in relation to the extensive work undertaken in developing Sefton's 2030 Vision and encouraged the Council to engage with Sefton's Young Advisors on future projects.
- Welcomed that the Overview and Scrutiny Management Board were undertaking a review of the Performance Framework which would be the framework to monitor and measure progress in achieving the 2030 Vision.

Annex B

Together a stronger community

In 2030, Sefton residents look out for each other. We focus on our similarities and diversities but never on our differences, working together to live a fruitful life.

We are supportive communities, aided by a vibrant voluntary sector, where everyone has the opportunity to live an independent and proactive life. We know our neighbours and we help each other out in any way we can, from sparing a drop of milk to lending a caring ear.

Our communities are strong, knowledgeable and informed.



A borough for everyone

In 2030, Sefton is a borough that has everything we need to live, learn and age well.

From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools. Quality apprenticeships, vocational training and university access mean we can follow our dream career path.

We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities.

When it comes to enjoying our free time and living socially, there are clubs and groups for everyone.



A clean, green and beautiful borough

In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability.

We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them.

Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality.



Living, working and having fun

In 2030, Sefton is the perfect place to enjoy your life.

With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made the borough one of the most desirable places to live in the country.

Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths.

We enjoy shopping on Sefton's vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport.

We are borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.



Sefton 2030

A confident and connected borough



On the move

In 2030, Sefton is easy to move around and well linked with the wider city region and beyond.

Night buses, better train links and affordability mean that public transport is safe and available to everyone. We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active.

Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.



Visit, explore and enjoy

In 2030, Sefton has something to offer residents and visitors of all ages.

We enjoy activities on our beaches and floral greenspaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year.

Known for its cultural scene, Sefton has something for everyone.



Ready for the future

In 2030, Sefton is at the forefront of technology and research.

Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds. By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research.

We are well connected to the rest of the world and we are always looking to the future. Sefton is a borough connected by people, supported by technology.



Open for business

In 2030, Sefton is home to businesses of all sizes, from international organisations and small start-ups to social enterprises and community organisations.

We are a borough with a global outlook, exporting many of our services and goods via the port.

Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SME's and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets.

With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.



Together a stronger community

Vision	Pledges	Outcomes
<p>In 2030, Sefton residents look out for each other. We focus on our similarities and the strength that comes from diversity, but never on our differences.</p> <p>We have proactive and supportive communities, aided by a vibrant voluntary, community and faith sector, where everyone has the opportunity to live an independent and active life. We know our neighbours, have high levels of trust in our community and we help each other out in any way we can.</p> <p>Our communities are strong, knowledgeable and informed.</p>	<ul style="list-style-type: none"> ■ Work with partners to unlock the borough's collective resources for the benefit of all ■ Support strong, equal partnership working between public, private and voluntary sectors and the communities they serve ■ Work together to encourage the community to be involved in shaping the delivery of services in local neighbourhoods ■ Work together to explore innovative ways of working to enable community capacity to grow and strengthen ■ Work together to strengthen community voices ■ Work together to encourage people to make their homes and communities safe and more energy efficient ■ Target information and encourage participation in initiatives and activities within the local community 	<ul style="list-style-type: none"> ■ People are influencing decisions which affect them and communities work together and with partners to deliver effective change ■ Stronger community leadership ■ People are taking responsibility for their own health and well-being ■ People feel safe and supported and are free from discrimination and harm ■ People understand and exercise their safeguarding responsibilities ■ Communities and individuals are benefitting from many volunteering opportunities and schemes ■ People are not socially isolated ■ People are well informed ■ People rely less on public sector services

A borough for everyone

Vision	Pledges	Outcomes
<p>In 2030, Sefton is a borough that has everything we need to live, learn and age well.</p> <p>From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools.</p> <p>Quality apprenticeships, vocational training and university access mean we can follow our dream career path.</p> <p>We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities.</p> <p>When it comes to enjoying our free time and living socially, there clubs and groups for everyone.</p>	<ul style="list-style-type: none"> ■ Work together to understand, develop and celebrate local communities ■ Work together to develop clear commissioning policies that promote and encourage health and well being ■ Work together to ensure everyone has positive learning experiences ■ Work together to promote and encourage independence ■ Work together to influence national government to get the best possible results for Sefton 	<ul style="list-style-type: none"> ■ People enjoy being part of energetic local communities with their own unique identities and sense of pride ■ People are prepared for change ■ People have aspirations and achieve their ambitions through education, training and lifelong-learning ■ People are accessing education and training opportunities ■ People are accessing to an integrated, efficient and sustainable health and social care system

Living, working and having Fun

Vision	Pledges	Outcomes
<p>In 2030, Sefton is the perfect place to enjoy your life.</p> <p>With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made the borough one of the most desirable places to live in the country.</p> <p>Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths.</p> <p>We enjoy shopping on Sefton’s vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport.</p> <p>We are borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.</p>	<ul style="list-style-type: none"> ■ Work together to actively promote Sefton and its assets to make Sefton the place to live, work and play ■ Work with businesses and investors to develop the job market ■ Work together to ensure housing choice across all types and tenures across the Borough ■ Work together to explore new solutions with our communities to make a positive difference to people’s lives and the environment 	<ul style="list-style-type: none"> ■ Sefton is the most attractive place to live in the City Region ■ People are employed in a diverse job market ■ People have access housing choices ■ Businesses provide a range of work based learning provision ■ People have a positive work, life balance enjoying a lively social, cultural, sport and leisure offer ■ The community plays a key role in the regeneration of their area

A Clean, Green, Beautiful Borough

Vision	Pledges	Outcomes
<p>In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability.</p> <p>We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them.</p> <p>Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality</p>	<ul style="list-style-type: none"> ■ Work together to promote the borough ■ Develop a Masterplan for the borough ■ Work together to encourage all groups who want to improve the environment ■ Work together to demonstrate commitment to heritage in the built environment ■ Work together to demonstrate commitment to the natural environment ■ Work together to prevent and reduce all types of pollution 	<ul style="list-style-type: none"> ■ People value and enjoy our exciting heritage and natural environment and want to protect it and enhance it for future generations ■ Sefton is a respected environmental knowledge hub ■ People work together to keep Sefton clean and green relying less on public sector services ■ People and businesses are environmentally aware

