



COUNCIL SUMMONS

To Members of the Metropolitan Borough Council

Dear Councillor

You are requested to attend a Meeting of the Sefton Metropolitan Borough Council to be held on **Thursday 2nd March, 2017 at 6.30 pm at the Town Hall, Bootle** to transact the business set out on the agenda overleaf.

Yours sincerely,

Chief Executive

Town Hall,
Southport

Wednesday 22 February 2017

Please contact Steve Pearce, Democratic Services Manager
on 0151 934 2046 or e-mail steve.pearce@sefton.gov.uk

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

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

(Pages 7 - 18)

Minutes of the meeting held on 26 January 2017

4. Mayor's Communications

Public Session

5. Matters Raised by the Public

To deal with matters raised by members of the public resident within the Borough, of which notice has been given in accordance with the procedures relating to public questions, motions or petitions set out in Paragraph 36 to 46 of the Council and Committee Procedure Rules in Chapter 4 of the Council Constitution.

Council Business Session

6. Questions Raised by Members of the Council

To receive and consider questions to Cabinet Members, Chairs of Committees or Spokespersons for any of the Joint Authorities upon any matter within their portfolio/area of responsibility, of which notice has been given by Members of the Council in accordance with Paragraph 48 to 50 of the Council and Committee Procedure Rules, set out in Chapter 4 of the Council Constitution.

7. Capital Strategy 2017 - 2020

(Pages 19 -
52)

Report of the Head of Regeneration and Housing

8. Treasury Management Policy and Strategy 2017/18

(Pages 53 -
86)

Report of the Head of Corporate Resources

9. **The Prudential Code for Capital Finance in Local Authorities - Prudential Indicators 2017/18** (Pages 87 - 98)
Report of the Head of Corporate Resources
10. **Robustness of the 2017/18 Budget Estimates and the Adequacy of Reserves - Local Government Act 2003, Section 25** (Pages 99 - 112)
Report of the Head of Corporate Resources
11. **Budget 2017/18 and Medium Term Financial Plan 2018/19 - 2019/20** (Pages 113 - 442)
Report of the Chief Executive and Head of Corporate Resources
12. **Vexatious or Unfocused Complaints and Data Requests** (Pages 443 - 460)
Report of the Head of Regulation and Compliance.
13. **CCTV Policy Statement** (Pages 461 - 480)
Report of the Head of Regulation and Compliance.
14. **Liverpool City Region Combined Authority Mayoral Election - Appointment of Local Returning Officer** (Pages 481 - 484)
Report of the Head of Regulation and Compliance
15. **Local Government Act 1972 - Section 85 - Attendance at Meetings** (Pages 485 - 488)
Report of the Head of Regulation and Compliance
16. **Membership of Committees 2016/17**
To consider any changes to the Membership of any committees etc.
17. **Motion Submitted by Councillor Maher**
To consider the following Motion submitted by Councillor Maher:
- Levy of a Financial Transactions Tax
- “This Council notes the suffering forced upon local residents as a result of this Government’s cuts programme and asserts that there is an alternative to its ideologically driven attack on public services – namely the levy of a Financial Transactions Tax (FTT) on the speculative activities that have accelerated the recent enrichment of the few to the detriment of the many.

The Council therefore calls upon Government to enact the FTT and use the revenues from this measure to reverse ongoing shrinkage in central grants to our Council.

This Council believes that:-

- Revenues from the FTT could help repair the damage caused by cuts in public services since 2010;
- Local government deserves to receive a significant proportion of FTT revenues, making an important contribution to both capital and revenue expenditure such as reversing cuts to council tax benefits; and that
- Whilst an FTT might have a negligible effect on jobs in the City of London, investing FTT revenues in a smart and progressive way would see a significant increase in employment levels in other sectors.

This Council resolves that:-

- The UK Government should extend the current FTT on shares to other asset classes, such as bonds and derivatives.

This Council further resolves to:-

- Write to the Prime Minister, Leader of the Opposition, Chancellor and Shadow Chancellor of the Exchequer, and the Secretary of State for Communities and Local Government stating this Council's support for extending FTTs; and
- Write to all local MPs outlining the Council's position."

18. Motion Submitted by Councillor Bradshaw

To consider the following Motion submitted by Councillor Bradshaw:

Footbridge at the junction of Dunnings Bridge Road and Park Lane, Netherton

"This Council calls on Highways England to halt their plan to replace the footbridge at the junction of Dunnings Bridge Road and Park Lane, Netherton with a pedestrian crossing and ensure that either a refurbishment of the existing footbridge or a new footbridge is put in place.

This junction is on one of the busiest roads in the country and has on one side a primary school and the other side a Day centre and we believe that the safety of our local children, vulnerable people and other local residents is critical. It is

vital that urgent action is taken to halt this plan with immediate effect.

As such, we request the Chief Executive of the Council to contact the Chief Executive of Highways England seeking intervention to halt this ill-conceived plan immediately and ensure that any replacement at this road junction is a footbridge.”

THIS SET OF MINUTES IS NOT SUBJECT TO "CALL-IN"

COUNCIL

MEETING HELD AT THE TOWN HALL, BOOTLE ON THURSDAY 26TH JANUARY, 2017

PRESENT: The Mayor (Councillor Brodie - Browne) in the Chair

Councillors Ashton, Atkinson, David Barton, Jo Barton, Maria Bennett, Bliss, Booth, Bradshaw, Burns, Carr, Carragher, Linda Cluskey, Cummins, Dawson, Dodd, Dutton, Fairclough, Friel, Gannon, Grace, Hands, Hardy, Jamieson, Keith, John Kelly, John Joseph Kelly, Lappin, Daniel Lewis, Dan T. Lewis, Maher, McCann, McGuire, McKinley, Moncur, Murphy, Brenda O'Brien, Michael O'Brien, O'Hanlon, Owens, Page, Pitt, Preece, Pullin, Robinson, Roscoe, Sayers, Shaw, Spencer, Anne Thompson, Lynne Thompson, Tweed, Veidman, Weavers, Webster and Bill Welsh

60. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ball, Brennan, Byrom, Kevin Cluskey, Dams, Jones, McGinnity, Roche, Thomas and Marianne Welsh.

61. DECLARATIONS OF INTEREST

No declarations of any disclosable pecuniary interest were received.

62. MINUTES OF PREVIOUS MEETING

RESOLVED:

That the Minutes of the meeting held on 17 November 2016 be approved as a correct record.

63. MAYOR'S COMMUNICATIONS

Certification of Recognition Presentation

The Mayor presented a certificate of recognition to Mr Jimmy Kavanagh and Mr Alan Kelly from the Royal British Legion, Netherton and Sefton Branch for all the hard work and support they had given over many years to the local community, schools, and military veterans in the Sefton Borough.

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Councillors Marianne Welsh and Kevin Cluskey

The Mayor reported that Councillor Marianne Welsh had been undergoing medical treatment and was now awaiting further surgery in the very near future and that Councillor Kevin Cluskey was currently in Aintree Hospital after suffering a stroke. Both Councillors Welsh and Cluskey had expressed their thanks for the cards and messages of support they have received.

On behalf of the Council, The Mayor extended best wishes to both Councillors for a speedy recovery.

Death of Former Councillors Jim Byrne and Tony Kenny

The Mayor reported that former Councillor Jim Byrne died on 1 January 2017 and his funeral was held on 17 January 2017 at Southport Crematorium.

Jim Byrne was a Member of Sefton Council for 24 years, representing the former West Lancs No 22 Ward from 10 May 1973 to 2 May 1979; and then the Park Ward from 3 May 1979 to 6 May 1982 and from 2 May 1996 to 5 May 2011. He served on the Environmental and Licensing, Flower Show, Highways, Amenities, Economic Development and Tourism, Leisure Services, Planning, Policy and Resources, Accounts, Appeals and Licensing and Regulatory Committees as well as the Overview and Scrutiny Committees (Cabinet, Performance and Corporate Services); and (Children's Services). Jim was also the Cabinet Member – Planning and Chair of the Planning Committee from May 1999 to May 2002.

The Mayor also reported that former Councillor Tony Kenny died on 26 December 2016 and his funeral was held on 9 January 2017 at Thornton Crematorium.

Tony Kenny was a Member of Sefton Council for 2 years, representing the Litherland Ward from 21 March 1985 to 7 May 1987 and he served on the Environmental and Licensing, Housing, Planning and Policy and Resources Committees.”

A tribute to Jim Byrne was made by Councillor McGuire and a tribute to Tony Kenny was made by Councillor Cummins.

The Council then stood for a one minute silence as a mark of respect for Jim Byrne and Tony Kenny.

64. MATTERS RAISED BY THE PUBLIC

The Mayor reported that no matters had been raised by Members of the Public.

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65. QUESTIONS RAISED BY MEMBERS OF THE COUNCIL

The Council considered a schedule setting out the written questions submitted by:

- Councillor Bill Welsh to the Cabinet Member - Communities and Housing (Councillor Hardy)
- Councillor Bill Welsh to the Cabinet Member – Locality Services (Councillor Fairclough);
- Councillor Preece to the Cabinet Member – Locality Services (Councillor Fairclough);
- Councillor Dawson to the Cabinet Member – Locality Services (Councillor Fairclough);
- Councillor Lynne Thompson to the Cabinet Member – Locality Services (Councillor Fairclough);
- Councillor Dawson to the Leader of the Council (Councillor Maher)
- Councillor Keith to the Leader of the Council (Councillor Maher);
- Councillor Shaw to the Leader of the Council (Councillor Maher); and
- Councillor McGuire to the Cabinet Member – Regulatory, Compliance and Corporate Services (Councillor Lappin);

together with the responses given. Supplementary questions were responded to by the Leader of the Council and the Cabinet Member – Locality Services.

66. COUNCIL TAX REDUCTION SCHEME 2017/18 AND COUNCIL TAX BASE 2017/18

Further to Minute No 74 of the Cabinet meeting held on 12 January 2017, the Council considered the report of the Head of Corporate Resources which provided details of the annual review of the Council Tax Reduction Scheme that had been undertaken together with the updated Council Tax Base for both Sefton Council and for each Parish Area for 2017/18.

It was moved by Councillor Maher, seconded by Councillor Fairclough and

RESOLVED: That

- (1) approval be given to the continuation of the existing Local Council Tax Reduction Scheme for 2017/18; and

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- (2) the Council Tax Base for 2017/18 be approved as set out in Annex A of the report.

67. NATIONAL SCHEME FOR AUDITOR APPOINTMENTS

Further to Minute No 62 of the Cabinet meeting held on 1 December 2016, the Council considered the report of the Head of Corporate Resources which provided details of proposals for appointing an external auditor to the Authority for the 2018/19 accounts and beyond. The Council's current auditors are working under a contract originally let by the Audit Commission which was subsequently novated to Public Sector Audit Appointments (PSAA) following the closure of the Audit Commission, which would cease at the end of 2017/18.

It was moved by Councillor Maher, seconded by Councillor Fairclough and

RESOLVED:

That Public Sector Audit Appointments' (PSSA) invitation to 'opt in' to the sector led option for the appointment of external auditors for five financial years commencing 1 April 2018 be accepted.

68. PAY POLICY

Further to Minute No 10 of the meeting of the Pay and Grading Committee held on 12 January 2017, the Council considered the report of the Head of Corporate Resources which set out the details of the proposed Pay Policy for the Council as required by the Localism Act 2011.

It was moved by Councillor Maher, seconded by Councillor Fairclough and

RESOLVED: That

- (1) the proposed Pay Policy at Annex A to this report be approved.
- (2) if any amendment to the Pay Policy is necessary before next year's Pay Policy because of a change in legislation, as detailed in paragraphs 4 and 5 of the report, then the Pay and Grading Committee be granted delegated authority to amend the Pay Policy.

69. PROGRAMME OF MEETINGS – 2017/18 MUNICIPAL YEAR

Further to Minute No 65 of the Cabinet meeting held on 1 December 2016, the Council considered the report of the Head of Regulation and Compliance which provided details of the proposed Programme of Meetings for the 2017/18 Municipal Year.

It was moved by Councillor Maher, seconded by Councillor Fairclough and

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RESOLVED: That

- (1) the Programme of Meetings for the Council, Member Briefing Sessions; Regulatory Committees; Overview and Scrutiny Committees and Area Committees for 2017/18 as set out in Annexes B, C and D of the report be approved subject to the following amendments;
 - Planning Visiting Panel scheduled for 8 January 2018 being amended to 15 January 2018; and
 - Planning Training Session and Planning Committee scheduled for 10 January 2018 being amended to 17 January 2018; and
- (2) the Programme of Meetings for the Cabinet, Public Engagement and Consultation Panel, Sefton Safer Communities Partnership and the Health and Wellbeing Board for 2017/18 as set out in Annexes A and E of the report be noted.

70. HONORARY FREEDOM OF THE BOROUGH - DUKE OF LANCASTER'S REGIMENT

The Council considered the report of the Head of Regulation and Compliance on proposals to grant the Freedom of the Borough to the Duke of Lancaster's Regiment.

It was moved by Councillor Maher, seconded by Councillor Fairclough and unanimously

RESOLVED: That

- (1) In accordance with Section 249 (5) of the Local Government Act 1972, this Council wishes to place on record its high appreciation of, and the debt of gratitude of the Borough to the Duke of Lancaster's Regiment and in the light of the long and honourable association between the Borough of Sefton and the Duke of Lancaster's Regiment, the Council resolves that the Honorary Freedom of the Borough be conferred on the Duke of Lancaster's Regiment and that it be granted the right, privilege, honour and distinction of marching through the streets of the Borough on all ceremonial occasions with colours flying, bands playing, drums beating and bayonets fixed at an Extra-ordinary Council meeting to be held on a date to be determined at Bootle Town Hall; and
- (2) the Head of Regulation and Compliance be authorised to take all of the necessary actions associated with (1) above and arrange a civic reception for the Duke of Lancaster's Regiment and invited guests to take place at the rising of the Extra-ordinary Council meeting in Bootle Town Hall.

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71. COUNCIL CONSTITUTION - CALL-IN AND URGENCY PROVISIONS

The Council considered the report of the Leader of the Council setting out the details of those urgent matters dealt with in accordance with Rule 46 of the Overview and Scrutiny Committee Procedure Rules in Chapters 6 of the Council Constitution.

It was moved by Councillor Grace, seconded by Councillor Fairclough and

RESOLVED:

That the report be noted.

72. MEMBERSHIP OF COMMITTEES 2016/17

Councillor Grace proposed that Councillor Brenda O'Brien should replace Councillor Carragher as the Substitute Member for Councillor Linda Cluskey on the Overview and Scrutiny Committee (Adult Social Care and Health)

RESOLVED:

That the change in membership of the Committee be approved.

73. MOTION SUBMITTED BY COUNCILLOR MCCANN

It was moved by Councillor McCann, seconded by Councillor Bennett and following debate:

RESOLVED:

Ambulance Response Times

The Council is concerned that:

- (1) the Ambulance Service nationally is facing an emergency. In the year to May 2016, ambulance response times hit a record low. Not a single one of the 10 ambulance trusts in England met the target of reaching 75% of incidents within eight minutes and even more of a concern is that the current national average for a response within eight minutes is 68%. This trend has grown over the past four years, which is the period for which this Government has published response figures;
- (2) Ambulance control rooms across the country are buckling under the immense strains of increased demand and their dwindling resources. The increased demand is undeniable. Last year set a

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new record, with 10.8 million ambulance call-outs in 12 months, which is a staggering number. These numbers clearly show that emergency calls for ambulances have risen by 6% year on year for the past 10 years and this has not been helped by the fact that people are finding it harder to see their GP, meaning that they fall back on A&E.

- (3) there are simply not enough vehicles, paramedics and clinicians to cope with the increase in volume and at the same time, the resources available have been cut or frozen. It is very clear that the system is not working when 6 out of the 10 English Ambulance Service Trusts are currently in deficit, having overspent their budgets despite making various efficiencies.
- (4) the delays for the response times are resulting from the inability of the Ambulance crews to be able to hand over at the hospitals and are having to wait a considerable length of time before this procedure happens, thus tying up the ambulances at the hospital and therefore reducing the number of ambulances able to attend calls.

The Council would like to pay tribute to the men and women of the Ambulance Service whose professionalism, dedication and selflessness have saved countless lives over the years. The ability to dial 999 in an emergency in the expectation of receiving urgent and expert medical help has long been one of the NHS's treasures and must remain so for the future.

This Council resolves to:

- (1) write to the North West Ambulance Trust to request a response as to what the difficulties are in achieving their targets and what needs to be done, to be in a position to achieve these targets in the future.
- (2) write to the Secretary of State for Health to ask:
 - (i) what the Government propose to do about these waiting times;
 - (ii) how the Government intend to address the shortages of vehicles and staffing in the Ambulance Service to alleviate the current problems in existence, make the Service efficient for the 21st Century and ensure that its meets its required times; and
 - (ii) what the Government intend to do to resolve the issue surrounding ambulances being delayed at the hospitals and being unable to hand over patients to them.

The Mayor declared that the Motion was carried by 51 votes to 4 with 1 abstention.

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74. MOTION SUBMITTED BY COUNCILLOR KEITH

It was moved by Councillor Keith, seconded by Councillor Hardy and

RESOLVED:

That the following Motion be referred to the Overview and Scrutiny Committee (Regeneration and Skills) for consideration:

“This Council is concerned about the alarming rise in the number of new houses sold as leasehold, the time period of the lease and the details of service charges being levied.

This is against a background of more new build properties being sold as leasehold with duration of the leases averaging 150 years, just three generations. This means that unless the lease is purchased at an unknown sum it will then revert to the owners. Buyers in this situation are purchasing a house but with rental conditions.

This Council notes:

- 1. the overwhelming preference which most purchasers have for freehold houses rather than leasehold;*
- 2. that leasehold properties can carry with them long-term associated costs and charges which are not made sufficiently apparent at point of sale; and*
- 3. domestic leases are often as short as 150 years and mortgage lenders are usually unwilling to lend on properties where a lease has fewer than 50 years remaining.*

This Council believes:

- 1. all immediate and lifetime fees and charges associated with leasehold properties should always be made much clearer in promotional material; and*
- 2. short lease properties can present individuals with significant impediments to enjoying their own home and transferring such homes to future generations.*

This Council resolves:

- 1. to write to the Secretary of State for Communities and Local Government expressing concern about the alarmingly rapid rise in new build houses sold as leasehold and the duration and costs associated with the terms of the lease, including service charges;*

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2. *to promote information and guidance to leaseholders, including to buy or extend their freehold; the existence of the Leasehold Valuation Tribunal and the right to manage;*
3. *information and guidance relative to this point should be promoted through the Councils associated strategies and plans including the Council's Welfare Reform Anti-Poverty Action Plan; and*
4. *to request the Head of Housing and Regeneration to investigate the rise in the number of new houses offered as leasehold, the time period of the lease and the details of the associated service charges and submit a report to the Cabinet Member – Communities and Housing."*

75. MOTION SUBMITTED BY COUNCILLOR MCGUIRE

It was moved by Councillor McGuire, seconded by Councillor Cummins:

"This Council notes:

- with anger the lack of any extra funding for social care in the Local Government Finance Settlement as announced in December 2016;
- that the lack of appropriate social care locally and nationally creates problems not just for those receiving care but also contributes massively to the current crisis in the National Health Service;
- that by bringing forward Council Tax-raising powers in the provisional Local Government Finance Settlement, the Government has simply shifted the burden of tackling a national crisis onto local residents;
- the additional flexibility to vary the Council tax precept over the remaining years of the Spending Review is not new money and does not address the £2.6 billion funding gap facing social care by the end of the decade;
- the announcement of additional funding for social care from the New Homes Bonus is not new money and is instead a redistribution of funding already promised to councils; and
- the call for a cross-party working group to undertake a root and branch reform of how our health and care services are funded and for proper funding for mental health provision including children's mental health provision

This Council notes further that the coalition of charities and care providers calling for an urgent injection of genuinely new additional government funding to protect services caring for elderly and disabled people include the cross-party Local Government Association, NHS Clinical Commissioners, the King's Fund, the NHS Confederation, NHS Providers,

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the Association of Directors of Adult Social Services, Age UK, and the Care and Support Alliance.

This Council calls for:

1. the Leader of the Council and Chief Executive to write to our three local MPs expressing our disgust that vulnerable people who need care and support are not going to get any new funding from central government and to ask our local MPs what they are going to do to challenge the Government over this issue; and
- 2 the Leader of the Council and Chief Executive to write to the Secretary of State for Health expressing our disgust that vulnerable people who need care and support are not going to get any new funding from central government.”

Following debate and in accordance with Paragraph 94 of Chapter 4 in the Council Constitution, the voting on the Motion was recorded and the Members of the Council present at the time, voted as follows:

FOR THE MOTION:

Councillors Ashton, Atkinson, Jo Barton, Bennett, Booth, Bradshaw, Burns, Carr, Carragher, Linda Cluskey, Cummins, Dawson, Dodd, Fairclough, Friel, Gannon, Grace, Hands, Hardy, Keith, John Kelly, John Joseph Kelly, Lappin, Daniel Lewis, Dan T. Lewis, Maher, McCann, McGuire, McKinley, Moncur, Murphy, Brenda O'Brien, Michael O'Brien, O'Hanlon, Owens, Page, Preece, Pullin, Robinson, Roscoe, Sayers, Shaw, Spencer, Anne Thompson, Lynne Thompson, Tweed, Veidman, Weavers, Webster, Bill Welsh and The Mayor.

AGAINST THE MOTION:

Councillors Bliss, Dutton, Jamieson and Pitt.

ABSTENTION

Councillor David Barton.

The Mayor declared that the Motion was carried by 51 votes to 4 with 1 abstention and it was

RESOLVED:

That the Motion be approved.

76. MOTION SUBMITTED BY COUNCILLOR CUMMINS

It was moved by Councillor Cummins, seconded by Councillor Murphy and

RESOLVED:

Dignity in Social Care – Improving Social Care Services and Jobs

This Council notes with alarm the continuing crisis of social care underfunding that makes it hard for local authorities and provider organisations to ensure decent jobs and quality services.

This Council supports in principle the provisions of UNISON's ethical care charters for the commissioning of home care and residential care services. The charters provide minimum set of standards in the sector which include requirements that care staff are paid at least the real living wage, on training provision, staffing levels and on improved scheduling of home care visits. The Council intends to implement the charters at the earliest practicable opportunity, recognising that some aspects may require additional funding.

This Council supports the UNISON proposal that £2.4 billion a year in unallocated government held business rates be immediately returned to local authorities through a new social care grant. If this money was distributed using the Better Care Fund formula, Sefton would receive an additional £15.1 million - far exceeding the £2.2 million that can be raised through a 2% council tax precept.

This Council welcomes UNISON's *Care Workers for Change* campaign initiative and looks forward to an expanded union membership base playing a key role in the public-facing campaign to increase central government funding for social care and in improved employee relations in the sector.