Visit, Explore and Enjoy

Vision	Pledges	Outcomes
<p>In 2030, Sefton has something to offer residents and visitors of all ages.</p> <p>We enjoy activities on our beaches and floral greenspaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year.</p> <p>Known for its cultural scene, Sefton has something for everyone.</p>	<ul style="list-style-type: none"> ■ Work together to actively promote Sefton and its assets to make Sefton the place to stage events and visit ■ Work with businesses and investors to make our high streets thrive ■ Work with our partners across the City Region to actively promote Sefton 	<ul style="list-style-type: none"> ■ People visit Sefton from far and wide to enjoy the culture, festivals and sporting events ■ People are accessing improved information enabling easy access to cultural, leisure and social opportunities ■ People spend and shop local

On the Move

Vision	Pledges	Outcomes
<p>In 2030, Sefton is easy to move around and well linked with the wider city region and beyond.</p> <p>Night buses, better train links and affordability mean that public transport is safe and available to everyone</p> <p>We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active.</p> <p>Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.</p>	<ul style="list-style-type: none"> ■ Enable infrastructure improvements to support changing connectivity needs ■ Work together to encourage greater use of public transport and development of community schemes ■ Work together to promote active travel ■ Work together to improve access to the coast and green spaces 	<ul style="list-style-type: none"> ■ Communities and businesses enjoy improved links with the City Region and beyond ■ People are accessing safe, quick, inclusive and reliable transport and travel ■ People are keeping active ■ Communities and businesses benefit from reduced congestion

Open for Business

Vision	Pledges	Outcomes
<p>In 2030, Sefton is home to businesses of all sizes, from international organisations and small start-ups to social enterprises and community organisations.</p> <p>We are a borough with a global outlook, exporting many of our services and goods via the port.</p> <p>Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SME's and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets.</p> <p>With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.</p>	<ul style="list-style-type: none"> ■ Work together to create the conditions for economic growth, giving Sefton a competitive edge to attract investment ■ Work with the business and education sectors to help ensure residents are in the best position possible to gain employment. ■ Work together to promote and develop new employment and training opportunities, such as apprenticeships ■ Work with businesses promote high quality of life offer to employees ■ Support local businesses 	<ul style="list-style-type: none"> ■ Sefton is one of the most successful local economies in the City Region ■ Sefton is home to market leading businesses and sustainable and competitive industry clusters ■ Sefton is known for its entrepreneurial and enterprise culture ■ Businesses can choose from a range of affordable, modern workspaces ■ Communities benefit from integrated educational, learning and skills development links with business ■ Local people are recruited by local employers

Ready for the Future

Vision	Pledges	Outcomes
<p>In 2030, Sefton is at the forefront of technology and research</p> <p>Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds.</p> <p>By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research</p> <p>We are well connected to the rest of the world and we are always looking to the future.</p> <p>Sefton is a borough connected by people, supported by technology.</p>	<ul style="list-style-type: none"> ■ Work together to secure investment in Sefton ■ Work together to create the conditions for and harness the benefits of a thriving local economy ■ Work together so Sefton becomes a digital borough and improve access to digital technology ■ Work together to promote digital inclusion 	<ul style="list-style-type: none"> ■ Communities and businesses benefit from increased business investment in the Borough ■ Communities benefit from job growth in key locations and sectors ■ Communities and businesses benefit from improved transport, green, and digital infrastructure ■ Communities and businesses benefit from new digital technologies that keep people informed and connected

Agenda Item 6

Report to: Cabinet
Council

Date of Meeting: 3 November 2016
17 November 2016

Subject: Revenue and Capital Budget Update 2016/17

Report of: Head of Corporate Resources **Wards Affected:** All

Is this a Key Decision? No
Yes

Is it included in the Forward Plan?

Exempt/Confidential No

Purpose/Summary

To inform Cabinet / Council of: -

- i) The current forecast outturn position for the Council for 2016/17 as at the end of August. This forecast will be informed by the latest analysis of expenditure and income due to the Council, in addition to the progress in delivering approved savings;
- ii) The current forecast on Council Tax and Business Rates collection for 2016/17; and
- iii) The current position of the Capital Programme and to request that two further schemes be added.

Recommendation(s)

Cabinet is recommended to:-

- i) Note the current forecast outturn position as at the end of August 2016;
- ii) Note the progress to date on the achievement of approved savings for 2016/17 and residual savings carried forward from previous years;
- iii) Note the forecast position on the collection of Council Tax and Business Rates for 2016/17;
- iv) Note the current position of the 2016/17 Capital Programme; and
- v) Include additional capital allocations, outlined in paragraph 6.4 and 6.7, to the 2016/17 Capital Programme.

Council is recommended to: -

- i) Include additional capital allocations, outlined in paragraph 6.4 and 6.7, to the 2016/17 Capital Programme.

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

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

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6	Creating Safe Communities		•	
7	Creating Inclusive Communities		•	
8	Improving the Quality of Council Services and Strengthening Local Democracy		•	

Reasons for the Recommendation:

To ensure Cabinet are informed of the forecast outturn position for the revenue budget and delivery of savings as at end of August 2016. In addition, an updated forecast of the outturn position with regard to the collection of Council Tax and Business Rates. Inform Members of the latest forecast outturn of the Capital Programme, and to include additional schemes financed from Section 106 monies into the Capital Programme.

What will it cost and how will it be financed?

(A) Revenue Costs

i) 2016/17 Revenue Budget

Any under-achievement of the approved revenue budget savings for 2016/17 (and residual savings from previous years) will need to be financed from within any surplus identified within other areas of the 2016/17 budget, or from the Council's general balances.

The current financial position on approved savings indicates that about £8.445m are at significant risk of not being achieved (the "Red" marked items in Annex A). Due to the time required to implement large projects, some savings will not be achieved (or achieved in full) in 2016/17. Further work is being undertaken to assess the likely achievement of these items in 2017/18 and subsequent years.

As at the end of August, the surplus in the remainder of the Council's Budget reduces the potential deficit to £3.571m. Should other budget savings not be identified during the year, then an equivalent level of reserves would be required to support the budget. In previous years, surpluses have tended to materialise throughout the financial year as services restrain spending in order to remain within budget and an appropriate intervention strategy has been implemented. As with previous years, the revenue budget will be closely managed throughout the remainder of the year, with reports provided to Cabinet accordingly.

(B) Capital Costs

The current spend to date on the Capital Programme is £4.433m (18%). Following a review of capital schemes in the current programme, £2.979m of resources have been identified as potentially being available to fund new schemes. However, schemes that require completion will utilise £1.640m of these resources in 2016/17 with further commitments in future years of £1.006m.

The report considers additional capital schemes to be financed from Section 106 monies, and asks that they be added to the 2016/17 Capital Programme.

Implications:

Legal: None

Human Resources None

Equality

Equality Implication

Equality Implications identified and mitigated

Equality Implication identified and risk remains

Impact on Service Delivery:

None.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources is the author of the report (FD 4350/16)

The Head of Regulation and Compliance has been consulted and has no comments on the report. (LD 3633/16)

Are there any other options available for consideration?

None.

Implementation Date for the Decision

Immediately following the call-in period following the publication of the Cabinet Minutes

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Background Papers: None

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1. Introduction

- 1.1 The Council approved the revenue budget for 2016/17 and this required savings of £37m to be implemented during the year in order for a balanced budget to be delivered. The approved budget also included the use of balances totalling £0.869m (increasing to £0.969m following the approval to continue the modern apprenticeship scheme as agreed by Cabinet in July), pending identification of any alternative means of financing.
- 1.2 This report therefore presents an assessment of the forecast revenue outturn position for 2016/17 and the latest position on the achievement of the agreed savings for 2016/17 (£29.171m), plus the ongoing savings requirements carried forward from previous years.
- 1.3 The report also outlines the current position regarding other key income streams for the Authority, namely Council Tax and Business Rates, as variations against expected receipts in these two areas will also affect the Council's financial position in future years.
- 1.4 Approval of a number of schemes for inclusion the 2016/17 Capital Programme is requested. These include the final phases of two school schemes, plus a number of schemes to be funded from Section 106 monies.

2. Summary of Forecast Outturn Position as at the end of August 2016

- 2.1 At the end of August 2016, a forecast deficit is projected on the Council's outturn budget of £3.571m (previously reported as £3.515m to the end of July). This is shown in the table below:

	Budget	Forecast Outturn	Variance	July Position
	£m	£m	£m	£m
Services				
Strategic Management	2.832	2.832	0	0
Strategic Support Unit	2.753	2.830	0.077	0.117
Adult Social Care	85.850	88.368	2.518	2.964
Children's Social Care	27.587	28.792	1.205	1.083
Communities	10.704	10.287	(0.417)	(0.190)
Corporate Resources	4.131	3.876	(0.255)	(0.055)
Health & Wellbeing	23.301	23.251	(0.050)	0
Inward Investment and Employment	4.126	4.191	0.065	0.065
Locality Services - Commissioned	17.906	18.188	0.282	0
Locality Services - Provision	9.306	10.336	1.030	0.500
Regeneration and Housing	4.497	4.489	(0.008)	0.047
Regulation and Compliance	4.582	4.398	(0.184)	(0.209)
Schools and Families	25.905	25.516	(0.389)	(0.408)
Total Service Net Expenditure	223.480	227.354		
Reversal of Capital Charges	(13.376)	(13.376)	0	0
Council Wide Budgets	3.387	3.084	(0.303)	(0.399)
Levies	33.769	33.769	0	0

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General Government Grants	(34.655)	(34.655)	0	0
Total Net Expenditure	212.605	216.176		
Forecast Year-End Deficit			3.571	3.515

- 2.2 The above statement reflects the forecast shortfall in the achievement of agreed saving proposals (£8.445m – see para. 3.2) with positive action being taken to identify savings across the Authority to partially mitigate this overspend. These savings are from a number of services, particularly Adult Social Care and Schools and Families. Further action is still required to reduce this overspend further in order to try and eliminate this overspend.
- 2.3 Based upon the current forecast, if this position were to be maintained until the year-end, the use of Council reserves would total £4.540m, due to the budget already assuming the use of reserves totalling £0.969m.
- 2.4 It can be seen from the Table at paragraph 2.1 that the key movements between July and August are as follows:-
- 2.4.1 The Adult Social Care budget position has improved by £0.446m. This is mainly due to a reduction in the forecast expenditure relating to community care budgets (£0.278m) and a forecast reduction in spend in the Strategic Transport Unit budget for Adult Social Care (£0.250m). Budgeted income of £6m from Clinical Commissioning Groups, via the Better Care Fund, will not be received during the year. As a result, a lower contribution of £0.910m will be received. This outcome has placed a significant budgetary pressure on the service and the wider Council finances for which compensatory savings will be required. It is particularly disappointing that the Fund which was intended to protect social care services has not delivered on this objective.
- 2.4.2 The Communities budget is forecasting an increase in the year-end surplus of £0.227m due to various business rates refunds being made on libraries along with savings being made on employee budgets.
- 2.4.3 Following a review of Corporate Resources, there have been additional savings on salaries identified within Asset Management (£0.100m) and a forecast reduction in spend, primarily on supplies and services, within Finance and Personnel (£0.100m).
- 2.4.4 However, there are services where an adverse position is currently being forecast. These are:
- Locality Services Provision is forecasting an increase in the service deficit of £0.530m. This increase is mainly due to the saving requirement for green waste not being achieved (£0.430m). In addition, forecast income levels from burials and cremations currently indicate a further £0.050m shortfall mainly due to competition from a newly opened private sector facility and also reduced capacity at Thornton Crematorium for 3 months while the cremator is replaced. Lower than anticipated income has also contributed to a further £0.050m shortfall on the Security Service due to a reduction in the demand for the service and the inability to reduce fixed

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costs associated with the delivery of the service to an equivalent extent. A review of the service is being undertaken to explore ways in which the overspend can be mitigated and to secure the future financial sustainability of the service.