This Council believes that effective workplace union organisation has a key role to play in improving the care sector as:

- Organised staff will have more confidence to speak out and share best practice
- Unions can assist in better monitoring of employment standards in care and through providing high quality staff training – often free of charge to the employer
- Unionised staff will be better able to share their stories publicly - increasing the effectiveness of campaign work for more central government funding for care

This Council undertakes to encourage care providers that we currently commission, and require care providers that we commission in future to:

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1. Respect the right of care staff to organise a union in their workplace and do nothing to undermine the reasonable efforts of staff to organise a union.
2. Allow access to accredited union representatives and officials for membership recruitment activity. Provider organisations should engage positively with union requests for access to staff and, where necessary, agree arrangements that do not disrupt service delivery.
3. Pursue a partnership approach to employment relations. We would expect the provider to engage constructively with the union including a recognition and facilities agreement to underpin collective working.
4. Work with the Council and unions to pursue our shared objective of achieving the provisions of the UNISON ethical care charters. This process will necessarily take account of factors including local levels of funding and procurement practices.

The Council will write to all current providers of Council-commissioned care services at the earliest opportunity to advise them of our expectation that they will comply positively with the above points (1-4).

The Mayor declared that the Motion was carried by 50 votes to 4 with 1 abstention.

77. MOTION SUBMITTED BY COUNCILLOR MCGUIRE

It was moved by Councillor McGuire, seconded by Councillor Shaw:

Reduction in the Number of Councillors

“This Council notes that the Government are making cutbacks in centrally-provided local government finance support at a level which requires councils to cut important services.

This Council believes as elected members, Councillors must show leadership in finding ways to save money.

Accordingly, this Council resolves to write to the Local Government Boundary Commission for England requesting a boundary review with a view to a one third reduction in the number of councillors and for the wards to be made more equal in size.

On a show of hands, the Mayor declared that the **Motion was lost** by 32 votes to 23 and consequently no action would be taken on the Motion.

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Report to: Council

Date of Meeting: 2 March 2017

Subject: Capital Strategy 2017-20

Report of: Head of Regeneration and Housing

Ward Affected: All

Is this a Key Decision? No

Is it included in the Forward Plan? No

Exempt/Confidential: No

Purpose/Summary

This report to Council sets out the main reasons and requirements to refresh the Capital Strategy for 2017-20.

Recommendation(s)

Council approve the revised Capital Strategy 2017-20

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:

On the 12th January 2017, Cabinet received the Head of Corporate Resources Report that set out the Budget 2017/18 and Medium Term Financial Plan 2018/19 – 2019/20, including Sefton 2030 Vision and the approved Core Purpose of the Council.

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The report further considered.

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

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.

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 and be able to:

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.

Therefore, in formulating the financial strategy the Council should have regards to the contribution that changes in policy and resources have on the delivery of this core purpose. The revised Capital Strategy is one such policy that has been reviewed to take account of these national and regional changes in addition to the introduction of the Sefton 2030 Vision and Framework for Change.

What will it cost and how will it be financed?

(A) Revenue Costs NA

(B) Capital Costs NA

Implications:

Legal

There are no specific legal implications at this stage.

Human Resources

There are no specific implications.

Equality

1. No Equality Implication

X

- | | | |
|----|--|--------------------------|
| 2. | Equality Implications identified and mitigated | |
| 3. | Equality Implication identified and risk remains | <input type="checkbox"/> |

Impact on Service Delivery:

What consultations have taken place on the proposals and when?

The Head of Corporate Resources has been consulted and has no comments on the report (FD 4537/17)

The Head of Regulation and Compliance has been consulted and comments have been incorporated into the report (LD 3820/17)

Are there any other options available for consideration?

None

Implementation Date for the Decision

Immediately following the Council meeting.

Contact Officer: Phil Cresswell
Tel: 0151 934 2171
Email: Phil.Cresswell@sefton.gov.uk

Background Papers:

None

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Introduction

The Capital Strategy was last updated in February 2013, but much has happened in the five year intervening period; not least since 2010 the Council has focused on becoming a leaner and more agile organisation and has been successful in delivering real term budget reductions of £169m.

This financial objective has been achieved through:

- Reviewing its organisational design;
- Developing lean practice and reducing bureaucracy;
- Implementing a new leadership framework and team;
- Having a clear Council core purpose;
- Developing a one-Council approach;
- Working more closely with partners; and,
- Increasing the role the community plays.

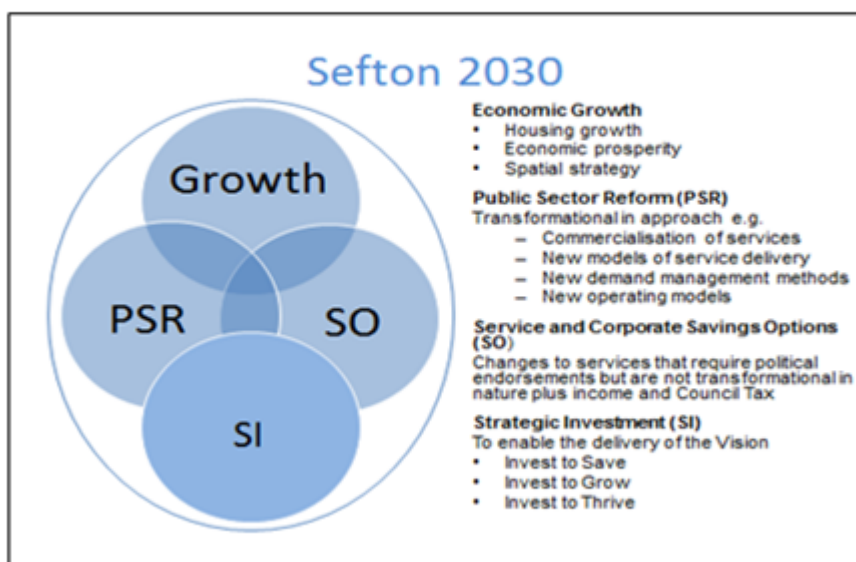
During 2016 the Council consulted on its Vision for 2030 and the delivery approach to achieve a further £64m of savings whilst providing for specific approaches for sustainable economic growth and prosperity were introduced through the Framework for Change.

Sefton Council 2020 - Delivery of the Framework for Change

Delivering a further £64m savings on top of the £169m achieved to date will have a significant impact on the delivery of Council services. In developing the approach to delivering these savings it has been important to balance the delivery of savings with the protection of those services which contribute the most to the delivery of the Vision and Core Purpose.

With this in mind a Framework for Change has been developed with the following key components:

Medium Term Financial Plan



Capital Programme-Central Government Grants

Investment in the infrastructure and assets across the Borough will play a vital part in the Council being able to achieve its key priorities. As the Council's funding becomes increasingly reliant on locally generated funding sources, it will be important that opportunities to facilitate, enable and where appropriate utilise Council resources to support and promote growth and generate income streams are fully optimised.

This approach will underpin the Economic Growth work-stream within the Framework for Change. Projects that are developed under this work-stream will be presented for consideration to Cabinet, and where appropriate Council, on a case by case basis as they arise, therefore the alignment of the Capital Strategy is essential in order to achieve this.

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

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

These are:

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

The Capital Strategy has been refreshed in order to recognise the Framework for Change, the four pillars that comprise the organisation wide programme and the capital programme requirements therein, where capital finance may be required to support project requirements whether founded in service options, strategic growth or reform proposals.

It is therefore acknowledged that in order to deliver the Council's vision, there will be a requirement during this MTFP period for the Council to invest some of its resources in order to facilitate and enable delivery of key projects or to speed up delivery.

These resources may be from Earmarked Reserves, Capital Grants and Contributions or through borrowing.

This investment may take a number of forms, but typically it will come under three areas:

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

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

- Council priorities:

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

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

Each of these themes will contribute towards delivering the Sefton 2030 Vision and a financially sustainable Council.

Notably, the fundamental case for change to deliver Economic Prosperity for Sefton is predicated on the need to:

- Re-balance the economy towards high growth, high wage, high productivity employment
- Improve the life opportunities of the residents of Sefton
- Reduce the cost to the public purse of vulnerable families
- Create and grow new revenue streams for the Council
- In this context Growth is defined as economic growth, and is inclusive of the economic development themes of:
 - Business Support
 - Employment
 - Employment sites
 - Housing
 - Industry Clusters
 - Masterplan for Sefton
 - Physical Regeneration
 - Skills
 - Transport
 - Marketing

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

Town Centre Frameworks Context

The Council now has three published town centre documents, they are:

- Bootle – Bootle Town Centre Investment Framework
- Crosby – Crosby Investment Strategy
- Southport – Southport Development Framework

Each provides, at a strategic level, the investment opportunities that the Council, working in conjunction with private sector developers may prioritise and in some cases (on a case by case basis) and subject to a full robust business case, act as a developer.

The Capital Strategy 2017-20 now reflects these changes whereas the predecessor documents did not and was therefore insufficient in its provisions.

In considering the above and in order to standardise approaches and provide consistent and understood processes, to enable project development within the Framework for Change, whilst still providing autonomy to the Council's Executive, project sponsors and project managers, the Capital Strategy has fallen for review.

Strategic Capital Investment Group (SCIG)

The role, purpose, responsibility and accountability of SCIG has been considered alongside other governance requirements within the Strategy redraft.

Appraisal Process

A rigorous methodology for appraising capital programmes will be developed and presented to Cabinet for approval in due course.

Conclusion

The Council and its operating environment has fundamentally changed since 2010, more so since 2012, the date of the predecessor Strategy, which was no longer fit for purpose.

The Council's approach to programme and project management has equally substantially changed requiring a singular and comprehensive approach to investment and capital finance allocations.

The proposed Capital Strategy 2017-20, as appended, reflects the environmental, economic, financial, programme and projects changes.

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Sefton Metropolitan Borough Council

Capital Strategy 2017-20

February 2017

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1. Introduction

The Capital Strategy underpins the Council's Capital Programme for all built, digital and natural assets and reflects the changing environment the Council is operating in since the introduction of austerity, something that all public sector bodies have been managing since 2010.

The Strategy recognises the need for strong economic growth and performance as the way in which the Council raises and uses local revenue changes, particularly as grants from central Government reduce further in the period up to 2020.

The Strategy encompasses all aspects of capital expenditure including the bidding process for external funding, one off grant etc. including the manner it will look at investment initiatives to:

- Grow
- Thrive, and
- Save

The Capital Programme will be developed alongside the revenue budget each year with approval for that programme at Budget Council prior to publication. Any material changes will be proposed by the Strategic Capital Investment Group (SCIG), in order that it can be published at the start of each subsequent financial year

Council Core Purpose

In November 2016 Council agreed the following as its Core Purpose:

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

Strategic Outcomes

The purpose of the strategy is to set out the Council's approach to capital investment, and how its Capital Programme supports the Council's Core Purpose and corporate priorities in fulfilling the aspirations articulated within Vision 2030, i.e. a confident and connected borough which promotes the following strategic outcome priorities:

- Together a stronger community
- A borough for everyone
- A clean, green and beautiful borough
- Open for business
- Ready for the future
- Visit, explore and enjoy
- Living, working and having fun

For more information please see:

<http://intranet.smbc.loc/our-council/imagine-sefton-2030.aspx>

Framework for Change - Economic Growth and Prosperity

One of the fundamental requirements and drivers to refresh this Capital Strategy is the change in the way local government is to be financed in future with a greater emphasis on locally generated income (e.g. Council Tax and Business Rates). The reliance on this income to support the delivery of frontline services, means that it is important that the Council, working with its partners, optimises this opportunity.

As a result, development of economic growth will play an important role in ensuring that financial sustainability of the Council is achieved and the ambitions as set out in Vision 2030 are met. This means the manner in which we manage capital funding will change from the position taken historically and certainly from that taken prior to 2010 (the introduction of financial austerity measures).

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The Strategy also recognises that regeneration is a priority and that where it is appropriate to do so the Council can acquire strategic property for regeneration purposes where business cases provide a satisfactory payback period/profile.

The Strategy is brought forward in the recognition that Cabinet has approved and published a number of Town Centre Investment Frameworks and that should the opportunity present itself the Council might be the investor on occasion, subject to consideration of a robust business case by Cabinet.

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

- Re-balance the economy towards high growth, high wage, high productivity employment
- Improve the life opportunities of the residents of Sefton; and
- Create and grow new sustainable revenue streams for the Council

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

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

The essence of the strategic Economic Growth Programme (pillar #1 of the Framework for Change) is to lay the foundations for long-term self-sustaining economic prosperity.

The strategic case for change (which sits at the heart of pillar #1 Economic Growth) sets out the current context within which, the overall Strategy for Economic Prosperity will be delivered, namely:

- A new economic geography and Sefton's economic performance; delivering better jobs and higher productivity and employment.
- National austerity measures and Sefton Council's financial stability; delivering sustainable income streams.
- The EU Referendum Implications; making a statement of confidence about the borough.
- Sefton's vision for 2030; combining directly to primary outcomes
 - place -leadership and influencer
 - facilitate sustainable economic prosperity
 - generate income for social reinvestment.

- The Investment Programme; invest to grow, thrive and save.

The need to improve Sefton's economic performance from **second worst** in North-West Region to one that re-balances the economy towards high growth, high wage, high productivity employment is evident.

Whilst being vitally important to delivering the Council's 2030 Vision and longer term financial sustainability, a capital investment programme will not deliver direct significant financial benefits for the Council over the next 3 years (2017/18-2019/20). However, the foundations being laid are likely to lead to significant additional jobs, economic benefit and longer term income streams for the Council.

The current known strategic Growth Projects for 2017/2020 were considered by Cabinet on 12 January 2017; please see Annex B.

Capital Expenditure

Capital expenditure within Local authorities is funded in a variety of ways.

This includes:

- the provision of central government grants;
- the use of capital receipts;
- External Funding/grant allocations; and
- Where appropriate external borrowing

The funding of capital expenditure will reflect the financing strategy of the Council and will aim to make the best use of the resources available. As such funding decisions will be made in line with the council's Medium Term Financial Plan and Treasury Management strategy.

Sefton 2030 Vision and Medium Term Financial Plan

This Capital Strategy is intrinsically linked with the Council's Medium Term Financial Plan (MTFP) and is concerned with all aspects of the Council's capital expenditure – its planning, prioritisation, management and funding – to support the maintenance of the current asset base, its transformation and borough wide growth aspirations.

The Council will take a strategic view in relation to capital investment ensuring a positive demonstrable impact on the community and economy of the borough. Decisions will take into account the relevant Council strategies, policies, frameworks and plans and the views of partners and stakeholders with whom the Council is involved. It also takes account of the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council's revenue budget.

All capital investment decisions will be made with reference to these corporate objectives and the 2030 Vision, except demonstrable cases of "basic need," and in other

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extraordinary circumstances, capital investment decisions should by their nature form part of the delivery means for the Council's strategic framework.

This means all proposals will be assessed against the Council's service transformation or economic growth goals as set out in the Framework for Change.

In addition, the demands for Capital are many, and often in excess of the financial or human resources available. This scarcity of Capital resource (since the start of financial austerity measures being introduced) is likely to continue and it is therefore essential that there is a clear mechanism for the generation, evaluation and selection of capital schemes.

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2. Aims of the Capital Strategy

The key aims of the Capital Strategy are to:

- Provide a clear context within which proposals for new capital expenditure are evaluated to ensure that all capital investment is targeted at meeting the Council's Strategic Priorities and/or legislative requirements;
- Ensure basic need requirements are met, an example being an urgent health and safety issue, or priority, suitability or sufficiency requirement of an asset management plan;
- Establish a fair and objective approach to capital prioritisation;
- Maximise the use of our assets and all resources by establishing effective arrangements for the management of capital expenditure. This includes the assessment of project outcomes, budget profiling, deliverability, state aid compliance and the achievement of Value for Money (FM);
- Establish a corporate approach to generating capital resources, including the release of capital from the Council's existing asset base to purchase, re-purpose and dispose of buildings, assets and property where there is a sound commercial and financial reason to do so;
- Enable physical regeneration aligned to the Council's town centre regeneration and other built-environment priorities, set out in complementary published frameworks and associated delivery plans;
- Where the Council acts as an investor, meet the needs of the Sefton Local Plan, associated supplementary planning documents and or Sefton priorities through investment decision making jointly sponsored with the Liverpool City Region Combined Authority (LCR CA).

Liverpool City Region Context

The Devolution arrangements propose the devolution of resources from central Government to the Liverpool City Region Combined Authority, along with certain powers and responsibilities.

All additional and directly devolved funding streams will be managed by the Combined Authority and the newly elected Mayor for the City Region. This will influence how and where much of the Capital Programme is spent going forward. The Council may consider directly or indirectly contributing towards priority projects managed by the Combined Authority where there is sound commercial and financial justification/reason to do so.

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LCR CA Resources available include:

- **Investment and Regeneration**

- an additional £30m of investment each year for economic growth for 30 years (subject to gateway assessments every five years);
- a single pot of government funding to invest in economic growth;
- the advent of the City Region single investment fund;

- **Transport**

- A devolved and consolidated transport budget (subject to the Government's Spending Review).

This approach will ensure that the Council takes full advantage of the funding opportunities needed to ensure that there is alignment between Sefton Council's and the Liverpool City Region's Growth policies and to ensure a strong 'strategic fit' with the investment-making mechanisms e.g. Liverpool City Region Single Investment Fund (or SIF) as one example.

The City Region will be a major source of capital finance for the Authority going forward therefore it is essential that the Council presents the strongest proposals in what is likely to be a very competitive environment. This will require a managed project pipeline approach to development and the 'front loading' of investment for pre-development activities such as site surveys, design, valuations, market assessments and professional fees etc.

This revised Strategy enables the Council to consider, on a case by case basis, how and where to invest its resources in order to achieve the economic growth potential set out within Vision 2030 and also pillar#1 of the Framework for Change.

3. Capital Resources

Capital resources for the purposes of this Strategy will be categorised as follows:

- Non ring-fenced – resources which can be utilised on any project;
- Ring-fenced Non Specific – resources which are ring-fenced to particular areas but not to particular projects;
- Ring-fenced Specific – resources which are ring-fenced to specific projects.
- Investment and Development – resources which are ring-fenced for strategic investment but not to particular projects and supports the Council's role as an enabler, facilitator or investor in strategic physical regeneration and investment projects directly contributing to strategic outcomes.

The Council's strategy for deploying resources therefore is to ensure that all resources are being utilised to achieve the Council's core purpose and agreed strategic priorities, and inevitably will be formulated and comprise multiple-funding sources (which the Council may be one funder amongst many).

Methods of funding the Capital Programme include:

Government Grants and Non-government Contributions

These include non-ring-fenced, ring-fenced non-specific or ring-fenced specific resources as noted above.

Examples include grants available from central Government Departments including:

- The Department for Education;
- The Department for Communities and Local Government;
- The Homes and Community Agency;
- The Department for Transport;
- Highways England;
- Heritage Lottery Fund.

Whilst grants from such organisations are conditional, the Council does not need to provide security for the grant against its assets. Each application for funding will need to be applied for. Where appropriate Heads of Service in conjunction with Cabinet Members will develop proposals for submission to the Council's Strategic Capital Investment Group (SCIG) and ultimately for democratic approval.

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Prudential Borrowing

Local authorities are able to borrow to invest in capital works and assets provided that the cost of that borrowing is affordable/repayable and in line with principles set out in the Chartered Institute of Public Finance and Accountings (CIPFA) Prudential Code Guidelines.

<http://www.cipfa.org/policy-and-guidance/publications/t/the-prudential-code-for-capital-finance-in-local-authorities-2011-edition-book>

Each year the Council approves a Treasury Management Strategy and a range of prudential indicators that reflect its compliance with the CIPFA guidance and the approach to capital expenditure and borrowing for the forthcoming year.

As such, projects that are identified under the framework for change and which supports the Council's corporate objectives and deliver an acceptable financial return as set out within robust business cases may utilise prudential borrowing. Within such cases a full financial appraisal will be required to ensure that all revenue implications of the cost of borrowing are taken into account.

Prudential Borrowing will also be considered to cover the cost of projects such as regeneration and investment, service transformation and where appropriate redundancy capitalisations, on a business case by business case basis.

Capital Receipts

Capital Receipts arise from the sale of the council's assets. The income received can be used to:

- Finance new capital investment e.g. Regeneration and commercial acquisitions (i.e. buying property for re-purposing where there is a sound business case to do so)
- Reduce borrowing, notably under the Prudential Borrowing Framework;
- Meet the needs of disposal costs, i.e. ear marking receipts in the short term to be repaid once the receipt has been realised;
- Finance and meet the cost of equipment costs, e.g. ICT end user equipment or infrastructure;
- Finance and meet the cost of asset replacement whether founded in condition, suitability, sufficiency AMP definitions or whole-sale replacement of life-expired equipment;
- Replacement of plant or vehicles;
- One off funding for transformation and change management projects, i.e. financing the cost of change.

Where the sale of an asset results in the requirement to repay grant, or the loss of a significant revenue stream, the receipt will be utilised for this purpose; once these liabilities have been provided for any remaining funds will be available for re-allocation.

Revenue Contributions

Occasionally the service putting a capital project forward wishes to utilise its revenue budget to support the capital project, this will be considered on a case by case basis.

Other Capital Funding

This includes EU Funding (whilst the UK remains within the EU), such as European Regional Development Funding, Structural Investment Funding and Big Lottery funding.

Section 106

This includes capital finance contributions collected through Section 106 Town and Country Planning Act 1990 and section 278 Highways Act 1980.

This type of Capital funding and investment scheme and criteria is specific and determined by the Council's Planning Committee, and can only be used in accordance with the Planning consent.

As Sefton's Local Plan is adopted and published other funding such Community Infrastructure Levy CIL will be considered, although there are specific guidelines and Treasury Management principles that need to be followed for CIL.

S106 funding will be considered for inclusion to support capital projects where it is secure and the scope is sufficient for the funding available.

Other Funding Sources

The Council will investigate on a case by case basis other funding sources available, for example where it is prudent to do so.

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4. The Council's approach to Capital Investment

The overall level and direction of the Council's capital investment proposals embodied in its capital programme, is informed by the Council's Corporate Priorities and therefore its stakeholders, particularly the Borough's residents.

The Council's approach to capital investment is influenced by a number of external parties and factors: central government and its agencies, legislation requiring capital works, partner organisations, businesses, developers and by its stakeholders' needs and views

The Council works with a wide range of partners from the public, private, voluntary and community sectors, all of which have an influence over its spending priorities. Wherever possible the Council will seek to work in partnership with others, to deliver its capital investment programme in order to provide facilities that meet the needs of the Borough. This approach not only maximises the opportunities we have, but also enables risks and opportunities to be jointly appraised.

Where it may be required by legislation to carry out works of a capital nature the Council will consider the most effective way to discharge its obligations and appropriate provision will be made in its Capital Programme, once it has determined that it shall carry out the necessary work and that this should be capitalised.

Wherever Government grants are available to meet all or part of the cost of capital projects the Council will ensure that these are applied for and used to maximise the amount of investment which can be made and the benefit which will result from that investment.