- Within the Locality Services Commissioned service, there is an inability to achieve a saving of £0.530m on Street Lighting. Due to the identification of savings elsewhere within the service, the forecast impact of this has been reduced to a deficit of £0.282m and work is continuing in an effort to reduce this further.

3. Approved savings for 2016/17 (and previous years carry forward savings)

3.1 The table at **Annex A** identifies the current position of the agreed savings for 2016/17. They are analysed into four categories: -

- Savings achieved to date (Blue);
- Progress is satisfactory (Green);
- Outcome is unknown and is at risk of not being fully achieved (Amber);
and
- Known shortfalls, or significant risk of not being achieved (Red).

This approach is designed to ensure complete transparency, effective risk management and improved consultation and engagement.

It should be noted that individual savings may be categorised into more than one area; for example, part of the work to achieve a required saving may be on track (and a value can be shown in Green), whilst another element is potentially at risk (and therefore shown as Amber).

3.2 The position as at the end of August 2016 for the achievement of savings is unchanged from previously reported. There is £28.345m (76%) of the total required savings in 2016/17 of £37.407m that have been delivered or are on plan; with £0.617m (1%) at some risk of not being fully achieved. This leaves a further £8.445m (23%) of savings that are unlikely to be achieved in 2016/17 (identified as "Red"). Mitigating action elsewhere in the budget has considerably reduced this gap; however, further action is still required to balance the budget.

3.3 As with previous years, all budget savings will continue to be closely managed, with regular reports being presented to Cabinet and Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services). Officers will also continue to be mindful of the ongoing financial position and take appropriate action where further efficiencies can be found which do not require a change of policy.

4. Council Tax Income – Update

4.1 Council Tax income is shared between the billing authority (Sefton Council) and the two major precepting authorities (the Fire and Rescue Authority, and the Police and Crime Commissioner) pro-rata to their demand on the Collection Fund. The Council's Budget included a Council Tax Requirement of £111.644m for 2016/17 (including Parish Precepts), which represents 85.4% of the net Council Tax income of £130.689m.

4.2 The forecast outturn at the end of August 2016 is a surplus of -£1.583m (-£1.547m to the end of July) on Council Tax income. This is due to:-

- The surplus on the fund at the end of 2015/16 being higher than estimated at -£0.462m;
- Gross Council Tax Charges in 2016/17 being higher than estimated at -£0.636m, a change of -£0.024m from July; and
- Council Tax Reduction Scheme discounts being lower than estimated at -£0.327m, a change of +£0.032m from July.

4.3 Due to Collection Fund regulations, the Council Tax surplus will not be transferred to the General Fund in 2016/17 but will be carried forward to be distributed in future years.

5. Business Rates Income – Update

5.1 Since 1 April 2013, Business Rates income has been shared between the Government (50%), the Council (49%) and the Fire and Rescue Authority (1%). The Council's Budget included retained Business Rates income of £32.975m for 2016/17, which represents 49% of the net Business Rates income of £67.296m. Business Rates income has historically been very volatile making it difficult to forecast accurately.

5.2 The forecast outturn at the end of August 2016 is a deficit of £1.950m (£2.246m to the end of July) on Business Rates income. This is due to:

- The surplus on the fund at the end of 2015/16 being lower than estimated £2.438m;
- In year budget variations to date in 2016/17 of -£0.488m which are largely due to the rateable value of properties increasing since December 2015 rather than reducing as forecast.

5.3 Due to Collection Fund regulations, the Business Rates deficit will not be transferred to the General Fund in 2016/17 but will be carried forward to be recovered in future years.

6. Capital Programme 2016/17

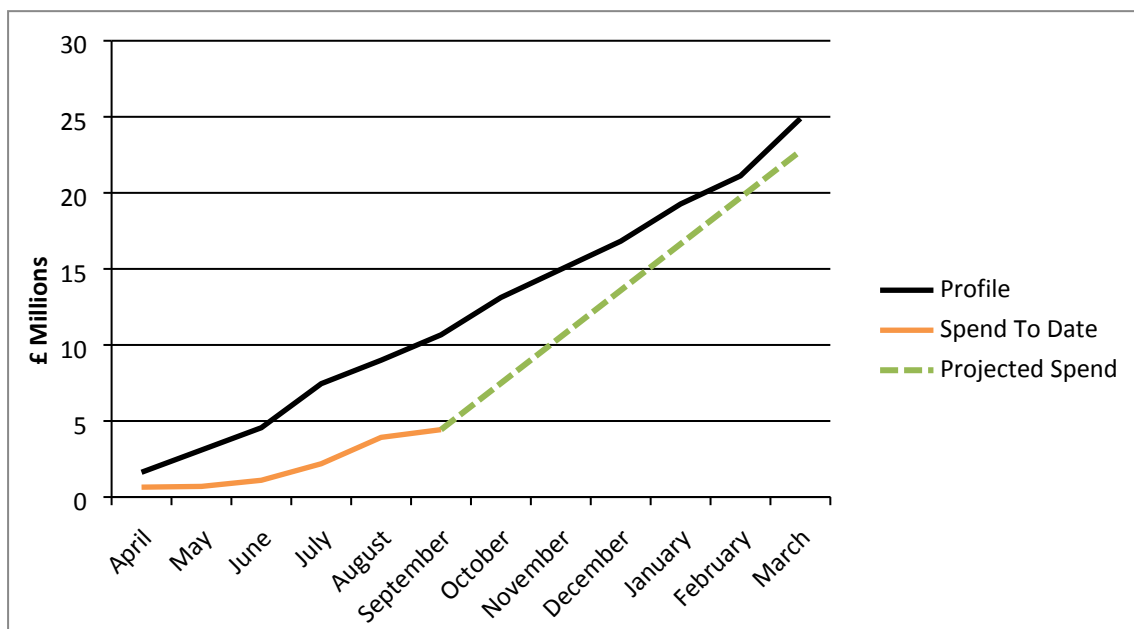
6.1 Following a detailed review, a full analysis of the Council's Capital Programme is shown below. This reflects schemes that have been approved in previous years and that those schemes that have been approved to commence in the current year. Capital payments of £23.192m are due in 2016/17. The following table shows the current full year budget, actual expenditure to date and the forecast outturn.