Wherever possible appropriate funding will be sought from external parties towards the cost of capital projects; these will include developers, government agencies, funding from the European Union, funding bodies such as the National Lottery, and partner organisations that may join with the Council to bring forward particular projects of mutual benefit.

The Council will also endeavour, through its capital programme, to maintain its assets to a standard such that they remain fit for purpose, enabling continuity of service delivery. In particular, it will carry out regular surveys of its stock of buildings and structures to ascertain their state of repair and any remedial works which may be necessary. Repair or improvement works arising from such surveys will be carried out subject to the availability of resources and consideration of the role the building plays in service delivery and the need to continue the relevant service in order to contribute to meeting corporate priorities.

In addition, the Capital Strategy will be influenced by the results of any service reviews which have been carried out by the Council, either as part of the budget preparation process or as one-off exercises. Where these reviews identify areas of service which are to be restructured or discontinued, this may give rise to surplus assets which will be available for disposal and possibly generate a capital receipt which will be available for

funding further capital investment. Alternatively, reviews may identify areas for investment, some of which may be capital investment.

Where suitable “**Invest to Save**” projects can be identified the Council will actively pursue such projects as it recognises the benefits, in the form of reduced costs falling on the General Fund Revenue Account, that can result from such investment. Any capital investment which will result in a revenue cost saving or efficiency will be considered.

The Council’s approach to the use of capital expenditure and resources is broadly as follows:

1. To maintain the allocation of grant funding in line with ring-fenced government allocations and criteria;
2. To progress projects which are fully funded and which therefore will have no effect on the Council’s overall capital financing position. In relation to such projects it remains vital that they undergo the rigorous options and financial appraisal process and support the Council’s strategic properties and objectives;
3. In relation to non-specific ring fenced resources, to prioritise schemes within the overall level of capital receipts available to the Council (the single capital pot) over the planned period;
4. To enable wider physical regeneration, as set out previously, inclusive of strategic acquisitions and/or developments for re-purposing or to meet with town centre priorities, where specific interventions are required and where there is a sound commercial and financial justification/reason to do so (this means buying property for regeneration purposes where there is a sound and robust business case in support);
5. To enable Adult Social Care Market Development, inclusive of strategic acquisitions and or re-purposing, where specific interventions are required and where there is a sound commercial and financial justification/reason to do so;
6. To enable the authority to meet with the Borough wide Housing requirements as set-out within the Sefton Local Plan and other supporting National, Regional and Council Strategies.
7. Due to the changes in the way local government is to be financed in future with the greater reliance on locally generated income (e.g. Council Tax and Business Rates) being available to support the delivery of frontline services, it is important that the Council, working with its partners, optimises the opportunity to leverage capital expenditure to secure the economic growth potential. As a result, development of economic growth will play an important role in ensuring that financial sustainability of the Council is achieved and the ambitions as set out in Vision 2030 are met.

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5. Governance

The Council sponsors and delivers all projects within its **Framework for Change** Programme. The Programme has four main pillars or programme strands which are:

- Economic Growth;
- Public Sector Reform;
- Service Options; and
- Strategic Investment

In more detail:

- **Economic Growth** – physical regeneration and enabling infrastructure for our economic growth priorities;
- **Public Sector Reform** – Service Transformation Projects;
- **Service Options** for the Council's MTFP – making efficiencies and savings to ensure a financially sustainable Council in a time of continued financial austerity;
- **Strategic Investment** – Supporting investment opportunities the Council may wish to directly sponsor or support in an enabling or commissioning role where there is a sound commercial and financial justification/reason to do so.

Each programme pillar has an executive sponsor/director and clear terms of reference and may require some capital investment in order to meet their agreed objectives.

The Strategic Capital Investment Group (SCIG) will oversee the delivery of the Capital Programme, and assess, determine and performance manage all capital projects within the Programme. SCIG will also provide reference for any adjacent operational groups or project teams assisting delivering the capital programme, asset management and investment priorities.

SCIG consists of a minimum of 3 (three) Cabinet Members supported by the Chief Executive. Terms of Reference for SCIG are contained under Appendix A.

SCIG will meet regularly to ensure there is a consistent managed approach to:

- Implementing the agreed Capital Strategy
- Managing and maintaining the health of the Capital Programme
- Developing the forward capital programme
- Candidate Projects and pre-feasibility studies in all investment areas
- Appraising Feasibility Studies and agreement to limited capital funding for design development
- Appraising business cases for commit to invest
- Monitoring performance of capital projects within the Programme

The Group oversees capital projects from inception to completion to ensure they are delivered efficiently and effectively and in line with the Council's corporate objectives.

The Council will approve this strategy / policy framework and in accordance with the Council's constitution and legislation Cabinet will make decisions to implement the strategy.

Financial management and performance of the Council's approved and published Capital Programme is reported to Cabinet, Overview and Scrutiny Committee with an Annual Report being produced at the end of each financial year.

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6. Performance Monitoring and Evaluation

The overall performance of the Capital Programme (both expenditure and funding), including post evaluation of projects, will be monitored regularly by Cabinet alongside the revenue budget via the Strategic Capital Investment Group (SCIG) with an annual report also being produced at year end.

The Strategic Capital Investment Group (SCIG)

The Capital Strategy envisages a commissioning approach to the delivery of the Capital Programme, and through SCIG this will be supported by strong programme management processes and the requirements of Framework for Change.

The Group's role is to assist the Council in providing a managed approach to the Capital Programme and to provide a coordinated corporate approach to the strategic alignment of investments which ensures that investments are planned, managed and delivered prudently.

SCIG will act as a reference group and will review project progress and receive exception reports indicating the corrective action to be initiated where projects fall behind schedule, appear likely to overspend or otherwise give cause for concern. All capital investment proposals and project progress and management are subject to the Council's Overview and Scrutiny arrangements.

From time to time where project performance is of concern the Head of Service responsible for overseeing capital investment within the/their investment project will be asked to present an exception report to SCIG including any request for a variation to be considered by the Group and where the Capital Expenditure is either over budget or requires re-profiling. This shall be done in consultation with the project sponsor. Examples of projects that have concern would be where:

- An underspend in year (out-turn lag);
- An overspend in year (out-turn pressure);
- The total anticipated final costs will they exceed budget approved;
- There is a foreseen risk to the Council's reputation, or
- Where it is expected that non-delivery will impact on operational performance

Project Sponsors

The role of project sponsors is described separately from this Capital Strategy; detailed guidance can be provided though the Council's Programme Management Office.

All projects will be assigned a named project sponsor from within the relevant pillar of the Framework for Change. Sponsors will be responsible for overseeing the project, including project initiation, monitoring and control, implementing exception reports and, where appropriate, corrective action if the project deviates from its planned progress or cost.

7. Review

The Capital Strategy will be reviewed periodically, updated and amended given the Council's strategic objectives. It does not/will not need to be overhauled annually if existing documentation remains valid.

The Head of Corporate Resources in conjunction with the Head of Regeneration and Housing will be responsible for any amendments which will be logged within the version control table at the front of this Strategy.

All proposed amendments will initially be presented to SCIG for consideration before being recommended for approval through the proper democratic processes.

In addition SCIG will review the prioritisation processes and where necessary the appraisal documents and process will be amended to ensure that corporate objectives and priorities, and the benefits and impact of schemes are adequately reflected in the prioritisation procedure.

The Council will review the allocation of its capital resources on an annual basis to ensure that the Capital Programme of investment is in line with actual resource available.

8. Summary

This Capital Strategy provides the policy background to build a long term capital programme to ensure a managed approach to the achievement of the corporate priorities under the Council's Framework for Change.

The Strategy demonstrates and sets the strategic approach for how the approved and published Capital Programme supports corporate priorities and where all capital projects will be the subject of a rigorous project development process.

These will be proposed under a separate project appraisal process that will be designed beneath this umbrella and overarching strategy.

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The Appendices

Appendix A Strategic Capital Investment Group Terms of Reference

Appendix B Current Known Strategic Growth Projects

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Appendix A Strategic Capital Investment Group Terms of Reference

1. Introduction

The Strategic Capital Investment Group (“the SCIG”) has been established as a Member Reference Group to support the Cabinet and to provide guidance, direction and leadership for capital investment and expenditure in Sefton. The advisory note set out below outlines the context, governance, and the main areas of focus and responsibilities of the SCIG

2. Terms of Reference

Purpose

- To support and advise Cabinet in relation to Capital Investment within Sefton.
- To oversee the delivery of the Council’s Capital Strategy.
- To guide and influence the development, implementation and monitoring of the Council’s Capital Strategy with no formal decision making powers.

Responsibilities

- To provide a focus and reference in relation to the Council’s current and future capital investment and expenditure activity.
- To set the level of ambition and determine priorities for capital investment activity.
- To ensure all capital investment decisions are made in accordance with the Capital Strategy and with reference to the Council’s corporate objectives and priorities.
- To produce and recommend to Cabinet and Council an annual Capital Investment Plan.
- To receive and evaluate all proposals for programmes and projects relating to capital within the single capital pot before entering into the Council’s normal reporting process.
- To performance manage, by exception, all capital projects within the Capital Investment Plan.
- To help establish a corporate approach to generating capital resources, including the release of capital from the Council’s existing asset base
- It will act as a reference group for the operational groups delivering the capital programme, asset management and investment priorities.

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Accountability

This is a non-decision making Member Reference Group reporting to Cabinet. The group will provide a focus and reference structure for issues to be tested prior to formal decision-making through Cabinet and Council.

Effective Use of Resources

To assist the Council to maximise the use of resources by establishing effective arrangements for the management of capital investment and expenditure. To endeavour to assist the Council, through its programme of capital investment, to maintain its assets to a standard such that they remain fit for purpose, enabling continuity of service delivery.

Performance Management

To recommend and agree clear realistic targets for programme and project management which are based on outcomes and the achievement of the Council's priorities. To ensure that there is clear reporting and performance framework in place to ensure appropriate delivery, monitoring and evaluation of the Capital Programme. Report on the Capital Programme outcomes and targets to Cabinet, reflecting any associated risk and the time needed to take necessary remedial action. To support the regular review of the Council's Capital Strategy and advise on any required update/refresh of the Strategy as required.

Membership

SCIG membership is open to all Cabinet Members together with the Chief Executive, Executive Director and S151 Officer. Cabinet Member – Locality Services will act as Chair. Support will be provided by Heads of Service (or appropriate representative from each service area), and representatives from Finance and ICT where necessary.

Meeting Arrangements

The group shall meet at least bi monthly but may decide to meet more regularly if required. Meeting support, agendas and work planning will be facilitated by the Executive Director (supported by the Head of Regeneration and Housing and Head of Corporate Resources), who will also co-ordinate attendance by other officers or organisations. The style is informal, with a mix of presentations, discussion items, and performance reports. Agendas and any papers will be made available at least 5 days in advance.

ADVISORY NOTE:

Strategic Capital Investment Group - Role and Purpose.

1. The aim of the Strategic Capital Investment Group is to maximise the use of resources by establishing effective arrangements for the management of capital investment and expenditure including the assessment of project outcomes, budget profiling, deliverability, and the achievement of Value for Money.
2. The SCIG's primary purpose is to guide and influence the development, monitoring and implementation of the Council's Capital Strategy and associated Plans specifically the Capital Investment Plan, Strategic Asset Management Plan and Investment priorities. The Capital Strategy is intrinsically linked with the Council's Medium Term Financial Strategy (MTFS), and is concerned with all aspects of the Council's capital expenditure – its planning, prioritisation, management and funding.
3. The SCIG will provide a clear reference structure within which proposals for new capital expenditure are evaluated to ensure a fair and objective approach to capital prioritisation and that all capital investment is targeted at meeting the Council's Priorities and/or legislative requirements. All matters relating to capital within the single capital pot are assessed by SCIG first before entering into the Council's normal reporting process. The SCIG will produce and recommend to Cabinet and Council an annual Capital Investment Plan.
4. The SCIG will facilitate a coordinated and concerted approach to the delivery of the Capital Strategy and associated Plans in order to achieve agreed outcomes.
5. Any recommended commissioning by the SCIG will be responsive to statutory responsibilities, based on evidence and analysis, the findings of performance monitoring, identified gaps and shortfalls in provision that are having an adverse impact on achieving the agreed outcomes and Council priorities.
6. The SCIG will act as a reference group and will review project progress and receive exception reports indicating the corrective action to be initiated where projects fall behind schedule, appear likely to overspend or otherwise give cause for concern. It will performance manage the delivery of the Capital Investment Plan and projects therein through the Capital Programme Management Group. All capital investment proposals and project progress and management are subject to the Council's scrutiny arrangements.
7. The SCIG will review performance in a culture of open debate and constructive challenge.

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8. The SCIG will help establish a corporate approach to generating capital resources, including the release of capital from the Council's existing asset base.
9. The SCIG will be advised and informed with regard to recommended investment priorities.

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Appendix B Current Known Strategic Growth Projects 2017/20

On 12 January 2017 Cabinet received a report on the Budget for 2017/18 and the Medium Term Financial Plan for 2018/19 - 2019/20 which contained details of the projects within the current pipeline of development.

The pipeline contains projects at various stages of development and appraisal.

There are no guarantees that any pipeline project under consideration will subsequently be recommended for approval by the Strategic Capital Investment Group to Cabinet; each will be assessed on its own merits.

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Report to: Cabinet

Date of Meeting: 16 February 2017

Council

2 March 2017

Subject: Treasury Management Policy and Strategy 2017/2018

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

Is this a Key Decision? No **Is it included in the Forward Plan?** No

Exempt/Confidential No

Purpose/Summary

To advise Cabinet of the proposed procedures and strategy to be adopted in undertaking the Treasury Management Function in 2017/2018.

Recommendation(s)

Cabinet to recommend to Council that: -

- a) The Treasury Management Policy Document for 2017/2018 (Annex A) be agreed;
- b) The Treasury Management Strategy Document for 2017/2018 (Annex B) be agreed; and
- c) The basis to be used in the calculation of the Minimum Revenue Provision for Debt Repayment in 2016/2017 (Annex C) be agreed.

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

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

Reasons for the Recommendation:

To enable the Council to effectively manage its treasury activities.

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What will it cost and how will it be financed?

(A) Revenue Costs

All issues are identified within the report

(B) Capital Costs

None.

Implications:

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

Legal	Local Authorities are required to have regard to the Code of Practice on Treasury Management under the provisions of the Local Government Act 2003	
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 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 (FD4494/17)

The Head of Corporate Legal Services has been consulted and has no comments on the report (LD3777/17).

Are there any other options available for consideration?

None.

Implementation Date for the Decision

With effect from 1st April 2017.

Contact Officer: Stephan Van Arendsen
Tel: 0151 934 4081
Email: Stephan.VanArendsen@sefton.gov.uk

Background Papers:

None

Background

- 1.1 The Council has previously adopted CIPFA's revised 2001 Code of Practice on Treasury Management in the Public Services which recommends the production of annual Treasury Management Policy and Strategy Documents, and the revision to the Code in 2009 following the Icelandic bank collapse. The Council has also adopted the revisions contained within the 2011 Code.
- 1.2. In addition, the Council has also adopted, and incorporated into both documents:
 - a) The requirements of the 2003 Prudential Code for Capital Finance in Local Authorities; and,
 - b) An Investment Strategy produced in line with guidance from the then Office of the Deputy Prime Minister, concerning the investment of surplus funds. This sets out the manner in which the Council will manage its investments, giving priority to the security and liquidity of those investments.

2. Treasury Management Policy and Strategy Documents

- 2.1. The Code requires the Council to produce:
 - a) A Treasury Management Policy Document – which outlines the broad policies, objectives and approach to risk management of its treasury management activities;
 - b) A Treasury Management Strategy Document – This sets out specific treasury activities which will be undertaken in compliance with the Policy in 2017/2018; and
 - c) Suitable treasury management practices, setting out the manner in which the organisation will seek to achieve these policies and objectives, prescribing how it will manage and control those activities.

The content of the policy statement and the treasury management practices will follow the recommendations contained in sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key principles. None have occurred in recent years.

- 2.2. The proposed Policy and Strategy Documents are attached at **Annex A and B** respectively.
- 2.3. In view of the complex nature of Treasury Management, regular treasury update reports will be presented to the Audit and Governance Committee.

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3. Financial Procedure Rules – Banking Arrangements

- 3.1. The Treasury Management Policy Document at **Annex A** delegates certain responsibilities to the Head of Corporate Resources, including all executive decisions on borrowing, investment or financing, in line with the Constitution of the Council.

4. Minimum Revenue Provision (MRP) for Debt Repayment Policy Document

- 4.1. Regulations 27 and 28 in the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146, as amended] require local authorities to make a prudent amount of minimum revenue provision (MRP).
- 4.2. The MRP regulations were revised by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 [SI 2008/414]. These regulations were complimented by the publication of guidance by the DCLG on determining the “prudent” level of MRP, to which authorities are required to have regard. The latest guidance was published in February 2012 (3rd Edition). The 2008 regulations and associated guidance allowed local authorities more flexibility in calculating their MRP annual charge.
- 4.3. Authorities are required to prepare an annual statement of their MRP policy for submission to their full council. The aim is to give elected Members the opportunity to scrutinise the proposed application of the MRP guidance.
- 4.4. Authorities are required to approve their MRP policy for 2016/17 before 31 March 2017.
- 4.5. The proposed MRP Policy for 2016/17 is set out in **Annex C**.

ANNEX A

SEFTON COUNCIL

TREASURY MANAGEMENT

POLICY

2017/2018



CORPORATE RESOURCES

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1. **Treasury Management Policy**

1.1. The Council defines Treasury Management as:

The management of the Authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

1.2. The Council's Statement of Treasury Management Policy is:

- a) Effective Treasury Management is acknowledged as providing support towards the achievement of the Council's business and service objectives. It is therefore committed to the principles of achieving best value in Treasury Management, and to employing suitable performance measurement techniques, within the context of effective risk management;
- b) The successful identification, monitoring and control of risk is regarded as being the prime criteria by which the effectiveness of the Council's Treasury Management activities will be measured. Accordingly, the analysis and reporting of Treasury Management activities will focus on their risk implications for the organisation.

1.3 A dedicated team of three officers carries out the day-to-day treasury management activities. Two of the current officers are qualified accountants, and one is a qualified accounting technician. The Service Manager – Treasury & Capital has obtained the CIPFA/Association of Corporate Treasurers sponsored qualification CertITM-PF, which is aimed at giving a solid grounding in treasury management and which is tailored to the public sector.

1.4 Members should receive training in the Treasury Management function, in order to assist in the understanding of this relatively complex area. This will be addressed via the provision of regular reporting to Cabinet, Corporate Services Cabinet Member Meeting and the Audit and Governance Committee, and the provision of specific training on Treasury Management from the authority's Treasury Management Advisers.

2. **Policy on the use of external service providers**

2.1 The Council currently employs Sector as its treasury consultants. Sector was engaged for the first time with effect from 01/04/2014, following a tendering exercise for the contract. The Council recognises that responsibility for treasury management decisions rests with the Council at all times. It also recognises that there is value in such arrangements in order to acquire access to specialist skills, knowledge, and advice. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly documented, and subjected to regular review.

2.2 The current contract is due to expire on 31/03/2017. A tendering exercise is currently underway to appoint the Council's treasury consultants for a further three years.

3. **Treasury Management Strategy**

- 3.1. The Annual Strategy Document sets out in detail how the Treasury Management Activities are to be undertaken in a particular financial year to comply with the Council's Policy. The strategy for 2017/2018 is attached at **Annex B**.

4. **Delegated Powers**

- 4.1. The Head of Corporate Resources, under the Council's Constitution, is given the following authority:
- a) All money in the hands of the Council shall be aggregated for the purposes of Treasury Management and shall be under the control of the Head of Corporate Resources, the Officer designated for the purposes of Section 151 of the Local Government Act, 1972;
 - b) All executive decisions on borrowing, investment or financing shall be delegated to the Head of Corporate Resources (or in his/her absence the Deputy Section 151 Officer) who shall be required to act in accordance with the Council's Treasury Policy, Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management.

5. **Reporting Requirements/Responsibilities**

5.1. Council

Council will approve, prior to each financial year, the Treasury Management Policy and Strategy Documents. Also, an annual outturn report on Treasury Management activity will be presented to Council following consideration by the Audit & Governance Committee.

5.2. Cabinet

Cabinet will:

- a) Consider, prior to each financial year, Treasury Management Policy and Strategy Documents and refer them to Council for approval;
- b) Monitor these documents and approve any in-year amendments necessary to facilitate continued effective Treasury Management activity; and
- c) Receive an annual outturn report on Treasury Management activity prior to the 30th June following each financial year.

5.3. Audit and Governance Committee

Audit and Governance Committee will:

- a) Implement and monitor performance on at least a quarterly basis that is necessary to facilitate continued effective Treasury Management activity;

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- b) Receive an annual outturn report on Treasury Management activity prior to the 30th June following each financial year; and
- c) Will be responsible for ensuring effective scrutiny of treasury management and policies.

5.4 Head of Corporate Resources

The Head of Corporate Resources will:

- a) Draft and submit to Cabinet and Council prior to each financial year, Treasury Management Policy and Strategy Documents;
- b) Implement and monitor these documents resubmitting any necessary in-year revisions/amendments (at least on a quarterly basis) to Cabinet for approval;
- c) Draft and submit an annual outturn report on Treasury Management activity to Cabinet and Council by the 30th June following each financial year-end (and subsequently to Council);
- d) Draft and submit an annual outturn report (and quarterly performance reports) on Treasury Management activity to the Audit & Governance Committee by the 30th June following each financial year-end;
- e) Maintain suitable Treasury Management Practices (TMP), setting out the manner in which the Council will seek to achieve its objectives. The TMP's will also prescribe how the treasury activities will be managed and controlled;
- f) Be responsible for the execution and administration of treasury management decisions; and
- g) Act in accordance with the Council's policy statement and treasury management practices, and also in accordance with CIPFA's Standard of Professional Practice on Treasury Management.

6. Borrowing and investments

- 6.1 The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.
- 6.2 The Council's primary objective in relation to investments remains the security and liquidity of capital. The yield earned on investments remains important but is a secondary consideration.

SEFTON COUNCIL

TREASURY MANAGEMENT

STRATEGY

2017/2018



CORPORATE RESOURCES

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SEFTON COUNCIL

Treasury Management Strategy

1. Introduction

- 1.1. The Treasury Management Strategy Document sets out in detail how the Treasury Management Activities are to be undertaken in a particular financial year to comply with the Council's Treasury Management Policy.
- 1.2 The Strategy has been produced to incorporate the requirements of the CIPFA Code of Practice on Treasury Management; the 2011 revised Prudential Code for Capital Finance, and the revised Treasury Management in the Public Services code of Practice and Cross-Sectoral Guidance Notes (2011).

2. Treasury Management Strategy 2017/2018

- 2.1. The Strategy for 2017/2018 covers:
 - a) Treasury Limits in force which will limit the borrowing activity of the Council (2.2);
 - b) Prudential Indicators 2017/2018 to 2019/2020 (2.3);
 - c) Credit Risk (2.4);
 - d) Interest Rates (2.5);
 - e) Exchange Rates (2.6);
 - f) Capital Borrowing (2.7);
 - g) Debt Rescheduling opportunities (2.8);
 - h) Borrowing in advance of need (2.9);
 - i) The Use of Financial Instruments for the Management of Risks (2.10);
 - j) Investment Strategy (2.11);
 - k) Member and Officer Training (2.12).

2.2. Treasury Limits for 2017/2018

The Treasury Limits set by Council in respect of its borrowing activities are:

The overall or Affordable Borrowing Limit (Authorised limit as per Prudential Indicators 2017/2018).	Maximum £198.5m
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It is a statutory duty under S.3 of the Local Government Act 2003 and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the 'Affordable Borrowing Limit'. The Affordable Borrowing Limit takes into account the Council's current debt, an assessment of external borrowing to fund the Capital Programme in 2017/2018, the need to fund capital expenditure previously met from internal funding, and cash flow requirements.

The amount of overall borrowing, which maybe outstanding by way of short-term borrowing.	Maximum £15m
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The Short–Term Borrowing limit takes into account an assessment of any potential short-term financing the Council may need (e.g. bank overdraft, short-term funding in anticipation of grant receipts). Short-Term Borrowing is defined as being for less than 12 months.

The proportion of external borrowing which is subject to variable rate interest.	Maximum 20%
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The limit on variable rate borrowing gives the Council flexibility to finance expenditure at favourable market rates, but ensures Council exposure to variable interest commitments is within prudent levels.

2.3. Prudential Indicators

The following prudential indicators are considered relevant by CIPFA for setting an integrated Treasury Management Strategy.

2.3.1 Interest Rate Exposure Indicators

Fixed rate borrowing and investment has the benefit of reducing the uncertainty surrounding future interest rate changes. However, in looking to improve performance best practice recommends retaining a degree of flexibility through the use of variable rates on at least part of the Treasury Management Activity.

To ensure that the risk associated with improved performance which may be achieved by using variable loans and investments is minimised, it is necessary to establish indicators to control the position. The control is based on setting an upper limit for both fixed and variable interest rate exposures expressed as a percentage of the Council’s net outstanding principal sum. The following indicators are to be used:

Upper Limit for Interest Rate Exposures	2017/18 %	2018/19 %	2019/20 %
Upper limit for fixed interest rate exposure expressed as a percentage of net outstanding principal sum	340	340	340

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Upper limit for variable interest rate exposure expressed as a percentage of net outstanding principal sum	-20	-20	-20
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2.3.2 Non Specified Investment Indicator

The Investment Strategy (Para 2.11) allows non-specified investments (see paragraph 2.11.3 for definition) to be made using funds managed by the Council. The indicator is designed to control the level of such non-specified investments when compared to the overall investments of the Council.

Upper Limit on Non-Specified Investments	2017/18 %	2018/19 %	2019/20 %
Upper limit on the value of non-specified investments as a percentage of total investments (including long term investments, and investments without credit ratings or rated below A-)	40	40	40

2.3.3. Debt Maturity Indicators

These indicators are designed to be a control over an authority having large concentrations of fixed rate debt needing to be replaced at times of high interest rates. The control is based on the production of a debt maturity profile, which measures the amount of borrowing that is fixed rate that will mature in each period as a percentage of total projected borrowing that is fixed rate. Any borrowing decision and related maturity dates will be taken by the Council mindful of maturity profile limits set out below to ensure large concentrations of debt do not fall due for repayment in any one future financial year. The profile reflects borrowing advice provided by Sector, the Council's Treasury Management Advisors.

Maturity Structure of Fixed Rate Borrowing During 2017/2018	Upper Limit %	Lower Limit %
Under 12 month	35%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	40%	0%
10 years and above	90%	25%

2.3.4 Principal sums invested for periods longer than 364 days

An upper limit on the value of non-specified investments over 1 year, but less than 5 years is set at 40% of Total Investments. This limit will be kept under review to take advantage of any opportunities in the current money market. Members will be advised of any change.

2.4 Credit risk

All investments involve a degree of risk. In order to mitigate these risks the Council will consider the credit ratings supplied by a variety of recognised money market organisations, as part of the process to determine the list of banks where the level of risk is acceptable, with security, then liquidity, being the key aims. As part of this process advice from Sector will be considered, both in terms of maximum duration and level of investment.

The Council also considers alternative assessments of credit strength, and information on corporate developments and of market sentiment towards counterparties. The following key tools are used to assess credit risk:

- Published credit ratings of the financial institution (minimum A- or equivalent) and its sovereign (minimum AA- for non-UK sovereigns);
- Sovereign support mechanisms;
- Credit default swaps (where quoted);
- Share prices (where available);
- Economic fundamentals, such as a country's net debt as a percentage of its GDP);
- Corporate developments, news, articles, markets sentiment and momentum;
- Subjective overlay.
- Background research in the financial press
- Discussion with our treasury consultants
- Internal discussion with the Head of Corporate Resources

The Council will only invest in institutions that have a Risk Matrix scoring of long term A- (or equivalent).

The Council maintains a full record of each investment decision taken, each of which is authorised by an appropriate level of signatory.

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2.5. Interest Rates

2.5.1 Sector provide regular forecasts of interest rates to assist decisions in respect of:

- a) Capital Borrowings (2.7);
- b) Debt Rescheduling opportunities (2.8);
- c) Temporary borrowing for cash flow; and
- d) Investments strategy (2.11).

2.5.2 **Annex B2** gives details of Sector's central view regarding interest rate forecasts. Sector's forecast is for official interest rates to remain at 0.25% until the end of March 2019 rising to 0.50% by the end of June 2019, then rising to 0.75% by the end of December 2019 and continuing at this rate to the end of financial year.

2.5.3 The advice from Sector takes into account financial activity both in the UK and world economies and the impact of major national and international events. It is essential that borrowing and investment decisions are taken mindful of independent forecasts as to interest rate movements. The Council will continue to take account of the advice of treasury management advisors.

2.6 Exchange Rate Risk Management

The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income and expenditure levels.

2.4. Capital Borrowing

2.7.1 The Authority currently holds £126.828m of loans, a decrease of £13.163m on the previous year as set out below:

Debt Portfolio	31/03/2016
Average Interest Rate	4.52%
<u>Debt Outstanding – Fixed Rate</u>	£m
PWLB	110.177
Other Borrowing	12.275
Other Long Term Liabilities	<u>4.376</u>
Total Debt	126.828

The category of other borrowing (£12.275m) represents finance lease liabilities.

Other long term liabilities (£4.376m) represent transferred debt from the Merseyside Residuary Body.

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2.7.2 The Council will raise its required finance, following advice from treasury management advisors, from the Public Works Loan Board (PWLB), or other local authorities, and any other body that is considered suitable, such as the Municipal Bond Agency.

The Council's forecast borrowing requirement for 2017/2018 is as follows:

Borrowing Requirement	Estimate £m
New Borrowing	60.717
Replacement Borrowing	0
Total Borrowing	60.717

The new borrowing represents the unsupported borrowing as required by the Capital Programme in 2017/18 (£5.7m), additional borrowing required as a result of a payment in advance to Merseyside Pension Fund in 2017/18 (£15m) and headroom of £40m to allow for new borrowing requirements. As noted in 2.7.4 (below) the Council is internally borrowed, and may take additional borrowing if required in order to reverse this position.

2.7.3 The Sector forecast for interest rates is set out at **Annex B2**. This would suggest that the following strategy is followed:

- The cheapest borrowing will be internal borrowing, which involves reducing cash balances and foregoing interest earned at historically low rates. Consideration will always be given to long term borrowing rates and the possibility of rates rising, which could mean borrowing at future higher rates which could erode the advantages of internal borrowing
- Temporary borrowing from money markets or other local authorities.

2.7.4 The authority borrows from the PWLB in order to fund part of the Capital Programme, the maximum that the Council can borrow being the Capital Financing Requirement (CFR). PWLB borrowing as at 31st January 2017, plus lease liabilities and other long term liabilities, is £116.828m, as against a CFR of £200.107m for 2017/18. This position is classed as being internally borrowed which does have the advantage of reducing exposure to interest rate and credit risk. To be internally borrowed is a conscious decision to use cash balances to fund capital expenditure, rather than borrow from the PWLB. This position can be reversed at any time by borrowing from the PWLB, or any other appropriate organisation such as the Municipal Bond Agency.

2.7.5 2017/18 is expected to experience a continuation of a low base rate. Hence, internal borrowing is a sensible option where interest rates on deposits are much lower than the current PWLB borrowing rates, but this will be reviewed should interest rates change significantly.

2.7.6 However, as noted in 2.7.3, savings have to be weighed against the potential for incurring long term extra costs by delaying unavoidable new borrowing until later years when PWLB rates are forecast to be higher. This issue will be left under review and discussions with treasury management advisors will be ongoing to ascertain the optimum time for undertaking future borrowing.

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2.7.7 The UK Municipal Bond Agency issues bonds to finance local authority projects at a lower rate than the PWLB. The Authority may wish to make use of this alternative source of borrowing if and when appropriate.

2.7.8 Against this background, caution will be adopted in undertaking borrowing in 2017/2018. The Head of Corporate Resources will monitor the interest rate market and following advice from Sector, adopt a pragmatic approach to changing circumstances during the year.

2.7.9 External v Internal Borrowing

The Council currently has a difference between gross debt and net debt (gross debt net of cash balances) of £85m. The general aim of the strategy would be to reduce the difference between the two in order to reduce the credit risk of holding investments.

2.7.10 As noted in 2.7.4 above the Council is internally borrowed. If this continues this will reduce the difference between gross and net debt. Early repayment of debt is, however, not a realistic option since the introduction by the PWLB of significantly lower rates on 1 November 2007 compounded by a considerable further widening of the difference between new borrowing and repayment which has meant that large premiums would be incurred.

2.8. Debt Rescheduling Opportunities

2.8.1 As noted in 2.7.10 above, restructuring with the PWLB is now much less attractive than before due to the potentially large premiums that would be incurred.

2.8.2 The lower interest rate environment and changes in the rules regarding the premature repayment of PWLB loans has adversely affected the scope to undertake meaningful debt restructuring. However, the situation will be monitored and the Council will consider the option of debt restructuring during 2017/2018, should the financial circumstances change.

2.9 Borrowing in advance of need

2.9.2 The Council will not borrow more than, or in advance of, its needs purely to profit from the investment income made on the extra sums borrowed. Any decision to borrow in advance of need will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

2.9.3 In determining whether to borrow in advance of need the Council will;

- Ensure that there is a direct link between the Capital Programme and maturity profile of the existing debt portfolio which supports the need to borrow in advance of need;
- Ensure that the revenue implications of such borrowing have been considered in respect of future plans and budgets; and
- Consider the merits of other forms of funding.

2.9.4 The total amount borrowed will not exceed the authorised borrowing limit of £168.500m. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

2.10 The Use of Financial Instruments for the Management of Risks

2.10.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code requires councils to clearly detail their policy on the use of derivatives in the annual strategy.

2.10.2 The Council's policy on such items is that it will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

2.10.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

2.10.4 The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use. At the present time, no such arrangements are in place.

2.11. Investment Strategy

2.11.1 The Council manages the investment of its surplus funds internally, and operates in accordance with the Guidance on Local Government Investments issued by CLG, and the 2011 CIPFA Treasury Management in Public Services and Cross Sectoral Guidance Notes. Surplus funds are invested on a daily basis ensuring security, followed by liquidity.

2.11.2 The Council's investment priorities are, in order of priority:

- The security of capital
- The liquidity of capital

The Council will aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.

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2.11.3 Under the system of guidance investments are classified as Specified or Non Specified.

Specified Investments are those which satisfy the following conditions:

- a) The investment and all related transactions are in sterling;
 - b) The investment is short-term i.e. less than 12 months;
 - c) The investment does not involve the acquisition of share capital;
- Either:
- i) The investment is made with the UK Government or local authority;
OR
 - ii) The investment is made with a body or scheme, which has been awarded a high credit rating by a credit rating agency (A- or above).

Non Specified Investments are those that do not meet the above definition.

2.11.4 The Council's investment portfolio as at 24th January 2017 is set out below:

Investments Portfolio	£m
Specified Investments	54.920
Non-Specified Investments	<u>0.000</u>
Total	54.920

2.11.5 The Council banks with National Westminster, which is part of the Royal Bank of Scotland Group. It is currently a part government-owned institution. At the present time, it does not meet the minimum credit criteria of A- (or equivalent) long term. The Bank will continue to be used for short term liquidity requirements (overnight and weekend investments) and business continuity arrangements when no other options are available.

2.11.6 The Council Strategy will be:

- a) To make Specified Investments in line with the above conditions;
- b) To make Non Specified Investments which satisfy all of the above with the exception of 2.11.3 b) which is extended to a period of less than 2 years for fixed term deposits, and is open ended for negotiable instruments such as CDs;

It is suggested that the following investment vehicles should be made available to the authority:

Investment	Reason	Risk
Term deposits made with banks with a high credit quality (see Annex B3). Deposits also acceptable on an overnight call basis. Can also deposit with Local Authorities.	Certainty of rate of return and repayment of capital	Liquid, with potential for deterioration in credit risk. Most Local Authorities are not credit rated.
Certificates of Deposit with Banks and Building Societies	Certainty of rate and liquid	If not held until maturity, can be sold for a capital loss on the secondary market

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Supra-national bonds	Greater levels of security of investment. A fairly liquid investment, though not as liquid as Gilts	High credit rating as placed with EIB and World Bank (AAA rated). Bond price may vary if sold early
Investments with Registered Providers	Certainty of rate of return and repayment of capital	Most Registered Providers are not credit rated.
Investments with organisations that do not meet the Council's specified investment criteria (subject to an external credit review and specific advice from TM advisor). Such investments include property funds.	Greater diversification and allows a small portion of the portfolio to be invested at higher rates of return	Investments may not be with credit rated organisations
AAA rated Money Market Fund (MMF)	Same day liquidity and high credit worthiness due to considerable diversification	High credit rating via the International Money Market Fund Association or IMMFA (AAA rated)
Other Money Market and Collective Investment Schemes	Strong portfolio diversification	Variable Net Asset Value VNAV funds – potential for receiving less than paid in. Plus long lead time for return of investment.
Corporate Bonds	Can be sold on the secondary market	Can be sold for a capital loss
Gilts	Liquid and very secure. Interest paid every six months	High credit rating as Government backed (AAA rated). Bond price may vary if sold early
Treasury Bills	Liquid and very secure. Duration of < 1year	No interest paid – they are zero-coupon rated, but are typically bought at a discount.
Debt Management Agency Account Deposit Facility (DMADF)	Secure investment	High credit rating as Government backed (AAA rated). Interest earned low. Investment cannot be repaid early

The maximum that can be invested in any of the above vehicles is £25m, except for term deposits, MMF's and UK Government investments for which no limit is set. The maximum maturity period in any is 2 years for non-tradable deposits, and 5 years for deposits that are tradable on the secondary market. However, advice from Sector will be taken into account in determining whether shorter maximum investment period is more appropriate during the year.

It is NOT proposed that the Council will be making any Non Specified Investments in 2017/2018 that do not comply with the above, however,

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should the situation change, the Head of Corporate Resources will report to Cabinet requesting appropriate approval to amend the Strategy before any such investments are made.

2.11.7 The Bank of England Base Rate has remained significantly low at 0.25%. Sector's projection of interest rates is for a rise to 0.50% by the end of June 2019 increasing to 0.75% by December 2019 (**Annex B2**). Given the volatility of the market, the forecasts can only be used as a general guide to the future position. Consequently for 2017/18, the Authority has taken a prudent view and budgeted for an investment return based upon Sector's base rate projection during 2017/18.

2.11.8 In order to pursue the strategy of maximising returns from surplus funds at an acceptable level of security and liquidity, the following Brokers will be utilised for investments of over one month:

- ii) Sterling International Brokers Limited;
- iii) Tradition UK Limited;
- iv) Tullet Prebon Limited.

2.11.9 As noted in previous year's reports, Cabinet agreed that the limit of investments that can be made to any approved UK or international banking institution was raised from £15m to £25m. This reflected the fact that our counterparty list became drastically reduced following the downgrading of many banks by the credit rating agencies following the credit crunch. However, now that stability has entered the banking sector, on an operational basis we are using an institutional or group limit of 10% of total investments in order to increase security of capital by spreading risk.

It should be noted that the previous policy of increasing the investment in groups to 1.5 times that of an individual institution has been removed. An operational maximum limit of £22.5m previously applied to banking groups has also now been removed.

2.11.10 The current list of countries at **Annex B4** has been produced for information; this takes account of the most up-to-date credit ratings available in respect of the countries named, and utilising Sector's creditworthiness advice. It should be noted that a maximum of £25m can be invested with any one country outside of the UK. The investment counterparties within each country will be monitored daily with the assistance of treasury management advisors to ensure they continue to meet the requirements for high credit quality as outlined at **Annex B3**. In the event of a change in credit rating or outlook, the Council, with advice from treasury management advisors, will evaluate its significance and determine whether to include (subject to Cabinet approval) or remove a country from the approval list.

2.11.11 If any of the Council's investments appear at risk of loss due to default (i.e. this is a credit related loss, and not one resulting from a fall in price due to movements in interest rates) the Council will make an assessment of whether a revenue provision of an appropriate amount is required.

2.11.12 Performance monitoring

- a) Compliance with investment strategy (i.e. level of risk is not exceeded).
- b) The performance of the Council's investment strategy will be assessed by monitoring the average interest rate earned against the average 7 day LIBID on a monthly basis.

This will be reported to the Audit and Governance Committee on a quarterly basis, with outturn reports also presented to Cabinet and Council.

2.12 Member and Officer training

2.12.1 CIPFA's Code of Practice requires the Head of Corporate Resources to ensure that all Members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

2.12.2 In order to address this, the Service Manager – Treasury & Sector has obtained the CIPFA/Association of Corporate Treasurers sponsored qualification CertITM-PF, which is aimed at giving a solid grounding in treasury management and which is tailored to the public sector. Training will be provided for Members of the Audit & Governance Committee on 22nd March 2017 and it is intended for such training to occur at least annually.

INTEREST RATE FORECAST**Sector's Interest Rate Forecast as at 23rd January 2017**

Capita Asset Services Interest Rate View														
	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20
Bank Rate View	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%	-
3 Month LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	0.90%
6 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	1.00%	1.00%
12 Month LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.40%
5yr PWLB Rate	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%	-
10yr PWLB Rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	-
25yr PWLB Rate	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	-
50yr PWLB Rate	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	-
Bank Rate														
Capita Asset Services	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%	-
Capital Economics	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%
5yr PWLB Rate														
Capita Asset Services	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%	-
Capital Economics	1.40%	1.60%	1.80%	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.70%	2.80%	2.90%	3.00%	3.20%
10yr PWLB Rate														
Capita Asset Services	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	-
Capital Economics	2.20%	2.30%	2.40%	2.55%	2.60%	2.70%	2.70%	2.80%	2.90%	3.10%	3.20%	3.30%	3.40%	3.60%
25yr PWLB Rate														
Capita Asset Services	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	-
Capital Economics	2.75%	2.90%	3.05%	3.15%	3.25%	3.25%	3.35%	3.45%	3.55%	3.65%	3.75%	3.95%	4.05%	4.15%
50yr PWLB Rate														
Capita Asset Services	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	-
Capital Economics	2.70%	2.80%	2.90%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.60%	3.70%	3.80%	3.90%	4.10%

FITCH RATING EXPLANATION

Short term rating

This places greater emphasis on the liquidity necessary to meet financial commitments.

F1 – highest credit quality (+ denotes exceptionally strong)

F2 – good credit quality

F3 – fair credit quality

Long term rating

AAA highest credit quality – lowest expectation of credit risk and exceptionally strong capacity to pay financial commitments

AA very high credit quality – very low credit risk and very strong capacity to pay financial commitments

A high credit quality – low credit risk and considered to have strong capacity to pay financial commitments, but may be vulnerable

Viability rating

This assesses how a bank would be viewed if it were entirely independent and could not rely on external support.

aaa - highest fundamental credit quality

aa - very high fundamental credit quality

a - high fundamental credit quality

bbb - good fundamental credit quality

bb - speculative fundamental credit quality

b - highly speculative fundamental credit quality

ccc - substantial fundamental risk

cc - very high levels of fundamental credit risk

c - exceptionally high levels of fundamental credit risk

f - failed

Support rating

Judgement of a potential supporter's (either sovereign state of parent) propensity to support the bank and its ability to support it.

1 – extremely high probability of external support

2 – extremely high probability of external support

3 – moderate probability

4 – limited probability

5 – cannot rely on support

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Changes to the Credit Rating Methodology in 2015:

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level. The process has been part of a wider reassessment of methodologies by each of the rating agencies. In addition to the removal of implied support, new methodologies are now taking into account additional factors, such as regulatory sector levels. In some cases, these factors have "netted" each other off, to leave underlying ratings either unchanged or little changed. A consequence of these new methodologies is that they have also lowered the importance of the (Fitch) Support and Viability ratings and have seen the (Moody's) Financial Strength rating withdrawn by the agency.

The evolving regulatory environment, in tandem with the rating agencies' new methodologies also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria; the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions.

It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution. They are merely reflective of a reassessment of rating agency methodologies in light of enacted and future expected changes to the regulatory environment in which financial institutions operate. While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support. In fact, in many cases, the balance sheets of banks are now much more robust than they were before the 2008 financial crisis when they had higher ratings than now. However, this is not universally applicable, leaving some entities with modestly lower ratings than they had through much of the "support" phase of the financial crisis.

SEFTON COUNCIL – APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher (based on the lowest from the ratings awarded by Fitch, Moody's or S&P as at 27/01/2017) and also have banks operating in sterling markets which have credit ratings of green or above in Sector's credit worthiness service.

AAA

- Australia
- Canada
- Denmark
- Germany
- Netherlands
- Singapore
- Sweden
- Switzerland
- USA

AA+

- Finland

AA

- Abu Dhabi (UAE)
- France
- Qatar
- United Kingdom

AA-

- Belgium

SEFTON COUNCIL

MINIMUM REVENUE PROVISION

POLICY STATEMENT

2016/17



CORPORATE RESOURCES

SEFTON COUNCIL

MINIMUM REVENUE PROVISION POLICY

1. Background

Local Authorities have a statutory requirement to set aside each year part of their revenues as a provision for the repayment of debt, called the Minimum Revenue Provision (MRP). The provision is in respect of capital expenditure incurred in previous years and financed by borrowing.

Previously the Council was required to follow a prescriptive MRP calculation as set out in former regulations 27, 28 and 29 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 2003/3146, as amended]. This system was revised by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 [SI 2008/414].

As part of those regulations the DCLG issued guidance recommending local authorities to prepare an annual statement of its strategic policy on making MRP, to be approved by the full council. The guidance provides for each authority to determine its own MRP within the given framework and also requires that the amount of MRP charged is a prudent amount.