Budget / Resources	2016/17 Budget	Current In-Year Expenditure	Forecast Year-End Expenditure	Potential Funding Available
	£m	£m	£m	£m
Previous Years'	18.660	4.012	16.521	-2.139

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Programme				
2016/17 New Starts	6.671	0.421	6.671	0.000
TOTAL	25.331	4.433	23.192	-2.139

6.2 The following graph below shows the 2016/17 Capital Programme expenditure to date against the profiled budget.



6.3 The table above identifies that the current and previous years' programme has identified £2.139m of potential resources being available for other schemes. In addition, there is currently £0.840m of previously unallocated resources relating to 2016/17. This gives a total of £2.979m of resources that are available to fund new schemes in 2016/17.

6.4 As part of the exercise, two school schemes were identified as requiring resources in order to complete the final phases of development. These schemes are at Norwood and Litherland Moss Primary Schools (and require funding of £1.640m in 2016/17, with further commitments of £1.006m in 2017/18 and beyond). This report seeks the required resource in 2016/17 for these schemes (£1.640m) to be included in the Capital Programme. Should these allocations be approved, approximately £1.339m of funding remains unallocated in 2016/17.

6.5 Expenditure has been at a level below the profiled budget throughout the year to date. As a result, the Capital Programme and each scheme within it will require careful monitoring of both delivery and financial management in order that accurate forecasts are maintained and any re-profiling can take place.

6.6 A detailed service by service breakdown of the expenditure is shown in the following table:

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	Full Year Budget	Expenditure to September	September as a % of Budget	Budget Remaining
	£m	£m	%	£m
Health & Wellbeing	0.504	0.065	12.9%	0.439
Communities	2.392	0.371	15.5%	2.021
Schools and Families	4.220	1.891	44.8%	2.329
Regulation and Compliance	0.168	0.013	7.7%	0.155
Regeneration and Housing	2.398	0.164	6.8%	2.234
Adult Social Care	2.354	0.577	24.5%	1.777
Locality Services - Provision	2.740	0.419	15.3%	2.321
Locality Services - Commissioned	8.456	0.810	9.6%	7.646
Corporate Support	1.399	0.123	8.8%	1.276
Uncommitted Capital Grant	0.700	0.000	0.0%	0.700
Total Capital Programme	25.331	4.433	18%	20.898

6.7 Further additions to the 2016/17 Capital Programme.

In addition to the two schemes at Norwood and Litherland Moss Primary Schools (referred to in paragraph 6.4), Section 106 monies are contributing to identified projects in the following Wards; approval is needed to include them in the Capital Programme. Ward councillors have been involved in the process to agree where and how the monies should be spent, along with support from area co-ordinators. The following table identifies what resources have agreed in the following wards.

	£
Ravenmeols	5,750
Harington	36,100
Cambridge	15,475
Dukes	10,350
Blundellsands	47,000
Linacre	100,000
Derby	160,000
Molyneux	8,800
Manor	48,849
Sudell Ward	9,300
Litherland	291,601
St. Oswald's	49,970
Ford	18,040
Netherton & Orrell	44,260

Council is recommended to add these fully funded projects to the Capital Programme.

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2013-17 LISTED BUDGET SAVINGS PERFORMANCE AT AUGUST 2016

Savings achieved to date	22,977,667
Progress is Satisfactory	5,367,550
Risk of savings not being fully achieved	617,500
Known shortfalls or significant risk that savings will not be achieved	8,444,733
Total of Savings	37,407,450