The broad aim of a prudent amount is to ensure that the debt is repaid over a period that is either reasonably commensurate with the period over which the capital expenditure provides benefit, or, in the case of borrowing supported by formula grant, reasonably commensurate with the period implicit in the determination of that grant.

2. Strategic Options

The Council is free to determine its own method for calculating a prudent provision, but the guidance includes four options for calculating MRP. The Council can choose from or use a combination of the available options. The options are as follows:

Option 1 – Regulatory Method

This provides for local authorities to continue to calculate MRP in line with the minimum existing statutory charge of 4% of outstanding debt related to supported borrowing only, less an adjustment that ensures consistency with previous capital regulatory regimes no longer in force. This option is available for all capital expenditure incurred prior to 1 April 2008.

Option 2 – Capital Financing Requirement Method

This is very similar to the regulatory method but it does not take account of the adjustment that ensures authorities do not pay more MRP than under the previous capital regulatory regimes. For most authorities this method may not be appropriate as it would result in a higher level of provision than option 1.

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Option 3 – Asset Life Method

This method is appropriate for calculating MRP in relation to debt incurred as unsupported borrowing (also known as prudential borrowing), and must be used for revenue expenditure capitalised by direction or regulation (such as that for equal pay). Under this option there are two methods available:

(i) **Equal instalment method.** This generates a series of equal annual amounts over the life of each asset that is financed by borrowing, with the life determined upon acquisition. This means that the charge to revenue closely matches the period of economic benefit of the asset.

(ii) **Annuity method.** This method links the MRP to the flow of benefits from an asset where the benefit is expected to increase in later years.

Under this option authorities should consider the type of assets that they finance through prudential borrowing, as the type of asset may have a significant impact on the level of MRP and the method used to calculate the MRP.

Finance Leases and PFI

The guidance indicates that for finance leases and on balance sheet PFI contracts, the MRP requirement is met by making a charge equal to the element of the finance lease rental that goes to write down the balance sheet liability under proper accounting practices. This is in effect a modified version of the annuity method of Option 3.

Option 4 – Depreciation Method

This method is appropriate for calculating MRP in relation to debt incurred as unsupported (prudential) borrowing. Under this method, MRP is equal to the amount of depreciation charged on assets funded from unsupported borrowing. This method may cause volatility in the annual charge for MRP because assets are revalued on a periodic basis, giving rise to significant changes in the amount of depreciation charged. Given this potential adverse impact on future budgets this option is not considered viable.

Use of Capital Receipts

In addition to the four options listed above, the Local Authorities (Capital Finance and Accounting) Regulations 2003 [SI 2003/3146] allow local authorities to use capital receipts to meet “any liability in respect of credit arrangements, other than any liability which, in accordance with proper practices, must be charged to a revenue account”.

For both finance leases and PFI contracts, proper accounting practices require that the element of the annual rental relating to the repayment of the liability is used to write down that liability on the balance sheet and is not charged to revenue. It therefore follows that local authorities are permitted to apply capital receipts to fund the principal element of the annual rental of a finance lease or on balance sheet PFI contract.

3. MRP Policy Adopted for 2015/16

In order to determine its MRP for 2015/16 the Council applied the following strategy:

<u>Supported borrowing</u>	<u>Basis of MRP Calculation</u>
Capital expenditure incurred before 1 April 2008	Annuity Basis over 50 years.
Capital expenditure incurred after 31 March 2008.	2% straight line charge to ensure that balances are fully provided for within 50 years.

<u>Unsupported (prudential) borrowing</u>	<u>Basis of MRP Calculation</u>
Capital expenditure incurred after 31 March 2008.	Calculated using (Option 3) the estimated life method on an equal instalment basis.

<u>PFI and Leasing Arrangements</u>	<u>Basis of MRP Calculation</u>
On balance sheet PFI contracts	MRP charge to be equal to the principal element of the annual rental
On balance sheet leasing arrangements (finance leases)	MRP charge to be equal to the principal element of the annual rental

In practice a number of standard asset lives have been applied to calculate the MRP charge for unsupported (prudential) borrowing incurred after 31 March 2008. The asset lives used are in most cases the same lives applied to calculate the depreciation in the Council's published accounts. These are summarised below:

Intangibles (Software)	3 Years
Vehicles, Plant & Equipment	5 Years
Revenue Expenditure Funded for Capital Under Statute – Capitalised Redundancy Costs	20 Years
Revenue Expenditure Funded for Capital Under Statute - Other	25 Years
Community Assets (Parks, Gardens etc.)	25 Years
Land and Buildings	25 Years
Infrastructure	40 Years

Changes to the policy in 2015/16 released a saving of £20m and of this £8m was used to support the 2016/17 budget, with £12m being used to support the 2017/18 to 2019/20 MTFP. These changes to the policy will release up to £10m which will again be used to contribute to the achievement of the £64m savings target over the MTFP period.

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4. Review of the estimated lives used in the MRP calculation

A review of the estimated asset lives used in the calculation of the MRP charge for unsupported (prudential) borrowing since 31 March 2008 has been undertaken. The review compared the asset lives used to calculate depreciation on land and buildings for capital schemes where expenditure exceeded £250,000. This represented a sample of more than 90% of capital expenditure on land and buildings between 1 April 2008 and 31 March 2015. The review revealed some significant differences in the asset lives recorded on the asset register compared to the 25 year average life assumed in the MRP calculation. This indicated that the MRP charge had resulted in an overprovision between 2009/10 and 2015/16. The MRP charges for this period were recalculated using the following asset lives:

<u>Scheme</u>	<u>Type</u>	<u>Estimated Life</u>
Crosby Lakeside Adventure Centre	New Build	50 Years
Litherland School Pathfinder	New Build	50 Years
Netherton Activity Centre	New Build	50 Years
Maghull Leisure Facility	New Build	50 Years
South Sefton Investment Centre	New Build	50 Years
St Peters House (Purchase)	Acquisition	40 Years
Floral Hall & Theatre	Major Refurbishment	30 Years
Southport Cultural Centre (Atkinson)	Major Refurbishment	30 Years
Southport Market	Major Refurbishment	30 Years
St Peters House (Refurbish)	Major Refurbishment	30 Years

MRP charges for unsupported (prudential) borrowing between 2009/10 to 2015/16 totalled £17.643m. After adjusting for the asset lives shown in the table above the MRP charge reduced to £14.979m. This indicates that the MRP charge was overstated by £2.664m during this period.

It is proposed that the MRP charge for 2016/17 be adjusted (reduced) by £2.664m to recover the overprovision.

5. MRP Policy for 2016/17

Supported Borrowing

In 2015/16 the Council changed the methodology used to calculate the MRP charge for Capital expenditure incurred before 1 April 2008 funded by Supported Borrowing to an Annuity Basis. At the same time the policy for Capital expenditure incurred after 31 March 2008 funded by Supported Borrowing was changed to a Straight-Line Basis. During the closedown of the 2015/16 accounts the Council's Auditors commented on the inconsistency in the treatment of Post 31 March 2008 Supported Borrowing. It is therefore recommended that the Council change the methodology used to calculate the MRP charge on Capital expenditure incurred after 31 March 2008 funded by Supported Borrowing to an Annuity Basis over a 50 year period and

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backdated to 1 April 2015 so that there is a single consistent approach to the calculation of the MRP charge on all supported borrowing.

Backdating this change will release a further overprovision of £0.182m (made in 2015/16) which will be offset against the 2016/17 MRP charge.

It should be noted that the change to an annuity basis does not result in any overall saving over the life of the assets as the total amount borrowed still needs to be repaid. However, there is a reduction in the MRP charge in the earlier years. Based on Post-2008 Supported Borrowing at 31 March 2016, the change to an annuity calculation will result in a lower MRP charge from 2016/17 to 2043/44 and a higher MRP charge from 2044/45 to 2064/65.

- The largest reduction in the annual charge occurs in 2015/16 when the MRP charge would be £0.182m lower than if calculated on a straight-line basis.
- The largest increase in the annual charge occurs in 2064/65 when the MRP charge would be £0.316m higher than if calculated on a straight-line basis.

Unsupported (Prudential) Borrowing

It is also recommended that the basis for the MRP charge on Unsupported (Prudential) Borrowing be changed from a straight-line basis to an Annuity basis from 1 April 2016. This change will bring the treatment of unsupported borrowing in-line with the treatment of supported borrowing.

It should be noted that the change to an annuity basis does not result in any overall saving over the life of the assets as the total amount borrowed still needs to be repaid. However, there is a reduction in the MRP charge in the earlier years. Based on Post-2008 Unsupported Borrowing at 31 March 2016 the change to an annuity calculation will result in a lower MRP charge from 2016/17 to 2031/32 and a higher MRP charge from 2032/33 to 2062/63.

- The largest reduction in the annual charge occurs in 2016/17 when the MRP charge would be £0.753m lower than if calculated on a straight-line basis.
- The largest increase in the annual charge occurs in 2054/55 when the MRP charge would be £0.384m higher than if calculated on a straight-line basis.

MRP Policy 2016/17

The recommended MRP policy for 2016/17 is summarised below:

<u>Supported borrowing</u>	<u>Basis of MRP Calculation</u>
Capital expenditure incurred before 1 April 2008	Annuity Basis over 50 years (commencing 1 April 2015)
Capital expenditure incurred after 31 March 2008.	Annuity Basis over 50 years (commencing 1 April 2015)

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<u>Unsupported (prudential) borrowing</u>	<u>Basis of MRP Calculation</u>
Capital expenditure incurred after 31 March 2008.	Calculated using (Option 3) the estimated life method on an Annuity Basis (commencing 1 April 2016)

<u>PFI and Leasing Arrangements</u>	<u>Basis of MRP Calculation</u>
On balance sheet PFI contracts	MRP charge to be equal to the principal element of the annual rental
On balance sheet leasing arrangements (finance leases)	MRP charge to be equal to the principal element of the annual rental

Standard asset lives to be applied to calculate the MRP charge for unsupported (prudential) borrowing incurred after 31 March 2008:

Intangibles (Software)	3 Years
Vehicles, Plant & Equipment	5 Years
Revenue Expenditure Funded for Capital Under Statute – Capitalised Redundancy Costs	20 Years
Revenue Expenditure Funded for Capital Under Statute - Other	25 Years
Community Assets (Parks, Gardens etc.)	25 Years
Land	50 Years
Buildings – Scheme Value under £250,000	25 Years
Buildings – New Build (Value over £249,999)	Building Life per Asset Register*
Buildings – Acquisitions (Value over £249,999)	
Buildings – Refurbishment / Remodelling (Value over £249,999)	30 Years
Infrastructure	40 Years

* The building life used in the MRP calculation will be subject to a maximum of 50 years.

The Chief Finance Officer will retain discretion to use alternative lives for assets (capital schemes) that have particular characteristics that mean using the standard life would not be considered appropriate. It is anticipated that this will only apply in very limited circumstances.

Commencement of MRP Charges

Provision for debt under Option 3 (Asset Life Method) will normally commence in the financial year following the one in which the expenditure is incurred. However, paragraph 13 of the DCLG guidance highlights an important exception to this rule. In the case of the provision of a new asset, MRP would not have to be charged until the asset came into service and would begin in the financial year following the one in which the asset became operational. This delay would be perhaps 2 or 3 years in the case of major projects, or possibly longer for some complex infrastructure schemes.

Use of Capital Receipts to Reduce MRP Charges

Any proposal to use capital receipts to reduce future MRP charges will be presented to Cabinet for approval prior to the application of the capital receipts.

6. Impact of Recommendations on MRP Change in 2016/17

By adopting the recommendations set out above the underlying MRP charge for 2016/17 would be £4.061m (excluding PFI and leasing schemes), which would be reduced by a further £2.846m for the impact of the MRP review. The savings compared to the 2015/16 policy are shown below:

MRP Charge 2016/17	Charge Based on Current (2015/16) Policy £000	Charge Based on Proposed (2016/17) Policy £000	Variation £000
Supported Borrowing (Pre 01/04/08)	807	807	0
Supported Borrowing (Post 31/03/08)	289	111	-178
Unsupported Borrowing	3,896	3,143	-753
Underlying MRP Charge	4,992	4,061	-931
Unsupported Borrowing - Review of Asset Lives	-2,664	-2,664	0
Supported Borrowing (Post 31/03/08) - Backdating Annuity to 1 April 2015	n/a	-182	-182
Adjusted MRP Charge	2,328	1,215	-1,113

In both cases it is assumed that the unwinding of the previous overprovision of MRP charges on unsupported borrowing would be implemented.

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Report to: Cabinet **Date of Meeting:** 16 February 2017

Council 2 March 2017

Subject: The Prudential Code for Capital Finance in Local Authorities – Prudential Indicators 2017/2018

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

Is this a Key Decision? No **Is it included in the Forward Plan?** No

Exempt/Confidential No

Purpose/Summary

To establish the Prudential Indicators for Sefton required under the Prudential Code for Capital Finance in Local Authorities.

Recommendation(s)

Cabinet to recommend to Council that:

- a) The Prudential Indicators as detailed in the report, and summarised in Annex A, be approved as the basis for compliance with The Prudential Code for Capital Finance in Local Authorities;
- b) Relevant Prudential Indicators be amended, should any changes to unsupported borrowing be approved as part of the 2017/2018 Revenue Budget;
- c) It be noted that estimates of capital expenditure may change as grant allocations are received (paragraph 2.2); and
- d) Delegated authority is given to the Head of Corporate Resources in conjunction with the Cabinet Member – Regulatory, Compliance and Corporate Services to manage the Authorised Limit and Operational Boundary for external debt as detailed in Section 5 of the report.

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

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

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8	Improving the Quality of Council Services and Strengthening Local Democracy	✓		
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Reasons for the Recommendation:

To enable the Council to effectively manage its Capital Financing activities, and comply with the CIPFA Prudential Code for Capital Finance in Local Authorities.

What will it cost and how will it be financed?

(A) Revenue Costs

There are no financial implications as a result of this report.

(B) Capital Costs

None.

Implications:

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

Legal	Local Authorities are required by Regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003
Human Resources	None
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 on Service Delivery:

None.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources prepared the report (FD 4491/17)

The Head of Regeneration and Compliance has been consulted and has no comments on the report (LD 3774/17).

Are there any other options available for consideration?

None.

Implementation Date for the Decision

With effect from 1 April 2017.

Contact Officer: Stephan Van Arendsen

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Email: Stephan.VanArendsen@sefton.gov.uk

Background Papers: None.

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1. Introduction

- 1.1. The CIPFA Prudential Code for Capital Finance in Local Authorities (The Prudential Code) was introduced following the Local Government Act 2003. It details a number of measures/limits/parameters (Prudential Indicators) that are required to be set each financial year. The approval of these limits will ensure that the Council complies with the relevant legislation, is acting prudently and that its capital expenditure proposals are affordable. This report presents for approval the Prudential Indicators required to be set by the Council in 2017/2018 to comply with the code.
- 1.2. The Council is required to approve Prudential Indicators for the following items:
- (i) Capital Expenditure (Section 2);
 - (ii) Financing Costs/Net Revenue Stream (Section 3);
 - (iii) Capital Financing Requirement (Section 4);
 - (iv) External Debt (Section 5-7);
 - (v) Impact on Council Tax (Section 8);
 - (vi) Treasury Management Indicators (Section 9).

These indicators are presented in the following paragraphs and summarised at Annex A.

2. Prudential Indicator – Capital Expenditure

- 2.1. This indicator details the overall total planned capital expenditure of the Council and therefore reflects the Council's Capital Programme.
- 2.2. The actual capital expenditure that was incurred in 2015/2016 and the estimates for the current and future years capital programme recommended for approval are:-

Capital Expenditure - 2015/2016 to 2019/2020					
	2015/16 £m Actual	2016/17 £m Estimate	2017/18 £m Estimate	2018/19 £m Estimate	2019/20 £m Estimate
TOTAL	22.489	27.153	25.435	18.875	12.809

- 2.3. The estimated levels of expenditure above represent those elements approved by Council and which have been included within the capital programme. This may change as grant allocations are made known to the Council and are approved for inclusion within the capital programme. If any changes occur an update will be provided.

3. Prudential Indicator – Financing Costs/Net Revenue Stream

- 3.1. This indicator measures the total capital financing costs of capital expenditure as a proportion of the total level of income from Government Grants, local Council Tax and Business Rates payers.
- 3.2. Estimates of the ratio for the current and future years and the actual figures for 2015/2016 are:

Financing Costs / Net Revenue Stream					
	2015/16 £m Actual	2016/17 £m Estimate	2017/18 £m Estimate	2018/19 £m Estimate	2019/20 £m Estimate
Ratio	2.2%	1.6%	4.3%	4.2%	4.1%

- 3.3. The estimates of financing costs include current commitments, proposals contained in the capital programme, additional borrowing required as a result of a payment in advance to Merseyside Pension Fund in 2017/18, and headroom of £40m to allow for new borrowing requirements in the capital programme. This increase provides the flexibility for the Council to support any potential strategic investment or economic growth activity as set out with the Framework for change. Any opportunities under these pillars of the Framework for change will be evaluated and approved on a case by case basis.
- 3.4. An increase of 2.5% in the ratio from 2016/17 to 2017/18 can be explained by:
- Lower Minimum Revenue Provision (MRP) in 2016/17 when compared to 2017/18
 - An increase to forecast external interest payments in 2017/18 as a result of new borrowing as mentioned in 3.3 above
 - Lower external interest receipts in 2017/18 due to increased internal borrowing meaning that less surplus cash is available for investments.

4. Prudential Indicator – Capital Finance Requirement

- 4.1. The Capital Financing Requirement indicator reflects the Authority’s underlying need to borrow for a capital purpose. This is based on historic capital financing decisions and a calculation of future years planned capital expenditure requirements.
- 4.2. Estimates of the end of year Capital Financing Requirement for the current and future years are set out in the table below:

Capital Financing Requirement					
	31/03/2016 £m Actual	31/03/2017 £m Estimate	31/03/2018 £m Estimate	31/03/2019 £m Estimate	31/03/2020 £m Estimate
General Fund	203.178	200.278	200.107	197.030	195.173

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4.3 The reduction in the CFR reflects the reduced borrowing required for the capital programme as spending falls over time.

4.4. CIPFA's Prudential Code for Capital Finance in Local Authorities includes the following statement as a key indicator of prudence:

"In order to ensure that the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short-term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years".

5. **Prudential Indicator – Borrowing Limits**

5.1. External borrowing undertaken by the Council arises as a consequence of all the financial transactions of the Authority, both capital and revenue, and not simply those arising from capital spending. The Council manages its Treasury Management position in terms of its external borrowings and investments in accordance with its approved Treasury Management Strategy and Policy Statements. These documents are presented for approval elsewhere on this agenda.

5.2. The Operational Boundary

5.2.1. The Operational Boundary sets a limit on the total amount of long-term borrowing that the Council can undertake. It reflects the Authority's current commitments, existing capital expenditure plans, and is consistent with its approved Treasury Management Policy Statement and practices. The figures are based on prudent estimates.

5.2.2. In respect of the Operational Boundary it is recommended that the Council approves the following limits for the next three financial years. These limits separately identify borrowing from other long-term liabilities arising from the transferred debt from the now defunct Merseyside Residuary Body.

Operational Boundary				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Borrowing	120.000	179.000	180.000	180.000
Other Long Term Liabilities	4.500	4.500	3.500	3.500
TOTAL	124.500	183.500	183.500	183.500

5.2.3 The Operational Boundary has been increased in 2017/18 to accommodate new borrowing as outlined in paragraph 3.3.

5.2.4. The Council is asked to approve these limits and to delegate authority to the Head of Corporate Resources in conjunction with the Cabinet Member – Regulatory, Compliance and Corporate Services to manage the movement between the

separately agreed limits for borrowing and other long-term liabilities within the total limit for any individual year. Any such changes will be reported to Members at the next available meeting.

5.3. The Authorised Limit

5.3.1. The Authorised Limit sets a limit on the amount of borrowing (both short and long-term) that the Council undertakes. It uses the Operational Boundary as its base but also includes additional headroom to allow, for example, for exceptional cash movements. Under the terms of section 3 (1) of the Local Government Act 2003, the Council is legally obliged to determine and review how much it can afford to borrow i.e. the authorised limit. The authorised limit determined for 2017/2018 will be the statutory limit determined under section 3 (1).

5.3.2. The Council is asked to delegate authority to the Head of Corporate Resources in conjunction with the Cabinet Member – Regulatory, Compliance and Corporate Services to manage the movement between the separately agreed limits for borrowing and other long-term liabilities within the total limit for any individual year. Any such changes will be reported to Members at the next available meeting. The Authorised Limit for external debt is as follows:

Authorised Limit				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Borrowing	135.000	194.000	195.000	197.000
Other Long Term Liabilities	4.500	4.500	3.500	3.500
TOTAL	139.500	198.500	198.500	200.500

5.2.3 The Authorised Limit has been increased in 2017/18 to accommodate new borrowing as outlines in paragraph 3.3.

6. Prudential Indicator – Actual External Debt

6.1. The Prudential Code requires that in setting indicators for 2017/2018, the Council reports its actual levels of external debt as at 31 March 2016. The Council's actual external debt at 31 March 2016 was £126.828m comprising £110.177m borrowing, £12.275m in respect of finance lease liabilities, and £4.376m other long-term liabilities.

7. Gross Debt and the Capital Financing Requirement

7.1. This prudential indicator is used to ensure that the authority does not borrow in advance of need. If the authority borrowed in advance of need then the net position would be negative – i.e. borrowing greater than the CFR. The figures below illustrate that the Council is not intending to borrow in advance of need, and that there is a significant level of "internal borrowing".

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Gross and Net Debt				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
CFR	200.278	200.107	197.030	195.173
Net Borrowing	115.143	174.353	175.049	176.644
Net Position	85.135	25.754	21.981	18.529

8. Prudential Indicator – Impact on Council Tax

- 8.1. Under the Prudential Code, Local Authorities are able to decide the level of borrowing required to meet the demands of the capital programme. Any unsupported borrowing will have to be funded by Council Taxpayers. As such, these indicators are a key measure of affordability of unsupported borrowing undertaken to support capital investment decisions.
- 8.2. The indicators for the impact on Council Tax of unsupported borrowing are to reflect any ADDITIONAL/NEW unsupported borrowing approval. As stated in 3.3 (above) headroom of £40m has been forecast in 2017/18 for new starts in the capital programme.

Incremental Impact of Capital Investment Decisions on Council Tax			
	2017/18	2018/19	2019/20
Unsupported Borrowing (£m)	40.000	0	0
Incremental Impact on Council Tax (£)	12.13	44.69	43.87

- 8.3. In the event that any amendments are made to the New Starts Capital Programme, the indicator will be recalculated accordingly.