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Review of Commissioning - reducing funding support to community groups - Commissioning & Neighbourhood Coordination	261,000				261,000	This saving will be achieved in 2016/17.
Voluntary Community Faith Review	1,500,000	1,135,683			364,317	£364k of the savings target has been achieved. The remainder of the £1.5m is not achievable.
Libraries - Review of operation and management of libraries including book fund and opening times	70,000				70,000	This saving will be achieved in 2016/17.
Parks Maintenance - Botanic Gardens Shop Closure	30,000				30,000	This saving will be achieved in 2016/17.
Parks Maintenance - Increase allotment fees by an average of £10 per full size plot in 2016/17 and again in 2017/18.	20,000				20,000	This saving will be achieved in 2016/17.
Further Changes in Style and Standards of Parks Management	27,000				27,000	This saving will be achieved in 2016/17.
Arts - Review management and opening times at the Atkinson	120,000			120,000		This saving will be achieved in 2016/17.
Street Scene - Building Cleaning - change frequency of office cleaning	19,000				19,000	There has been a reduction in the cost of cleaning Council and internal facilities during 2016/17 so the required saving is being met.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Public Conveniences increase charges	40,000	40,000				This saving will not be achieved in 2016/17. Initially the non-achievement of this saving was due to the one off costs of fitting coin mechanised doors at facilities that were previously provided free of charge. In addition, there have been higher than expected costs for maintenance and vandalism issues. Although charges have been increased / introduced, the financial benefit to the Council has also been less than expected due to the avoidance of payment (particularly at busy periods) by users holding the doors open for those waiting to follow. This issue is being reviewed. Negotiations are currently underway with an external operator to provide a fully managed service at a cost that can be contained within the reduced budget. Therefore this saving is expected to be achieved from 2017/18 onwards.
Public conveniences reviewed for efficiency savings	20,000	20,000				This saving will not be achieved in 2016/17. Initially the non-achievement of this saving was due to the one off costs of fitting coin mechanised doors at facilities that were previously provided free of charge. In addition, there have been higher than expected costs for maintenance and vandalism issues. Although charges have been increased / introduced, the financial benefit to the Council has also been less than expected due to the avoidance of payment (particularly at busy periods) by users holding the doors open for those waiting to follow. This issue is being reviewed. Negotiations are currently underway with an external operator to provide a fully managed service at a cost that can be contained within the reduced budget. Therefore this saving is expected to be achieved from 2017/18 onwards.
Careline Service/Security Force (income target)	75,000		75,000			This saving is not being achieved as it is reliant on income derived from other parts of the Council (which have been subject to cuts) and the cessation of a healthcare project which was also expected to generate income for the service. At this stage no alternative income sources have been identified and it is therefore unlikely that this additional income requirement will be met in 2016/17.
Street Scene - Building Cleaning - change frequency of office cleaning	50,000				50,000	There has been a reduction in the cost of cleaning Council and internal facilities during 2016/17 so the required saving will be met.
Cleansing Service - Reorganisation of workload and work patterns	25,000				25,000	The budgetary provision for Cleansing Services has been adjusted to take account of the restructure which has now been implemented. As such, the required savings target will be achieved in 2016/17. However, it should be noted that the income target for recharges to internal facilities and services needs to be reviewed in the light of a reduction in cleaning budgets available across the Council.
Street Cleansing - Bulky Items Collection Service - Restructure Crews and introduce charge for bulky items	6,000				6,000	The budgetary provision for Bulky Items has been adjusted to take account of a restructure and increased charges and as such, the required saving target will be achieved in 2016/17.
Green Waste	430,000	430,000				Saving not likely to be achieved following the reorganisation of the recycling service.
Public Conveniences - Closure of all public conveniences	74,000	24,000		50,000		The original saving was predicated on the entire budget for the service being removed. There will still be residual costs to be incurred in closing the facilities in terms of NNDR, insurance, utilities, etc. for which no budget remains. Consequently, it will not be possible to meet the saving target in full during 2016/17 or in future years.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Bulky Items - Increasing collection charge from £7.50 to £10 per collection	48,000				48,000	The budgetary provision for Bulky Items has been adjusted to take account of a restructure and increased charges and as such, the required saving target will be achieved in 2016/17.
Sefton Care Line and Sefton Securities - Increased income as result of increased service activity	200,000	200,000				This saving target was predicated on increasing income by insourcing a wider range of previously externalised maintenance, testing and installation services across Council facilities and services. This did not happen as expected or proposed and as such it will not be possible to generate this additional income on top of the increased income target set for the current financial year. As such, this saving target will not be met during 2016/17. However additional business e.g. through the promotion of the Arc Angel product, is expected to generate significant income in the future which will not only enable this saving to be achieved but will also contribute towards future years' savings. Savings options in this area for 2017/18 and beyond will need to acknowledge the need to make this saving first
Catering - To increase the charge for each meal by 10p in September 2015 (start of the school term) and by a further 10p from September 2016	250,000				250,000	This saving requirement is based upon increasing the cost of a school meal annually over a two year period. The first increase generated the required additional income. Therefore, it is expected that the second increase will also provide the required increase in income. As such, the required saving target will be met in 2016/17.
New Options - Increase Cremation and Burial Fees by 5% above inflation	150,000	150,000				A new crematorium has opened in West Lancashire within five miles of the existing facility in Southport. This has had an effect on the income generated at the facility. The crematorium at Thornton is also operating at reduced capacity (2 days a week) for some months this year due to a replacement programme for the old cremators which have failed emissions tests. As such the increased income levels will not be achieved in 2016/17. In future years, although full capacity will return at Thornton, the impact of the private crematorium will continue and the loss of income arising from this competition will prevent the income target of £150,000 from being met.
Improved procurement of Council wide communications activity	61,050	45,500		15,550		A deficit is forecast on sponsorship income of £45.5k in 2016/17 due to the phased cessation of Roundabout advertising (by 31 March 2017) and the delayed start of Web advertising, resulting in this saving not being fully achieved in year. For 2017/18 the Council is anticipating full year income from Web advertising, this will result in a reduction to the unachievable saving to £42k. The Strategic Support team will continue to seek out further income opportunities and savings, if this does not materialise this will result in permanent non achievement which is assumed here.
Corporate Communications Team - Deletion of vacant posts and Team restructure	100,000	16,000		84,000		This saving was in total £204k (£100k phased 2016/17) and was originally to be met from a reduction in staffing. However the saving was then anticipated to be achieved by both staffing and income i.e. staffing £104k in 2015/16 (achieved) and income £100k in 2016/17 which has previously been reported as not achievable. Having reviewed the Communications budget and the wider Strategic Support budgets this saving will now be achieved from April 2017/18 and the deficit this year is due to part year implementation in 2016/17.
Transformation - Reduction of Transformation resource	75,000				75,000	This saving will be achieved in 2016/17 due to a restructure of teams.
Environmental Health - Reduction in front line environmental health regulatory services. Reduction in pest control services but retain full rat control service	170,000			170,000		On target to be achieved.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Parking - Review of service and charging regimes	467,000	100,000		367,000		There will be a shortfall in income achieved due to the proposal to cease the refund of car park charges at leisure centres. The remaining 367k should be achievable subject to market conditions.
Street Lighting Energy - Invest to save in lighting columns and bulbs to allow reduced hours of lighting.	530,000	530,000				It was anticipated last month that £100k would be achievable from energy savings / reduced tariffs which would have restricted the unachieved element of this saving to £430K. Latest information suggests that there will be no contributory saving in tariffs and the entire saving will not be achieved in the current year. Furthermore, the indicative tariff for 2017/18 will increase by £112k (based on current consumption levels) which will put further pressure on the achievement of the saving in subsequent years. Whilst every effort will be made to cover the saving through increases in income, this cannot be guaranteed. Excess income has been used in previous years to cover the regular overspend on winter service. There is a spend to save initiative for Cabinet to consider shortly. The outcome of the Cabinet decision will inform how the Council considers this saving option.
Further Changes in Style and Standards of Parks Management	64,000			64,000		On target to be achieved.
Parks Maintenance - Reduction in GM Contracts	30,000			30,000		On target to be achieved.
Coast - Reduction to visitor and site management activities. Extension to the length of the life guard contract on reduced terms. Car-parking income charges	75,000			75,000		On target to be achieved.
Highway management, development, design and safety - Changes to charges Service reorganisations	130,000			130,000		On target to be achieved.
New Options - Funding of highways, ICT and other developments from capital resources	1,000,000	434,000		566,000		The achievable figure is based on the actual capitalisation in 2015/16. Work will continue to identify all work that can be capitalised in 2016/2017, although the full saving may not be delivered.
Budget re-alignment of salaries to be funded from grants, contracts and reserves	116,000	116,000				It is forecast that this saving will not be delivered in year as the majority of budget relates to Head of Service and grants that are used to fund remaining staff within the service who are not core funded. This saving will not be achieved in the long term and the Medium Term Financial Plan has been adjusted to reflect this.
14-19 Services - Changes to commissioning arrangements for Information, Advice & Guidance	40,000				40,000	Achieved.
Management fee reduction - Formby Pool Contract	50,000				50,000	Following re-negotiation of the contract this saving will be achieved