9. Prudential Indicator – Treasury Management

- 9.1. The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. The annual Policy and Strategy Documents establish the following limits/controls for interest rate exposure, debt maturity profiles and an upper limit for investments made by the Council for more than 364 days:

9.2 Interest Rate Exposure

- i) An upper limit on its fixed interest rate exposures for 2017/2018 – 2019/2020 of 340% of its net outstanding principal sums;
- ii) An upper limit on its variable interest rate exposures for 2017/2018 – 2019/2020 of -20% of its net outstanding principal sums.

This indicator calculates exposure of either fixed or variable rate borrowings, less fixed or variable rate investments, expressed as a percentage of both fixed and variable rate borrowings net of fixed and variable rate investments.

9.3 Debt Maturity Profile

A debt maturity profile is detailed in the following table i.e. the amount of borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate.

Fixed Rate Debt Maturity	<u>Upper</u> <u>Limit</u>	<u>Lower</u> <u>Limit</u>
Under 12 months	35%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	40%	0%
10 years and above	90%	25%

9.4 Investments Over 1 Year

An upper limit on the value of non-specified investments over 1 year, but less than 5 years (as approved in the annual Treasury Management Policy and Strategy Documents) is set at 40% of Total Investments. This limit will be kept under review to take advantage of any opportunities in the current money market. Members will be advised of any change.

10. Monitoring Prudential Indicators

- 10.1. Having established the Prudential Indicators the Head of Corporate Resources will monitor them during the year and report on actual performance to the Audit & Governance Committee and also as part of the Council's Annual Accounts. In the event of any variations during a financial year, reports will be presented to Cabinet highlighting the variation, the reason and the corrective action to be taken.

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Summary of Prudential Indicators.

ANNEX A

Capital Expenditure - 2015/2016 to 2019/2020 (Para 2)					
	2015/16 £m Actual	2016/17 £m Estimate	2017/18 £m Estimate	2018/19 £m Estimate	2019/20 £m Estimate
TOTAL	22.489	27.153	25.435	18.875	12.809

Financing Costs / Net Revenue Stream (Para 3)					
	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Ratio	2.2%	1.6%	4.3%	4.2%	4.1%

Capital Financing Requirement (Para 4)					
	31/03/2016 £m Actual	31/03/2017 £m Estimate	31/03/2018 £m Estimate	31/03/2019 £m Estimate	31/03/2020 £m Estimate
General Fund	203.178	200.278	200.107	197.030	195.173

Operational Boundary (Para 5)				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Borrowing	120.000	179.000	180.000	180.000
Other Long Term Liabilities	4.500	4.500	3.500	3.500
Total	124.500	183.500	183.500	183.500

Authorised Limit (Para 5)				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Borrowing	135.000	194.000	195.000	197.000
Other Long Term Liabilities	4.500	4.500	3.500	3.500
Total	139.500	198.500	198.500	200.500

Gross Debt and the CFR				
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
CFR	200.278	200.107	197.030	195.173
Net Borrowing	-115.143	-174.353	-175.049	-176.644
Net Position	85.135	25.754	21.981	18.529

Incremental Impact of Capital Investment Decisions on Council Tax			
	2017/18	2018/19	2019/20
Unsupported Borrowing (£m)	40.000	0.000	0.000
Incremental Impact on Council Tax (£)	12.13	44.69	43.87

Limit on Interest Rate Exposure (Para 9)		
	<u>Upper Limit</u>	<u>Lower Limit</u>
Fixed Borrowing / Investment	340%	-20%
Variable Borrowing / Investment	340%	-20%

Fixed Rate Debt Maturity (Para 9)		
	<u>Upper Limit</u>	<u>Lower Limit</u>
Under 12 months	35%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	40%	0%
10 years and above	90%	25%

Investments over 1 Year (Para 9)	
Non-specified investments over 1 year but less than 5 years with approved Banks / Building Societies	} 40% of Total Investments

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Report to: Cabinet **Date of Meeting:** 16 February 2017
 Council 2 March 2017

Subject: Robustness of the 2017/18 Budget Estimates and the Adequacy of Reserves: Local Government Act 2003 - Section 25

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

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

Exempt/Confidential No

Purpose/Summary

To comply with statute the Chief Financial Officer is required to report to Council prior to the approval of the budget and the setting of the Council Tax, to give assurance that the budget is robust and that there are adequate reserves and balances. The report is based on the proposals presented to Council at this meeting.

Recommendation(s)

The Local Government Act 2003, (section 25 as amended) requires the Chief Financial Officer to report formally on the following issues:

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

The Cabinet and Council are requested to have regard to the matters raised in this report during the final stages of determining the budget for 2017/18.

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	✓		

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	Services and Strengthening Local Democracy			
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Reasons for the Recommendation:

The Local Government Act 2003, (section 25 as amended) requires the Chief Financial Officer to report formally on the issues contained within this report.

What will it cost and how will it be financed?

(A) Revenue Costs

Decisions taken as a consequence of this report will influence the Council's Revenue Budget and Council Tax for 2017/18 and thereby shape the Council's financial plan for future years.

(B) Capital Costs

None

Implications:

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

Legal -	The Council is required to set a Budget and Council Tax level by 9 March 2017 and must consider the comments of the Chief Financial Officer before that decision is taken.
Human Resources - None	
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 on Service Delivery:

There is no direct impact on services.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources is the author of the report (FD 4479/17)

Head of Regulation & Compliance has been consulted and (LD) 3762/17)

Are there any other options available for consideration?

No

Implementation Date for the Decision

Following the Budget Council Meeting

Contact Officer: Stephan Van Arendsen
Tel: 0151 934 4082
Email: Stephan.vanarendsen@sefton.gov.uk

Background Papers:

There are no background papers available for inspection.

Agenda Item 10

1. **Introduction**

- 1.1 This report has been prepared in accordance with the statutory requirements of the Local Government Act 2003 which requires the Authority to report to Members on the robustness of budget estimates and the adequacy of proposed reserves.

2. **ROBUSTNESS OF BUDGET ESTIMATES**

- 2.1 When preparing the budget for 2017/18 and the three year financial strategy, the Council's Strategic Leadership Board have led and been fully engaged in the process and have been challenged to ensure that services can be delivered within the available funding and that estimates of expenditure and income are realistic. As a result the Strategic Leadership Board has confirmed that the proposals made within this budget package both from the Public Sector Reform projects and service options are deliverable.
- 2.2 The proposed budget due to the scale of the funding gap faced by the Council has been prepared with careful consideration and full acknowledgement of the risk and uncertainty around both the proposals made and existing pressures faced by the Council. It is therefore important that these proposals are considered alongside the level of reserves held.
- 2.3 In order to provide assurance that the Council's budget estimates are robust and that the Council is adequately protected against unbudgeted financial pressures and the impact on Council Taxpayers is minimised, a number of factors are considered as part of the budget planning process.

Factors to be Considered

Four year settlement and increased reliance on local funding estimates

- 2.4 The financial settlement received for 2017/18 provided details of the funding levels to be received by the Council in the forthcoming year and the subsequent 2 financial years. These levels reflected the decision of the Council to accept central government's offer of a 4 year financial settlement (2016/17 to 2019/20).
- 2.5 Whilst this certainty is welcomed there are significant changes proposed to local government funding during the period of the Council's Medium Term Financial Plan 2017/18 to 2019/20, which will require careful monitoring and engagement. These include the introduction of the 100% Business Rates Retention Scheme, changes to the funding of Schools, reform of the New Homes Bonus Scheme and funding changes associated with Adult Social Care, namely the Improved Better Care Fund and the Adult Social Care Council Tax Levy.
- 2.6 The future years funding estimates in relation to these issues will be kept under review and refined accordingly as details become available. In respect of the 2017/18 budget, estimates are based upon confirmed funding due or latest detailed estimates e.g. council tax receipts.

- 2.7 As the Council has developed this budget package, in addition to having to meet the severe funding reductions of £64m over the period, it has to be mindful and is indeed cognisant that its future funding is now more closely aligned to the generation of local income as opposed to central government support than would have historically have been the case.
- 2.8 The budget proposed therefore acknowledges not only the need to reform current service delivery and make savings in a number of areas, but also that the future financial sustainability of the Council will need to be supported through the drive to deliver growth and develop additional and increased income streams. The current expenditure plans within this budget rely on sustaining existing levels of economic activity with a small element of growth in Council Tax. This has however been more than offset by the impact of New Homes Bonus reform that was announced by central government in December 2016.

Maintaining Service Delivery

- 2.9 The scale of the budget reductions facing the Council over the next 3 years up until 2019/20 are severe and will require a transformational approach to ensure that the Council's core purpose can be delivered. This is subsequently reflected in the budget proposals presented.
- 2.10 Whilst there will be an impact on the level of service that the Council is able to provide, all proposed changes are subject to careful consideration, impact assessment and consultation before implementation. This factor is reflected in the phasing of the delivery of savings. The funding gap facing the Council over the next 3 years is 'front-loaded' in 2017/18, however due to the scale of change proposed and the nature of existing contracts, the majority of savings due will not be delivered until 2018/19 onwards. This reflects the careful planning and approach to risk that will be undertaken in order that the right outcomes are reached for residents. From a financial point of view, whilst this approach will require the use of some reserves to support the budget in 2017/18, the delivery of sustainable savings over the period of this medium term financial plan and beyond will ensure that both service delivery and financial management responsibilities are discharged effectively. Indeed it is proposed that the majority of the reserves used in 2017/18 will be replenished in 2019/20.

Anticipated New Demand Pressures

- 2.11 The budget setting process has specifically taken into account the impact of demand for Council services. This is particularly reflected in the Council's approach to the demand led services such as Children's and Adults Social Care and the development of the Early Intervention and Prevention project.
- 2.12 Likewise the Council in developing its 3 year plan has been acutely aware of the impact of not receiving the budgeted funding from the CCG's in respect of the Better Care Fund in recent years and the pressure that this has placed on Adult Social Care. This is in addition to the pressure due from the introduction of the

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National Living Wage up until 2019/20. As a result of these issues, the Council will utilise the Improved Better Care Fund and Adult Social Care levy to minimise the impact of funding reductions on Adult Social Care between 2017/18 and 2019/20, with other Council Services experiencing a disproportionately higher level of reductions

Resources to Deliver Change

- 2.13 The approach to this 3 year budget package is transformational in nature and different to the approach taken by the Council in previous years as it seeks to address a funding shortfall of £64m. In order to deliver this, the shape of the Council and the approach to service delivery will change significantly in a number of areas. Within the budget, provision exists to enable the delivery of a number of projects. This provision will support investment in infrastructure to support front line services, investment in ICT and specialist advice and support as required. This funding will be held centrally and bids will be evaluated on a case by case basis by the Chief Executive and the Leader of the Council in order to determine allocation.

Inflation and Annual Cost Increases

- 2.14 The Council, as in previous years has provision for specific allocations to provide funding for contractual and other inflationary pressures such as annual pay increases. This reflects the latest information available having conducted a Council wide review of existing contracts and the likely impact of future pay negotiations. Within this budget package however there is no provision for price inflation. Due to the severity of the financial challenge facing the Council over the next 3 years, services will be required to manage any such pressure within their existing cash limits.

Impact of Previous Years' Budget

- 2.15 Throughout this budget process, Heads of Service have been engaged to understand the impact of any budget pressures that could impact upon the 2017/18 to 2019/20 budget plan from the 2016/17 budget. As a result of this work, some undelivered savings have been met through a residual central budget allocation. Any remaining issues have been resolved as far as possible through the re-alignment of existing budgets with services.

Financial Management

- 2.16 The Council has an embedded process with regard to its Financial Management and its reporting strategy reflects the monitoring undertaken by The Strategic Leadership Board, budget holders and the central Finance team. Monthly reports are considered by Departmental Management Teams, Strategic Leadership Board and Cabinet. Overview and Scrutiny Committee also have a standing agenda item in respect of capital and revenue monitoring.

- 2.17 It has been stated both within this report and also the wider budget report that the budget estimates contained for the Council over the next 3 years reflect the Council's ambition to deliver services that align with its 2030 vision, core purpose and ensure that it remains financially sustainable.
- 2.18 In order to manage the delivery of these objectives and the different risks that are presented when compared to previous years, the Strategic Leadership Board and Members will need to monitor progress and delivery of each proposal and instigate remedial action where issues are identified. The Council, despite having to address budget shortfalls since 2010 of £169m has a strong track record of delivering savings, however due to the funding gap faced over the next 3 years and the transformational activity proposed, this monitoring will be of even greater importance.

Management of Risk

- 2.19 The Council manages risk on an ongoing basis at all levels of the organisation. In doing so it has developed policies, processes and systems that reflect its internal governance arrangements and the constitution. As far as possible this allows the Council to anticipate risks as they emerge. These processes are supported by the Council's Internal Audit and Risk Section, the annual review of Corporate Governance and the completion of the Annual Governance Statement.
- 2.20 Given these controls and processes, the likelihood of unanticipated budget issues has been reduced as far as possible, however due to the continual issues presented in respect of the demand led services (particularly Adults and Children's Social Care) and the changes in local government finance, should any issues arise, alternative short term savings will be identified until longer term options are developed.

Capital Strategy and Strategic Investment

- 2.21 As part of the reform process of local government finance, the Council now receives a modest level of capital grant to support investment. This budget provides for the utilisation of this funding in 2017/18 and indicative plans for 2018/19 and 2019/20.
- 2.22 In order to support the economic growth and strategic investment work streams it is likely that the Council will need to invest significant levels of resources over the course of this 3 year budget period in order to deliver the objectives and facilitate the financial returns associated with these areas.
- 2.23 The Council through its Treasury Management Strategy uses a range of prudential indicators to manage and control the impact of these capital investment decisions. This will ensure that the risk and debt profile of the Council is appropriate based upon its financial standing and performance and that repayment is affordable.

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External Advice

- 2.24 The Council is supported in its financial activities by its External Auditor, Ernst and Young LLP and its Treasury Management Advisors. Any material changes to Council policy, budget decisions or capital investment proposals will be undertaken in consultation with these organisations.

3. RESERVES STRATEGY 2017/2018

- 3.1. The Council holds a range of reserves that it uses and holds for different purposes. This report considers each in turn.

General Fund

- 3.2 The General Fund is the Council's primary reserve. It exists to provide the Council with a contingency against unexpected events which could otherwise undermine the Council's sound financial standing. The fund should only be utilised to address short term issues and should not be relied upon to finance ongoing budget deficits. Where it is used in the short term then this should be part of a plan to return it to a long term equilibrium position in the medium term.
- 3.3 Determining the level of General Fund Reserves forms a key part of the Council's medium term financial strategy and will be informed by an assessment of the risks presented by:
- State of the economy (and its impact on Council costs/funding)
 - Knowledge of future changes to the Council's responsibilities
 - Specific risks relating to the changes in Council services
- 3.4 A historical benchmark minimum level that is used by a number of authorities is for the General Fund Reserve to be maintained at between 3-5% of the Council's net budget. This can be considered to be a minimum level of reserves in keeping with the long term background risks the Council shares in common with all other councils. This is referred to as the normal risk accepted. However this rate will not take account of variable factors such as the economic climate, government policy and local factors. Therefore, alongside the normal risk the Council also needs to make an assessment of abnormal risks it may need to fund. These include the following elements.

National Considerations

- 3.5 **Impact of economic climate on Council costs** - the current climate continues to prove challenging with the potential for business closure, lower than normal income levels and shortage of alternative funding sources from partners. As Council funding is now more dependent on the performance of the local business sector it is more exposed to the consequences of businesses failing or a lack of demand for local facilities.

- 3.6 **Anticipated reductions in Government funding** – the level of funding that it is anticipated that the Council will receive in 2017/18 reflects a reduction of £12.586m from the previous year and is anticipated to fall by a total of £29.653m by 2019/20. These funding reductions are addressed by the proposals within the Budget Report. However, the funding allocations for some elements in future years are indicative or are subject to an ongoing consultation period. These reductions and any future funding changes still represent a risk.

Local Considerations

- 3.7 **Planned changes in service delivery methods/contracts** – The Council continues to review the way in which it delivers services in order to ensure best practice and best value for money for its residents. In addition, the budget proposals involve significant transformational change as to how services are provided. This will result in significant changes to working practices, commissioning relationships and governance arrangements. As these become embedded within the organisation this should reduce the risk to the organisation however there is still a degree of risk that needs to be allowed for.
- 3.8 **Impact of Rising Demand for Services** – The Council continues to face increasing demand for its services due to demographic growth pressures in Adult Social Care and pressures relating to Looked after Children. Investment has been included in the 2016-17 budget but there is still a degree of risk that needs to be allowed for in future years.
- 3.9 **Legal Challenges** – The Council from time to time make decisions (policy and operational) that could be subject to challenge or appeal from affected bodies. It is therefore prudent for the Council to have some capacity to safeguard against such challenges.

Budget Setting Assumptions

- 3.10 **Sensitivity of budget assumptions** - The Council's budgets for 2017/18 are underpinned by a number of assumptions regarding the prevailing rates of inflation, interest earned and cost growth. While these estimates are believed to be prudent some costs are outside the Council's control, particularly in the medium term.
- 3.11 **Significant earmarked reserves** – The Council maintains a level of funding in earmarked reserves which, in some cases, could be used to moderate the impact of future cost increases. These include reserves for future potential insurance claims and funding that Members have set aside for specific purposes. The presence of these reserves for specific purposes reduces the scale of risk the General Fund has to guard against. It should be noted that these reserves have been set up for specific purposes and as such their use will be in accordance with that approved.

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Management / Member Actions

- 3.12 **Clear Corporate / Member messages** - The Council and its senior management have very clear expectations regarding the delivery of a 'balanced budget' and have instigated appropriate monitoring and reporting processes to ensure any emerging pressures are promptly addressed. This reduces the risk to be managed through the General Fund.
- 3.13 **Three Year Plan developed** – Given the scale of the funding reductions that the Council faces a three year plan has been developed which will allow it to plan ahead with more certainty and this has helped to ensure that savings plans are identified well in advance of their implementation and short term reactive measures have not been necessary.
- 3.14 A summary of the adjustments made for the above factors is set out in the table below.

Factors Considered	Risk Impact % of net budget	Impact on General Fund Balances
		£m
Normal Risk Level (lower level)	3.0%	5.9
<u>National Considerations</u>		
Impact of economic climate on Council costs	1.0%	2.0
Anticipated reductions in Government Funding	1.0%	2.0
<u>Local Considerations</u>		
Delivery of planned changes in service delivery methods/contracts	1.5%	3.0
Costs at risk from potential legal challenges	0.5%	1.0
Rising demand for services	1.0%	2.0
<u>Budget Setting Assumptions</u>		
Sensitivity of budget assumptions	1.0%	2.0
Significant earmarked balances	-2.5%	-5.0
<u>Management / Member Actions</u>		
Clear corporate / Member messages	-1.5%	-3.0
Three year plan developed	-1.0%	-2.0
Total Abnormal Risk	1.0%	2.0
Total Risk	4.0%	7.9

- 3.15 This analysis shows that a risk adjusted assessment of the required level for the General Fund in 2017/18 should be in the region of £7.9m. A range of £1.0m is advised around this figure so a General Fund between £6.9m and £8.9m would be considered prudent. This represents 4% of the net budget.
- 3.16 The Council started 2016/17 with a General Fund balance of £8.178m. Incorporating the latest projections of expenditure for 2016/17 and the planned use of General Balances it is estimated that the level of the General Fund by 31 March 2017 will be £7.209m. This would be within the assessed prudent range for 2017/18 and the risk assessed level will be kept under constant review.
- 3.17 The level of risk and the associated levels of General Fund balance required to hedge against that risk will be reviewed on an ongoing basis. In the current times of uncertainty, and financial pressures, the S151 officer considers it prudent to maintain reserves at a higher level than might be expected in a more stable economic climate, and to review against the extent of future ambitions and risks during the forthcoming year.

Earmarked Reserves

- 3.18 Unlike the General Fund, earmarked reserves are held for a specific purpose. These purposes may be determined by the Council to coincide with its policy objectives, dictated by statute (e.g. schools funding) or agreed with partners who also contribute to the reserve.
- 3.19 Where the decision to set up a reserve rests with the Council, consideration needs to be given as to the benefits of holding an earmarked balance. The Council holds earmarked reserves separately from its General Fund to meet a number of distinct aims.
- Strategic Reserves - In accordance with policy decisions, funding may be set aside and ringfenced for the benefit of a particular service or project ensuring that there is funding to take the activity forward as planned.

 - Committed Reserves – Where the Council makes a decision that commits it to incurring additional costs in the future, it can set aside the funding necessary to meet that cost when it arises, ensuring that the costs of current decisions are recognised at the point that decisions are made and do not become a burden on future budgets.

 - Uncommitted Reserves – Where the Council is aware of an issue that may incur additional costs in the future, it can set aside the funding necessary to meet that cost if and when it arises, ensuring that the potential costs of these issues do not become a burden on future budgets.

 - Restricted Reserves – The Council sometimes receives contributions from partners or has to set aside its own funding in a way that restricts where it can be

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spent in the future. These reserves can only be used to support eligible expenditure which may be restricted to a particular place, activity or service.

- Temporary Reserves – These are used to phase out timing differences between when the Council (or another body) funds expenditure and when it is incurred.

3.20 The current and anticipated balances on each of these classes of earmarked reserve are shown below.

	April 2016	Anticipated March 2017
	£m	£m
Earmarked Reserves		
- Strategic Reserves	35.370	25.931
- Committed Reserves	14.208	14.208
- Uncommitted Reserves	2.803	2.803
- Restricted Reserves	1.714	1.813
- Temporary Reserves	8.959	8.824
	63.054	53.579
School Earmarked Reserves	6.035	6.035
	69.089	59.614

3.21 The benefits of holding earmarked reserves needs to be weighed against the costs of doing so. Every discretionary earmarked reserve ties up funds that may otherwise be available to fund the core activities of the Council. Each reserve also carries with it an administrative overhead as they will need to be maintained, monitored and reported on.

3.22 Of the 50 existing earmarked reserves, 33 are to be retained over the medium term or beyond. Each of these reserves will be subject to a regular monitoring process to ensure they remain relevant and are achieving their stated objectives. The remaining 17 are expected to have fulfilled their purpose within the planning period and will be closed at that point. Any surplus funding on these reserves on completion of proposed activities will be appropriated to the General Fund or returned to the original funding source.

3.23 At present the budget package for 2017/18 to 2019/20 assumes that £5m of reserves will be used to support the phasing of savings over the 3 years as the Council delivers its Medium Term Financial Plan and financial sustainability. It is planned that £3m of this will be returned to reserves in 2019/20.

Comparison of all Revenue Reserves

3.24 To confirm the appropriateness of the level of revenue reserves held (combining General Fund and Earmarked Reserves) they have been benchmarked against other similar Local Authorities. These comparisons are shown relative to the net budget of each Council to remove the effect of the different sizes of each body.

- 3.25 The latest available information for other councils reflects March 2016 balances. It can be seen from the analysis that the Council’s reserves coverage has been similar to that of its comparator group in the last two years. Levels are currently marginally below the average. Whilst each authority’s assessment of risk will vary, the benchmarking process provides a broad indication that levels are adequate but not excessive. The general pattern of increases across all councils reflects the greater risks and uncertainties they face given the reductions in future funding levels.

	2012/13	2013/14	2014/15	2015/16
Comparator Average %	30.5%	31.8%	33.4%	34.6%
Sefton %	22.0%	27.0%	33.2%	32.7%

Capital Reserves

Capital Receipts Reserve

- 3.26 The Council retains a capital receipts reserve to finance future capital expenditure. This reserve is financed by capital receipts set aside on the disposal of land, buildings and other assets as well as amounts received from One Vision Housing relating to the Council’s share of Right to Buy receipts.
- 3.27 The nature of this reserve determines that the balance will vary with the timing of the receipts and the Council’s capital schemes that the receipts are being used to fund. The balance at the end of 2015/16 was £5.402m.

Unapplied Capital Grants and Contributions Reserve

- 3.28 The value of this reserve relates to capital grants and contributions received that have yet to be utilised to fund ongoing capital schemes. The balance at the end of 2015/16 was **£8.388m**. This funding will be utilised over the next three years. However, additional grants and contributions will be received that won’t be fully utilised in the years they are received so will remain in the Reserve until utilised.

School Reserves

- 3.29 The main element of this reserve is individual carry forward balances of schools’ unspent budgets. It is the Council’s responsibility to hold these balances and ensure they are ring-fenced for use against school activities. These balances are expected to gradually reduce over this planning period as the schools utilise their accumulated surpluses to support their activities.

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4. **CONCLUSION**

- 4.1 As a result of considering the issues contained within this report, it is the view that the budget proposed is a robust budget package and the opinion provided is in accordance with Section 25 of the Local Government Act 2003.

Report to: Council

Date of Meeting: 2 March 2017

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

Report of: Chief Executive and Head of Corporate Resources

Wards Affected: All

Is this a Key Decision? Yes

Is it included in the Forward Plan? Yes

Exempt/Confidential No

Purpose/Summary

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

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

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

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

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

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Cabinet on 12 January 2017 also considered these items, and following this consideration this report provides additional information and updates on the specific Public Sector Reform Projects and Service Delivery Options, including some changes to the financial assumptions. In addition, there are some further MTFP revisions. It should be noted that after these minor changes a financially balanced budget strategy for the forthcoming 3 year period is still presented.

Council will wish to consider these items before determining the:

- Budget for 2017/18 and the three-year financial plan 2017/18 to 2019/20.
- Setting the Council Tax increase for Sefton Council for 2017/18; and,
- Approving the overall Council Tax resolution (which will be circulated separately prior to the meeting).

Recommendations:

Council is recommended to:

1. Note the update of the Medium Term Financial Plan for the period 2017/18 to 2019/20 which includes the implications of the provisional local government settlement.

Delivery of the Framework for Change

2. Approve the budget proposals within the report (described in Chapter 5 of Appendix A), note and take account of risks, the PSED information and the mitigating actions within the decisions and agree to the commencement of all appropriate activity as detailed, including for example, consultation with employees and engagement with partners and contractual changes.
3. Approve current levels of trade union facility time and associated arrangements for the whole period of the budget plan.
4. Note that officers will comply with agreed HR policies and procedures including relevant consultation with Trade Unions and reports to the Cabinet Member (Regulatory, Compliance & Corporate Services).
5. Approve that the Programme Management and governance arrangements in relation to the Framework for Change are delegated to the Chief Executive in conjunction with the Leader of the Council.

Capital Programme 2017/18 to 2019/20

6. Approve for inclusion within the Capital Programme the Capital schemes to be funded from school and transport grants, 2017/18 to 2019/20 as outlined in Paragraphs 8.2.2 and 8.3.2;
7. Approve for inclusion within the Capital Programme the fully grant funded schemes as detailed in Paragraphs 8.5.1;

Budget 2017/18 and Medium Term Financial Plan 2017/18 to 2019/20

8. Approve the budget for 2017/18 and the three-year financial plan covering the years 2017/18 to 2019/20 and authorise officers to undertake the necessary actions relating to the implementation associated with the recommendations, such necessary actions are described under each proposal in Chapter 5 of Appendix A.

9. Approve the Fees and Charges as proposed in the draft Council budget (Appendix D).
10. Approve the use of one-off resources of £4.65m in 2017/18 to smooth the impact of the required savings over the budget plan period (Paragraph 3.2 of Chapter 4 of Appendix A) and to fund the one off investment to secure an economic legacy from the Open Golf Championship as referred to in Chapter 4, Paragraph 3.3.
11. Approve the development of the cost of change budget with a value of £8.5m as set out in Paragraph 3.4 of Chapter 4 of Appendix A.
12. Approve a Council Tax increase in 2017/18 of 1.99%.
13. Approve a Social Care Council Tax Precept of 3% in 2017/18 resulting in an overall increase in Council Tax for Sefton of 4.99% in 2017/18.
14. Approve the allocation of specific grants as detailed in the report (Paragraphs 10.3 to 10.20).
15. Note the Schools' Forum decisions on the Dedicated Schools Grant and Individual School Budgets (Appendix B)
16. Approve the approach and delegated authorities set out in paragraph 10.21 as permanent "business as usual" arrangements for setting Adult Social Care fees.
17. Subject to the recommendations above, approve the overall Council Tax resolution including a Social Care Precept, Police and Fire and Parish Precepts.

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

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

Reasons for the Recommendation:

The recommendations in this report provide the basis on which the Council's three-year budget plan would be balanced for the period 2017/18 to 2019/20.

Revenue Costs

All financial implications are reflected within the report

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Capital Costs

All financial implications are reflected within the report

Implications:

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

Legal

There is a statutory requirement to set a robust budget for the forthcoming financial year before 11 March 2017. In the course of considering each of the individual Public Sector Reform projects, consultations and service options to achieve the savings required detailed consideration should also be given to the legal, human rights and equality implications. Such consideration will also need to be evidenced to ensure that the Council's decision making processes are defensible.

Human Resources

As the Framework for Change is developed there will be a potential impact upon employees and the potential for both voluntary and compulsory redundancies.

It will be necessary for the Authority to comply with the duty to consult with recognised Trade Unions (and as necessary employees) and to complete a notification under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992. Also form HR1 to the Department of Business Innovation and Skills notifying of redundancies may need to be filed dependent on redundancy numbers. Officers are authorised to enter into consultation and complete statutory notices where appropriate albeit much of this report provides for consultation as to options. Full and meaningful consultation should take place with the Trade Unions and employees on the matters contained within this report.

Equality

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

In relation to compliance with the Equality Act 2010, Section 149, Members need to make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented. Members also need to have a full understanding of any risks in terms of people with protected characteristics and any mitigation that has been put in place.

Equality Impact Assessments, including consultation, provide a clear process to demonstrate that Cabinet and Council have consciously shown due regard and complied with the duty. Whilst the risks remaining have been identified these relate to the projects and options that will be subject to external consultation for which at this moment in time a full Impact Assessment cannot be undertaken. When consultation is completed on these projects and options further reports will be brought back to Cabinet and will include full Impact Assessments.

Impact on Service Delivery:

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

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

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

The Head of Corporate Resources is the co-author of this report. (FD 4532/17)
The Head of Regulation and Compliance (LD 3815/17) has been consulted and her comments have been incorporated into the report.

Are there any other options available for consideration?

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

Implementation Date for the Decision

Immediate following the meeting

Contact Officers: Margaret Carney and Stephan Van Arendsen

Tel: 0151 934 2057/4082

Email: [Margaret.Carney@sefton.gov.uk/](mailto:Margaret.Carney@sefton.gov.uk)
Stephan.VanArendsen@sefton.gov.uk

Background Papers:

None

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1. Introduction – Sefton 2030 Vision and Council Core Purpose

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

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

- **Generate income for social reinvestment:** the Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose.
- **Cleaner and Greener:** the Council will work with others to maintain Sefton's natural beauty and ensure that its many assets provide a contribution to Sefton's economy, peoples wellbeing and the achievement of the 2030 Vision.

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

2. Overall Financial Context

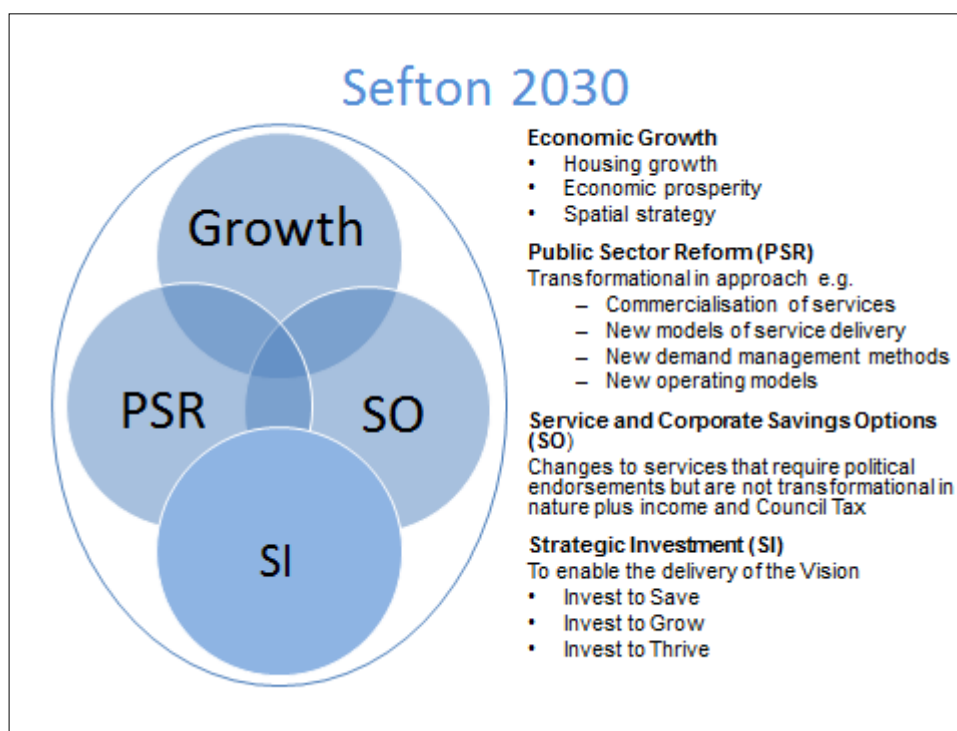
- 2.1. Since 2011, due to central government policy the Council has faced a funding gap of £169m. In total, the Council will have lost 51% of Government funding between 2010 and 2020. This is equivalent to £722 from every household in Sefton.
- 2.2. The financial pressures have been heightened by significant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

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- 2.6 In March 2016 Members were provided with details of the potential funding gaps that the Council would face for the forthcoming 3 year period, 2017/18 to 2019/20. Based upon the information at that time this amounted to £64m across the 3 years. The Council has therefore been working towards developing a three-year budget package that aims to deliver on the Council's emerging Vision and ensure it remains financially sustainable.

3. Sefton Council 2030 - Delivery of the Framework for Change

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



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

4. Three-Year Budget Plan 2017/18 to 2019/20

- 4.1. The financial and policy context in which this three year budget is developed is very dynamic. As indicated above the budget is made up of a combination of budget planning assumptions, specific savings options and Council Tax assumptions.
- 4.2. A number of revisions have been made to the Medium Term Financial Plan (MTFP) assumptions. These are explained further in Chapter 2. Based on these changes the three year budget gap now stands at £58.607m.
- 4.3. The Appendix also provides full details of budget proposals and a summary table of all current assumptions is shown below:

	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Original MTFP funding gap	33.432	14.614	16.372	64.418
MTFP revisions	-8.510	5.148	-2.449	-5.811
Revised Funding Gap	24.922	19.762	13.923	58.607
Budget proposals				
Public Sector Reform Projects	-4.573	-14.699	-9.850	-29.122
Service Options	-8.758	-6.160	-1.539	-16.457
Phasing Proposals	-6.000	7.000	0.000	1.000
Remaining Funding Gap	5.591	5.903	2.534	14.028

Council Tax

- 4.4. As can be seen above there remains a gap of £14.028m over the three years period. The figure excludes any Council Tax increase at this stage. If the Council were to increase the Council Tax by the maximum allowed under Government rules this would meet this total gap. Note that the Funding Gaps in 2018/19 and 2019/20 are provided for illustrative purposes only. The actual level of Council Tax will be determined by a specific decision of Council in the relevant year.

Adult Social Care Funding 2017/18 – 2019/20

Current Position 2016/17

- 4.5. Sefton, along with most other authorities across the country, has, and is continuing to experience exceptional additional demand for its adult social care services in addition to significantly increased costs. In 2016/17 the Adults Social Care budget was £86m and represented approximately 40% of the Council's overall net budget.
- 4.6. Within this budget, it has been assumed that a significant contribution of up to £6m would be received via the Better Care Fund from the local CCG's in order to support the protection of services at existing levels. Unfortunately the Council only received around £1m and as a consequence, the Head of Adult

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Social Care has sought to take permanent measures to alleviate the impact of this budget reduction whilst protecting the most vulnerable.

Demand 2017/18-2019/20

- 4.7. In the next 3 years up until 2020, the service will continue to face additional pressure from a number of sources including the requirement to fulfil the requirements of the Care Act (£1.5m), the additional demand from the National Living Wage and other inflationary pressures (£12.0m) and demographic demand for care services (£11.4m). This equates to financial pressures of approximately £25m during the next 3 years. This pressure has been built into the MTFP and is a significant element of the forecast £64m gap.

Financial Options to Support Adult Social Care 2017/18 -2019/20

- 4.8. Within Local Government Financial Settlement in December 2016, there was no new national funding allocated for Adult Social Care despite extensive national and local lobbying. The only flexibility offered to councils to support Adult Social Care is the option to bring forward an element of the Adult Social Care Council Tax Levy and the use of improved Better Care Fund resources.
- 4.9. In the absence of additional national funding, Central government had previously offered councils the opportunity to levy an additional annual 2% council tax charge to support Adult Social Care Services. For Sefton over the next 3 years this would yield £7m. In acknowledging the pressure faced by services, the Council now has the option to levy annual increases of up to 3% per annum (instead of 2%), however these increases cannot exceed the 6% level over the 3 year period of this budget. As a result the Council does not have the ability raise additional income but can seek to do this quicker than had previously been available.
- 4.10. Similarly the Government has announced the provision of an Improved Better Care Fund. This funding will be provided directly to local councils however this does not represent additional income to local government but recycled funding from existing provisions such as New Homes Bonus. For Sefton this will amount to £8m (net of the reduction in New Homes Bonus) over the course of this budget with only £1m being received in 2017/18.
- 4.11. The total financial pressures on Adult Social Care over the period are £25m. The combination of funding from the Adult Social Care Levy and the Improved Better Care Fund equates to £15m. This leaves a gap of £10m which would have to be met either from cuts in adult social care services and / or cuts in other Council services.
- 4.12. The Council's core purpose includes the protection of the Most Vulnerable. The MTFP contains a requirement for Adult Social Care to contribute only £3m of savings to the Council's overall financial challenge of £64m. In the event that this funding is not available through the Improved Better Care Fund or the Council Tax Levy, there would need to be corresponding reductions within the Adult Social Care budget which would have a significant impact on

the local community and the ability of the Head of Adult Social Care to fulfil her legal duty.

5. Risk Assessment

- 5.1 Chapter 5 contains an individual risk assessment for every project/ savings proposal. In addition, with a revised funding gap of £57m between 2017/18 and 2019/20, the Council will inevitably have to require strong, effective and robust governance arrangements in order to ensure that it can deliver financial sustainability and a balanced budget in each of the 3 years.
- 5.2 The Council has predicated its budget management on regular monitoring of performance and delivery through senior managers to Members. Exceptions to expected budget management or variations are highlighted at an early stage and mitigating actions recommended.
- 5.3 Within this 3 year budget package is an ambitious transformation programme that is considered can continue to meet this outcome, however due to the nature of the programme a different set of risks will need to be managed. The table below identifies the risks and mitigating actions that apply to many if not all of the projects in chapter 5 of this report

Risk	Mitigation
<p>Capacity to deliver the Framework for Change of this scale and magnitude simultaneously with operational services that are safe and of high quality</p> <p>In addition there may be reduced capacity to meet statutory obligations and service demand associated with the breadth of work undertaken.</p> <p>During the delivery of the change there will be a requirement to assimilate some functions into other areas or posts which will inevitably create additional pressures upon service areas for a period of time.</p>	<p>Robust governance will be in place to oversee changes.</p> <p>Projects will have clear implementation plans, a stakeholder engagement plan, and workforce development plan</p> <p>The new ways of working and their impact will be closely monitored and where identified immediate remedial action will be put in place.</p>
<p>The costs of change to deliver the Framework for Change outcomes becomes too expensive in relation to the financial return or savings to be generated</p>	<p>A Senior Officer Programme Board will set, monitor and report to Members on the delivery of agreed projects. This will include the maintenance and review of a programme risk register that will include all key financial issues.</p>
<p>Services that have demand led</p>	<p>A Senior Officer Programme Board</p>

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Risk	Mitigation
budgets are traditionally hard to predict and manage. That volatility may not be sufficiently mitigated by the actions identified in the Framework for Change and the Council may experience increased demand.	will set, monitor and report on the delivery of agreed projects. This will include the maintenance and review of a programme risk register that will include all key financial issues
Due to budget profiling, the speed of identified changes will be fast/significant. It will be important to ensure strategy/policies and approaches are agreed before operational delivery takes to ensure that are achieved	Performance management will include financial monitoring. Project interdependencies will be monitored by the Programme Board
Due to the similar nature of opportunities being considered, there is the potential for double-counting of income with work being undertaken in the 'Growth' channel of Framework for Change.	Implementation will be project managed to track what's happening when and its impact and savings tracked.
New ways/models of working may not deliver the desired outcomes, People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for people, families, carers and the workforce but the Council is at a point where doing more of the same or trying to do more of the same with less is going to fail people, carers, families and the communities in the future.	The Council will, particularly for those people with no or limited capacity to exercise real choice, ensure that they are safeguarded and supported with dignity and respect. Assessed eligible need will continue to be met.
If new ways of working are not shared / owned by partners or if partners do not fully engage, this will compromise outcomes or may mean that outcomes are not delivered at all.	Partners will be involved in the development of new ways of working and where joint working is not possible practice will reflect this
Community capacity is required for the new ways of working across a number of Council public sector transformation projects. If this is not forthcoming then this will compromise outcomes or may mean that outcomes are not delivered at all.	There will be transparent engagement and communications with the community. Communications will seek to manage expectation. A Senior Officer Programme Board that will set, monitor and report on the

Risk	Mitigation
Community may be resistant to some of the changes proposed	delivery of agreed projects. This will include reviewing the impact of and response to change. Where necessary remedial actions will be agreed.
Resistance to change may be experienced as ways of working are so ingrained in staff over decades that staff may find new working practices difficult to adjust to	<p>A clear programme of development and training will be put in place for employees, coupled with good supervision and robust performance management.</p> <p>There will be ongoing awareness raising of the scale of the challenge facing the Council - and workforce development activity to embed a “ready for change” culture.</p>
Various government inspection regimes may not find sufficient clarity in the new/blended/locality ways of working and how risk is being managed. This may result in unsatisfactory inspection outcomes	<p>All changes will take into account the inspection frameworks that continually shift and evolve.</p> <p>The Programme Board will carefully monitor the policy agenda nationally and locally.</p>

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

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

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- Each project sponsor will ensure that they have available the appropriate skills and capacity to support delivery.

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

- Changes in project scope;
- Changes in demand for Council services;
- Central government intervention, e.g. changes in legislation; and
- Commercial opportunities being identified or removed through changes within the market.

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

6 Consultation and Engagement

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

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

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

6.3 The intention is for partners to adopt a New Realities 'can do' approach to collaboration aimed at working together in a positive, productive environment. Consultations are only part of a process of engagement. Informal iterative

consultation can be appropriate using new digital tools and open, collaborative approaches. Consultation is not just about formal documents and responses. It is an on-going process.

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

- The feedback from the Imagine Sefton 2030 consultation will be taken into account in the development of new strategies, approaches and ideas;
- Being open and transparent by providing accurate information, that will also be in accessible formats;
- Placing a stronger focus on co-production so that members of the public and stakeholders can actively shape the future of the Borough;
- Where consultation is required, it will be carried out through the Consultation & Engagement Panel. This Panel has established standards for public engagement and consultation, with scope and methodology clearly defined, which may include discharging consultation through care planning processes, where appropriate;
- Consultations will be targeted and consider the full range of people, businesses, representative groups and commissioned services affected by the proposed change. In other words consultation will be tailored to accommodate specific groups as necessary, for example older people, younger people or people with disabilities that may not respond to traditional consultation methods.
- Where appropriate the Council will inform and engage stakeholders in a timely and accessible manner;
- When carrying out assessments and reassessments of need the Council will consider the impact of any change to an individual's care plan and facilitate transition arrangements with individuals, their families and carers as appropriate;
- Protecting our most vulnerable people is a key priority, however, whilst we consider new approaches to support vulnerable people, for example asset based approaches, we need to recognise that whilst complying with our statutory requirements, we may in some circumstances reduce the size of packages and provide support for more defined periods.
- Full and meaningful consultation will take place with the Trade Unions and employees; and,
- Partnership work will help to unlock the Borough's collective resources and identify strengths and assets to become even more effective.

6.5 In particular the Public Sector Reform (PSR) projects will, where appropriate, adopt a collaborative approach to change. It is important to stress that the PSR projects are not just about reducing costs, they are driven by a combination of factors such as a desire to reduce inequalities in our communities and in many cases to shift the focus towards prevention. Our

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approach in developing solutions will be to enable people and communities to have a say and a role in how we achieve the outcomes which matter to them.

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

- 6.6 There are different definitions of collaboration and coproduction but there is a consensus that working together leads to improved outcomes for people who use services and carers, as well as a positive impact on the workforce. The Council's approach will not just be about partnerships across sector boundaries. It is much more about combining the knowledge, skills and experience of people who access activities and services, delivering services and commissioning services, working together on an equal basis to achieve positive change and improve lives and outcomes.

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

- 6.7 Within Chapter 5 there are a number of options and budget planning assumptions requiring internal consultation. Members will recall that before any notice to terminate employment is given to an employee, it is necessary for the Council to comply with its duty to consult. This involves meaningful consultation taking place in respect of proposals with Trade Unions and employees. The options within this report constitute proposals which will be the subject of consultation at an appropriate time.
- 6.8 If options and proposals involve potential contractual changes and/or redundancy, in some cases up to three months' notice may be needed to be given to employees. Any employee dismissed with more than 12 months service will attract the protection of unfair dismissal provisions under the Employment Rights Act 1996 (as amended). Regardless of an employee's length of service, claims for discrimination can potentially be made on a number of grounds.
- 6.9 As a result this consultation should include compliance with the Trade Union Labour Relations (Consolidation) Act 1992 where meaningful consultation should include, amongst other matters:
- (a) the options/proposals
 - (b) avoiding the dismissals
 - (c) reducing the number of employees dismissed
 - (d) mitigating the consequences of the dismissal.
- 6.10 All of the above must be undertaken with a view to reaching agreement with Trade Union representatives. In this respect given the scale of the change

and implementation of any approved change, current facility time arrangements will be maintained for the whole period of the budget plan. Cabinet is asked to approve this.