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
School Health - Re-specify/recommission the healthy Child programme for the whole 0-19 age range	260,000				260,000	Saving achieved in 2016/2017
Sports Leisure- Active Sports - Increase in income due to increased charges and new programmes	30,500		30,500			This £30.5k saving is the residual amount of a total saving target of £84k of which £53.5k was achieved in 2015/16. It appears that there has been an element of duplication around this particular saving with the original proposal, by the then Head of Service, only anticipating £30k additional income. While there may be some further additional income achieved in this particular area in 2016/17 it is unlikely that the full remaining £30.5k will be achieved in this specific income budget. However it is anticipated that there could be overachievement of income in other areas of the budget. The situation will continue to be monitored throughout the year
Public Health-Internal restructure to reflect the need to strengthen the influencing role of the team, and reduced need for commissioning capacity	100,000				100,000	Saving achieved in 2016/2017
Integrated Wellness - Integration of Lifestyle services	1,549,000				1,549,000	Saving achieved in 2016/2017
Substance Misuse - Reduction in Substance Misuse spend	440,000				440,000	Saving achieved in 2016/2017
DCATCH - The scheme has already closed to new pupils, saving reflects cohorts of pupils completing the programme	15,000				15,000	Saving will be achieved in 2016/17
Children With Disability Service - Continue with the development of, and implement, new eligibility criteria	315,000			315,000		The achievement of this savings target has been challenging. A post originally identified to contribute towards this saving has been taken as part of the Senior Management Review. However, options are still being explored to ensure the permanent achievement of this saving. Currently, the saving is being mitigated by under-spends elsewhere within the service. This will continue to be monitored closely.
Aiming High - Continue with the development of, and implement, new eligibility criteria. Review and potential cessation of funding for some activities	400,000				400,000	This saving will be achieved in 2016/17.
Attendance Welfare Service - Improved administration of legal procedures. Reduced eligibility for service interventions. Increase income	142,000			142,000		This saving should be achieved in 2016/17.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Locality Assessment - Redesign of Common Assessment Framework team Implement a	60,000			60,000		This saving should be achieved in 2016/17.
Commissioning - Reduction of the Commissioning Service staffing	144,000				144,000	This saving will be achieved in 2016/17 due to a restructure of teams.
Business Intelligence & Performance - Re-structure	360,000				360,000	This saving will be achieved in 2016/17 due to a restructure of teams.
Housing Standards - Reduction in housing enforcement services including cessation of corporate illegal traveller sites co-ordination	20,000			20,000		On target to be achieved.
Planning - Increase in income across parts of the service Development Management, Building Control, and Technical Support [land charges] in light of economic forecast	130,000	105,000		25,000		This savings target relates to Planning / Building Control income and whilst there is likely to be an overachievement of Planning Application income of £96K, there are currently estimated shortfalls on Building Control (£160K), Planning Policy (£16K) and the Section 106 admin fee (£25K). The net effect of all of these is a shortfall of income against budget of £105K.
Home Improvements DFG - Re-profiling the allocation of costs and increasing the level of recharges	10,000			10,000		On target to be achieved.
New Options - Funding revenue consequences of planning projects from Section 106	500,000			500,000		This saving will be achieved in 2016/17.
Treasury Management	8,000,000				8,000,000	The Council has changed its policy relating the provision for debt repayment. This has generated significant savings until 2019/2020 (2016/2017 saving includes the saving achieved in 2016/2017 that was reserved to be utilised in 2016/2017).
General inflation provision - Remove general inflation provision set in MTFP at 2%. This will require all services to deliver general efficiency in the delivery of all services	2,180,000				2,180,000	Budget provision reduced, saving therefore achieved.
Levies - Merseyside Waste and Recycling Authority and the Integrated Mersey Transport Authority have been requested to support the Council by finding 10% efficiency savings in setting their budgets for 2015/16 and 2016/17	2,509,150	859,550			1,649,600	The Council actively engaged with the levying bodies to try to achieve a 10% reduction in the cost of levies to the Council. Unfortunately reductions in the Merseyside Recycling and Waste Authority Levy were not achievable in full. The partial non-achievement of this saving has been built into the 2017/18 to 2019/20 Medium Term Financial Plan.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Reduced accommodation costs - Lease on Houghton Street	76,000		76,000			This saving is unlikely to be able to be achieved in this or future financial years due to it being a duplication of the 2015/16 saving Ref 67 (£60k). However, a balanced service outturn will be delivered and this will be delivered in future years.
Building Maintenance - Recharge Salaries to Capital Schemes	136,000		136,000			It is currently uncertain as to whether this saving will be delivered in 2016/17. However, a balanced service outturn will be delivered and this will be delivered in future years.
EEMS (Energy and Environment) - Reduction in Carbon reduction service and community energy service	42,000				42,000	Saving achieved in 2016/2017
Finance & ICT Services - Restructuring Finance and ICT services after implementation of new financial system in 2015	500,000				500,000	Saving achieved in 2016/2017
Finance & ICT Services - Reduce ICT, printing and telephone costs in line with general Council reductions	190,000				190,000	Saving achieved in 2016/2017
Learning & Development - Reduction in activity associated with learning and development	108,000				108,000	Saving achieved in 2016/2017
New Options - Remove the discretionary support to Parish Councils for Council Tax Reduction Scheme	95,000				95,000	Saving achieved in 2016/2017
Budget Planning Assumptions - Management Arrangements	1,300,000	300,000	300,000		700,000	£700k delivered on phase one with a further £300k to be delivered.
Contracted transactional services	1,000,000			435,000	565,000	Saving will be achieved in 2016/2017 but £0.435m of the saving is one-off. Discussions are continuing with arvato to identify ongoing sustainable savings.
Area Finance / Finance Visiting Officers - Review	28,700				28,700	This is the full year effect of the saving resulting from the review of this service and the saving has been achieved in full.
Day Care - Day Care Review	873,050	674,000			199,050	There is a saving requirement in- year of £750k and £123.05k that relates to the previous financial year. The element that relates to the previous year has been achieved in full as a result of the full year effect of contract negotiations already agreed with New Directions. Of the £750k in year saving, £80k has been identified specifically to date. The refurbished Mornington Road and Dunningsbridge Resource Centres (for those with the most complex needs) are due to open in 2017. Further contract negotiations will be undertaken with New Directions to reflect the outcome of the Day Care review. There may be some further savings made in 2016/17 following negotiations and depending on the timing of the completion of refurbishments. The saving should be made in full in 2017/18

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Adult Social Care - Social care services will be required to contain net demographic growth within existing budgets for the duration of the plan. The figure has been adjusted to reflect Cabinet's previous decision relating to the underachievement of the services 2014/15 budget savings requirement. This assumption will need to be kept under close scrutiny to ensure deliverability	3,000,000				3,000,000	This saving has been achieved in 2016/2017. However, note the issue regarding Better Care Fund income outlined in the main body of the report.
Domiciliary Care - Further explore the use of adaptations, equipment and Assistive Technology Reduce the number of hours, number of calls, or number of carers utilised, where this is appropriate Work in partnership with the voluntary/community sector to facilitate the development and utilisation of low-level alternative/preventative community services Explore more outcome-focused commissioning	1,560,000			1,560,000		The saving was intended to be delivered in the first instance through a more effective Reablement Service model, reducing the need for ongoing domiciliary care, together with improved use of adaptations and assistive technology. The new Reablement Service is proving effective with the most significant impact being to reduce the requirement for residential care. The intention is to extend Home Care Re-ablement to community referrals. In addition re-assessments continue with a particular focus on those cases where providers have identified that they feel provision could be reduced. Where domiciliary care packages are being re-assessed the option to increase established 30 minute care visits by 15 minute blocks rather than the usual 30 minute blocks is available. Early discussions have been held with the Cabinet Member ASC, in respect of the redesign/recommissioning of the Domiciliary Care and Reablement Services, with a view to exploring more outcome- focused commissioning
Supported Living - Alternative and more efficient ways of meeting assessed care needs	1,800,000	1,191,000		609,000		£609k has been identified to date following the review of Supported Living care packages. Officers continue to work on the commissioning of a more efficient, effective and sustainable supported living and care model. Service users' eligible care and support needs will continue to be met but possibly in larger occupancy dwellings. An increased number of people may have their needs met through Shared Lives or other placements that meet their needs. Any changes to a service user's tenancy will be via reassessment of need and will be agreed with the service user and housing/care providers. It is anticipated that service users' care packages may change through increased/additional use of assistive technology which will result in independence and self-sufficiency. The recommissioning will consider 'zoning' of care providers. . Progress on the project has recently been reviewed, an action plan/ time frame has been drafted and re-specification and redesign of the service model will be completed by April 2017. The saving should be achieved in full in 17/18. There is currently some concern about a reduction in the appetite of housing providers to develop the larger occupancy properties required, due to uncertainties relating to possible government changes to housing benefit provision. The government position should become clear in the next couple of months

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Adult Assessments - An end to end review of assessment and review policies, procedures and processes within Adult Social Care.	300,000				300,000	This saving has been achieved following the review of assessment processes, policies and procedures
Housing Related Support Further decommissioning and re-commissioning of funded services in accordance with the approved Commissioning Intentions and Priorities	900,000	83,000			817,000	£817k of this saving has been achieved. Commissioners are reviewing residual contracts and are in discussions with providers to identify how the remaining saving can be achieved. The saving will be achieved in full in 2017/18
Children in Care - Reduce Care Package Costs	396,000	396,000				This budget was over-spent by the end of 2015 /2016 and significantly contributed to the £3.8m overspend across Children's Social Care. This over-spend is reducing in 2016/17 partly through an uplift to the budget (£2.5m) and careful monitoring; and partly from a reduction in care packages and placements. However it is considered unlikely this and other Children's Social care 'Red' savings in this analysis will be achieved in full. When taken with the saving ref E2.1 (£395K) and 2015/17 Ref 97b (£700k) below, the total 'Red' savings identified for Children's Social Care is £1.491m. The forecast budget statement is showing a forecast over-spend on placements and packages, which would indicate that some of this overall saving may be achieved as costs reduce. However, this is not guaranteed as care packages and placements can be quite volatile. These areas will be monitored carefully during the year.
Review of the Commissioning of all residential care beds	395,000	395,000				See comment above
Budget Planning Assumptions - Review of services for vulnerable children	700,000	700,000				See comment above
Financial Assessments	250,000	250,000				Actions ongoing to identify how this saving can be delivered.
Customer Access Point	250,000	250,000				Actions ongoing to identify how this saving can be delivered.
Children's administrative support - Service redesign	20,000			20,000		On target to be achieved and will be captured as part of the restructure of Children's Social Care administration.
Total Savings Requirement 2013-2017		8,444,733	617,500	5,367,550	22,977,667	

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