- 6.11 Under the Trade Union Labour Relations (Consolidation) Act 1992, a notice must be provided at an appropriate time to the recognised Trade Unions outlining:
- (a) the reasons for proposals
 - (b) the numbers and descriptions of employees the Authority proposes to dismiss as redundant
 - (c) the total number of employees of that description employed at any site or establishment
 - (d) the proposed method of selecting employees who may be dismissed
 - (e) the proposed method of carrying out the dismissals including the period over which the dismissals are to take effect
 - (f) the proposed method of calculating the amount of redundancy payments to be made (other than statutory redundancy pay) to employees who may be dismissed.
- 6.12 In addition to the collective situation, individual consultation must take place as necessary to inform employees that they are at risk and to invite consultation and the consideration of alternatives. There is a general duty of maintaining contact and discussion with employees.
- 6.13 Where an employer is proposing to dismiss as redundant 20 or more employees at one establishment within a period of 90 days or less, 90 days before any dismissals take effect a letter under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992 must be provided to the recognised Trade Unions which covers the areas within that legislation. Also Form HR1 must be provided to the relevant Government Department in the same timescale. Cabinet is asked to agree that Officers are authorised in this report to consult on options appropriately and where necessary to issue statutory notifications under Section 188 and issue form HR1

7. Public Sector Equality Duty (PSED)

- 7.1 As the Council puts actions into place to set a balanced and sustainable budget there is a need to be clear and precise about our processes, and impact assess potential change options, identifying any risks and mitigating these where possible. The impact assessments, including any feedback from consultation or engagement where appropriate, will be made available to Members when final recommendations on individual projects are presented for a decision. This will ensure that Members make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented and in compliance with the Equality Act 2010.

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- 7.2 Reducing budgets and activities is a difficult task, and one that the Council has to balance with the needs of the community. It is clear from the feedback from Imagine Sefton 2030 that change is required and that the community wants to participate in and shape that change.
- 7.3 The Council has a shared responsibility with partners and communities to discharge its functions that meets need and is within available resources. The Council cannot do everything it has done in the past, the changes proposed will take full account of the PSED.
- 7.4 Where appropriate a PSED review is provided which identifies any potential impact on those with protected characteristics and the mitigating actions to be taken should any risks remain. Council is requested to note and take account of the detail within the PSED reviews and the mitigating actions within the decisions.

8 Capital Programme 2017/18 to 2019/20

8.1 This section details the provisional Government Capital Allocations for three years from 2017/18 to 2019/20 and proposes a set of schemes from these allocations that reflect the priorities for the Council at this point in time. It should be noted that the available resources for 2018/19 to 2019/20 are estimates at this stage and maybe the subject of revision when final allocations are known. Following the proposals set out in this section, a sum of £1.3m remains available for future allocation

8.2 Schools - Provisional Government Capital Allocations 2017/18 to 2019/20

8.2.1 The table below itemises provisional capital allocations due to be received in respect of schools 2017/18 to 2019/20. Ring fenced funding and commitments approved in 2016/17 have been deducted from the provisional funding to show the funding available for allocation.

	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Devolved Formula Capital	411	411	411	1,233
Capital Maintenance / School Condition Allocation	1,633	1,448	1,284	4,365
Provisional Funding Available	2,044	1,859	1,695	5,598
Current Commitments				
Devolved Formula Capital (Ring fenced)	411	411	411	1,233
Norwood Litherland Moss Primary Phase 3 (committed 2016/17)	866	70	70	1,006
Total Commitments	1,277	481	481	2,239
Funding Available for Allocation	767	1,378	1,214	3,359

8.2.2 Schools Capital Schemes 2017/18 to 2019/20

Based upon the funding available the following schemes are proposed

Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Great Crosby Phase 3 Primary	Increase capacity by half a form	288	0	0	288
St Luke's Primary	Resource and hall extension	0	400	0	400
Hudson Primary	Heating Provision	0	0	150	150
Linaker Primary	Temporary classroom	160	0	0	160
Linacre Primary	Refurbishment of classrooms and main corridor	264	66	0	330
Waterloo Primary	Fire Alarm replacement	55	0	0	55
Essential Maintenance		0	434	1,064	1,498
Planned Maintenance		0	478	0	478
Total Proposed Schemes		767	1,378	1,214	3,359

8.3. Transport - Provisional Government Capital Allocations 2017/18 to 2019/20

8.3.1 The table below itemises provisional capital allocations due to be received in respect of transport for 2017/18 to 2019/20. Commitments approved in 2015/16 from the provisional funding have been deducted to show the funding available for allocation.

	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
LTP – Highways Maintenance	2,814	1,864	1,610	6,288
LTP – Integrated Transport Block	1,170	1,000	1,000	3,170
Pot Hole Fund	224	0	0	224
Provisional Funding Available	4,208	2,864	2,610	9,682
Current Commitments				
<u>Growth Fund – Sefton Contribution</u>				
M58 Junction 1	210	872	0	1,082

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Improvements A565 Northern Key Corridor Improvements	837	254	0	1,091
Total Commitments	1,047	1,126	0	2,173
Funding Available for Allocation	3,161	1,738	2,610	7,509

8.3.2 Transport Capital Schemes 2017/18 to 2019/20

Based upon the funding available the following schemes are proposed:

Scheme	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
<u>LTP – Highways Maintenance</u>	1,767*	738*	1,610*	4,115*
City Region Pipeline Scheme Development	180	N/a	N/a	180
<u>LTP – Integrated Transport Block</u>		1,000*	1,000*	2,000*
Local Safety Scheme Programme	100	N/a	N/a	100
Traffic Management & Parking	155	N/a	N/a	155
Local Access Improvements	95	N/a	N/a	95
Cycle Schemes & Initiatives	215	N/a	N/a	215
A565 Corridor Improvements (Crosby)	230	N/a	N/a	230
Strategic Planning / Pipeline Development	170	N/a	N/a	170
Retentions	25	N/a	N/a	25
Pot Hole Funding	224	0	0	224
Total Proposed Schemes	3,161	1,738	2,610	7,509

* Split of funding to be agreed

8.4. Adult Social Care Capital Schemes

8.4.1 It should be noted that both the Disabled Facilities Grant and Department of Health Capital Grant are now allocated to the Better Care Fund. As such any funding allocation will be jointly developed and agreed with the relevant partners.

8.5. Externally Funded Capital Schemes

8.5.1 In addition to those schemes funded by government allocations there are a number of schemes that will be included in the capital programme that are fully funded by external grant and for which approval is sought.

Scheme	Value (£'m)	Funded by
Southport Pier Renovation	2.876	Coastal Communities Fund (£1.94m) s106 (£0.035m), Pier sinking fund (£0.901m)*
Bootle Leisure Centre and Dunes Splash world – Renovation of Changing Facilities	0.349	Sport England*
Integration of Health & Social Care IT Systems	0.095	Sefton Clinical Commissioning Groups

*these schemes are approved subject to final grant being awarded

- 8.6 It should be noted that a revised Capital Strategy is presented for approval elsewhere on this Agenda.

9 Three Year Budget Plan - Conclusion

- 9.1 Since 2011, due to central government policy the Council has faced a funding gap of £169m and will see its grant from central government reduce by 51% by 2020. The Council has therefore had to make very difficult decisions which have been subject to extensive consultation and engagement with communities.
- 9.2 This report presents the approach to the three year budget plan for the period 2017/18 to 2019/20. It builds on the delivery of significant Government funding reductions and provides details of how the forecast budget gap of £64m will be balanced. This approach will ensure the timely implementation of proposals, investment where appropriate and the release of capacity to support transformation.
- 9.3 The challenge faced by the Council must not be underestimated and as stated earlier, this is shared with our public, private, voluntary, and community and faith partners. Implementation of the budget plan will take into account appropriate consultation requirements and the possible financial impacts of part year delivery. Consultation will continue over the budget plan period and standard Council procedures will be observed in the instances where we are required to inform the public.
- 9.4 The financial pressures faced by all services are significant. However the increased demographic and costs pressures faced by adult social care at a time when the NHS is also struggling to hit financial and performance targets is particularly concerning. The Government has failed to recognise these pressures and has not approved any genuinely new money for Adult Social Care. The Council will continue to support our most vulnerable residents by the relative protection of adult social care. However this means that other services have to take a disproportion cut in their budgets. There is no scope

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to fund any further increased demand in adult social care unless the Government provides new money.

9.4 When making these difficult choices the Council has worked hard to maintain its frontline services and has shared with the community its core purpose. Despite the significant cuts faced by the Council in previous and future years, it is important to acknowledge that the budget proposals contained in this strategy continue to ensure that, for example, the Council:

- a) Meets its statutory requirements,
- b) Invests significantly as a proportion of the Council's remaining budget in protecting Children in Care and safeguarding children at risk of harm, neglect and exploitation and Adult Social Care
- c) Provides seven libraries, six leisure centres, an eco-centre, adventure centre, children's centres and the Atkinson that host many activities for all residents
- d) Empties 150,000 bins per week
- e) Lights the streets, maintains and cleans the pavements together with 607 miles of road
- f) Works with others to manage and protect 22 miles of coast
- g) Maintains 166 parks and greenspaces
- h) Prepares 14,000 school meals every school day
- i) Deals with planning matters
- j) Protects the community through the inspection of food premises
- k) Safeguards the community through inspecting and issuing licences for taxis and premises serving alcohol
- l) Safeguards the community through Trading Standards advice and inspections
- m) Supports local businesses and potential investors through InvestSefton
- n) Supports people to find work through Sefton@Work
- o) Provides advice and assistance on a range of housing related matters
- p) Registers births, deaths and marriages

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

10 Budget 2017/18 – Specific Issues

Charges Relating to External / Levying Bodies

- 10.1 The Council is required to pay charges relating to levies from external bodies. The expected payments for 2017/18 and their impact on Sefton’s budget compared to 2016/17 is shown in the table below:-

<u>Levying Body</u>	<u>2016/2017</u>	<u>2017/2018</u>	<u>Change</u>
	<u>£</u>	<u>£</u>	<u>£</u>
Liverpool City Region Combined Authority	20,724,000	18,677,000	-2,047,000
Waste Disposal Authority	12,831,863	12,661,305	-170,558
Environment Agency	149,964	152,222	+2,258
Inshore Fisheries & Conservation Authority	62,874	64,132	+1,258
Port Health Authority	13,500	13,500	0
	33,782,201	31,568,159	-2,214,042

Proposed Overall Council Tax increase

- 10.2 The proposed total increase in the Sefton Borough Council Tax for 2017/18 is 4.99%. This is made up of an increase of 1.99%, based on the methodology used in previous years, and an additional 3% increase for the Social Care Precept to contribute to the cost of adult social care.

Specific Grants

Dedicated Schools Grant (DSG) 2017/18

- 10.3 The 2017/18 Dedicated Schools Grant settlement was announced on 20 December 2016, and is based on three main funding blocks; Schools; Early Years and High Needs. This is in line with Department for Education (DfE) announcements regarding 2017/18 funding guidance issued in July 2016. There is no inflationary increase in DSG for 2017/18 and the allocation for schools is cash flat and gives the same per pupil amount as in 2010/11. However, following a DfE baseline funding exercise earlier in 2016, the value per pupil has been adjusted in 2017/18 to take account of the Local Authority’s Inter-block funding adjustments from 2016/17.
- 10.4 The 2017/18 DSG allocation for Sefton of £197.206m is set out in the table below.

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<u>Block</u>	<u>2016/17 Revised allocation</u>	<u>2017/18 Initial allocation</u>	<u>Increase £m (-) Decrease</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>
Schools Block	156.211	156.143	-0.068
Early Years Block	11.944	14.998	3.054
High Needs Block	25.023	26.065	1.042
	193.178	197.206	4.028

Individual school allocations are shown in Appendix B.

- 10.5 The 2017/18 settlement has also been adjusted to reflect the inclusion of retained element of Education Services Grant (ESG) which, is transferring from being a Council Grant to being part of the DSG settlement from April 2017. This funding will be required to support ongoing Local Authority statutory duties across all schools (£0.590m). In addition, the Local Authority has agreed the transfer of some Historic centrally retained DSG funding, previously used as a contribution towards schools capital maintenance (CERA), but now transferred to High Needs in 2017/18. This follows a review by the DfE of all historic central spending (£-0.556m).

Schools Block

- 10.6 The Schools Block element of funding has decreased year on year, by a net £-0.068m. This is due largely to the two main factors mentioned above together with demographic changes in the numbers of pupils in Sefton.
- 10.7 Primary pupil numbers have increased overall by +246 pupils between the October 2015 census and the October 2016 headcount. Secondary school pupil numbers however, continue on a downward trend, similar to recent years, with reduced pupil numbers (-269). The combined effect is a small net decrease in numbers of -23 and a corresponding decrease in the schools funding allocation of £-0.102m as a result.

Early Years Block

- 10.8 Early Years funding has changed substantially in 2017/18, due largely to a significant increase in the rate payable for 2 year old and 3-4 year old free childcare provision, including the extra free 15 hours childcare being made available for working parents from September 2017.
- 10.9 The onset of a new national funding allocation for 3-4 year old entitlement has seen an increase in funding of £0.247m for the 15 universal free entitlement hours; and an additional £1.460m towards the extra 15 hours childcare from September 2017. This latter sum is a part year effect and will increase in 2018/19 to a full year and as the year progresses and these numbers of take-up begin stabilise.
- 10.10 In addition, in order to move Local Authorities towards paying all providers a universal hourly rate, some transitional funding is being given to Local

Authorities in support of their Maintained Nursery Schools for 3 years, to enable them to maintain their funding, whilst receiving a much lower universal hourly rate than they currently enjoy. The Local Authority will receive £0.571m of funding for this support.

- 10.11 In addition, to ensure the Local Authority does not lose funding through the calculation of the new Early Years Formula funding, Sefton is receiving additional transitional funding of £0.207m, which will be tapered down gradually over 2 years, until it disappears.
- 10.12 As part of the Early Years settlement each Local Authority has been given a new Disability Access Funding allocation which is being made available to providers, to encourage children with SEND to take up the 15 hours universal free entitlement and additional hours. This additional funding will enable providers to drawdown up to £615 per child pa for children who claim Disability Living Allowance. Sefton is receiving an additional £0.055m based on an estimated take up of 90 children in 2017/18.
- 10.13 A national increase of £0.35p per hour funding for the 2 year old childcare offer has increased Sefton's funding by a further £0.578m. This is a significant increase, which will be passed on in full to Sefton providers. However, the Early Years Pupil Premium has been decreased by £-0.064m due to a lower than expected take up in 2015/16. In overall terms, taking all these changes into account, the Early Years funding has increased year on year by £3.054m.

High Needs Block

- 10.14 The High Needs Block has also seen an increase in funding in 2017/18 of £0.486m, which has been given for 2-19 years population changes. As stated earlier, following a review of the centrally retained elements of the Schools Block by the DfE, the local Authority has agreed to the movement of £0.556m from the centrally retained elements of the Schools Block to the High Needs Block. This additional funding will help to mitigate some of the severe budget pressures currently being experienced within High Needs. The combination of the growth allowed by the DfE, and this change in the use of historical centrally retained funding, has increased the High Needs funding by £1.042m year on year, which is particularly welcome.

Local Authority activity funded from Dedicated Schools Grant:

- 10.15 The Council are asked to note that the Dedicated Schools grants funds the following Central functions which are contained within the Schools Block allocation. The combined total of Central funding allocations is fixed at 2012/13 values and no new commitments will be allowed apart from items that change through DfE approval such as national licences etc.:
- Contribution to combined services & Misc. Expenditure - **£0.289m** (Includes budgets for residual running costs of closed schools including any repair and maintenance and utility costs across Primary, Secondary and Special sectors, a contribution towards the Professional Development Centre, and support of residual grounds maintenance.)

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- Co-ordinated admissions scheme - **£0.137m**
- School Licences etc. - **£0.183m** as announced by the DfE in December 2016
- Servicing of the Schools Forum - **£0.062m**
- In addition, the Council have requested that the ESG retained funding, which has transferred to DSG from Council funding from April 2017 is kept centrally within DSG to contribute towards the costs of the Council's ongoing statutory duties for all schools - **£0.568m**

Other Government Grant Notifications 2017/18

10.16 The Government have announced grant notifications for 2017/18 in the areas identified below. Should any further information be supplied on other grants, this will be included in a separate update to Cabinet / Council.

Special Educational Needs and Disability Implementation Grant - £0.170m

10.17 This is the continuation of grant support from the Department for Education for the Special Educational Needs of the pupils across Sefton. This grant is to support the rollout of the Education, Health and Care plans for young people. The Council is asked to approve allocating the grant for this purpose.

Independent Living Fund - £2.243m

10.18 The indicative allocation for the 2017/18 Independent Living Fund grant is £2.243m. This is yet to be confirmed. The 2016/17 allocation was £2.318m. It is proposed that when confirmed the 2017/18 allocation will continue to be allocated to appropriate Adult Social Care budgets.

Lead Local Flood Authorities Grant - £0.010m

10.19 From 2016/17, the Local Government Financial Settlement provides the majority of funding to Lead Local Flood Authorities to carry out their duties under the Flood and Water Management Act 2010, and for their role as statutory consultee on surface water for major development (i.e. they no longer receive a separate grant from Defra).

This funding is supplemented by a separate section 31 grant which makes good the Government's commitment to protect the level of funding in real terms throughout this Parliament. This section 31 grant element of the funding totals £3.7m in 2017/18, £4m in 2018/19 and £4.3m in 2019/20. Sefton's Grant is £0.010m in 2017/2018. It is proposed that this will be allocated to the appropriate Flood Defence budget.

Homelessness Reduction Bill – New Burdens

10.20 The Government is in the process of introducing the Homelessness Reduction Bill. The Government have confirmed they will provide £48m nationally to local authorities across 2017/18 and 2018/19 to meet the new burdens costs associated with the Bill. It is estimated that offsetting savings to local authorities will mean there are no costs thereafter.

The Government will work with local councils and the Local Government Association to develop the distribution model for the funding. This will reflect differing need in different authorities. Therefore at this stage there is no indication of this Council's allocation from this fund.

The Council is asked to approve allocating the grant to the homelessness service to meet the costs associated with the new burdens.

Adult Social Care Fees

- 10.21 Much of the Council's Adult Social Care expenditure is with externally commissioned service providers and, in line with contractual requirements, the Council is required to set fees and rates for providers' for each financial year. Fee setting should take into account the legitimate current and future costs faced by providers and the Council should ensure that it has in place fee negotiation arrangements that recognise providers' costs and what factors affect them. In recent years Cabinet has authorised officers to conduct the necessary consultation with providers and has delegated any decisions regarding the setting of fees to the Cabinet Member – Adult Social Care, in conjunction with the Head of Adult Social Care and the Head of Corporate Resources, with the proviso that such decisions are made within the resources available in the Medium Term Financial Plan and if the consultation indicated a decision outside the boundaries of the resources available in the Medium Term Financial Plan, the matter would revert to Cabinet for decision. It is recommended that this approach and these delegated authorities be recognised as permanent "business as usual" arrangements.

Summary of Budget Proposals for 2017/18

- 10.22 As a result of the information contained within this report the bridging of the 2017/18 funding gap is shown as follows:

	2017/18 £'m
Original MTFP funding gap	33.432
MTFP revisions	-8.510
Revised Funding Gap	24.922
Budget proposals	
Public Sector Reform Projects	-4.573
Service Options	-8.758
Phasing Proposals	-6.000
Remaining Funding Gap	5.591
Council Tax increase (1.99%)	-2.228
Adult Social Care Precept (3.00%)	-3.363
Balanced Budget	0.000

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A summary of the budget for 2017/18 and the Budget Plan for 2018/19 and 2019/20 are shown in Appendix C.

10.23 Precepts

a. Police & Crime Commissioner and Fire & Rescue Precepts

The Police and Crime Commissioner set a budget / precept for 2017/18 on 20 February 2017, with a Band C increase of 1.95%. The Fire and Rescue Authority is due to set its budget / precept for 2017/18 on 23 February 2017; with a Band C increase of 1.99% proposed.

	Precept			Band C		
	2016/17	2017/18	Change	2016/17	2017/18	Change
	£	£	£	£	£	%
Police	13,155,300	13,594,070	+438,770	144.71	147.53	+1.95
Fire	5,889,986	6,088,952	+198,966	64.79	66.08	+1.99

Any changes to these figures will be reported at Council.

b. Parishes

The Parish precepts variations that have been set are shown below.

	Precept			Band C		
	2016/17	2017/18	Change	2016/17	2017/18	Change
	£	£	£	£	£	%
Aintree Village	110,000	60,000	-50,000	49.00	26.42	-46.09
Formby	65,000	72,500	+7,500	6.43	7.12	+10.69
Hightown	4,620	5,460	+840	4.84	5.73	+18.54
Ince Blundell	1,900	1,950	+50	10.74	10.60	-1.32
Little Altcar	2,500	3,000	+500	7.29	8.26	+13.27
Lydiate	137,591	144,792	+7,201	60.75	63.17	+4.00
Maghull	575,548	605,656	+30,108	78.98	82.92	+5.00
Melling	20,000	20,000	0	18.38	18.12	-1.36
Sefton	3,200	3,600	+400	12.26	13.84	+12.90
Thornton	4,500	4,500	0	5.27	5.24	-0.44
	924,859	921,458				

10.24 Recommended Council Tax for 2017/18

Council are recommended to approve the Budget for 2017/18, as set out in the main report.

The recommended overall Band C Council Tax to be raised for 2017/18 (excluding Parish Precepts) is as follows: -

	2016/17	2017/18	Increase
	£	£	%
Sefton	1,217.93	1,278.70	+4.99
Police & Crime Commissioner	144.71	147.53	+1.95
Fire & Rescue Authority (#)	64.79	66.08	+1.99
	1,427.43	1,492.31	+4.55

(#) Provisional pending final approval

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List of Appendices

- A. Delivering the Sefton 2030 Vision and a Financially Sustainable Council
- B. Individual School Budgets
- C. Draft Council Budget Summary 2017/18 – 2019/20
- D. Fees and Charges 2017/18

Appendix A

Delivering the Sefton 2030 Vision and a Financially Sustainable Council

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CHAPTER ONE

Sefton 2030 and Council Core Purpose

1. Overall Context

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

2. Council Core Purpose

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

- **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.
- **Cleaner and Greener:** the Council will work with others to maintain Sefton's natural beauty and ensure that it's many assets provide a contribution to Sefton's economy, peoples wellbeing and the achievement of the 2030 vision.

3. Vision Outcomes Framework

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

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CHAPTER TWO

National and Local Financial Context

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

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

Changes to Local Government Finance

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

2. Local Financial Context

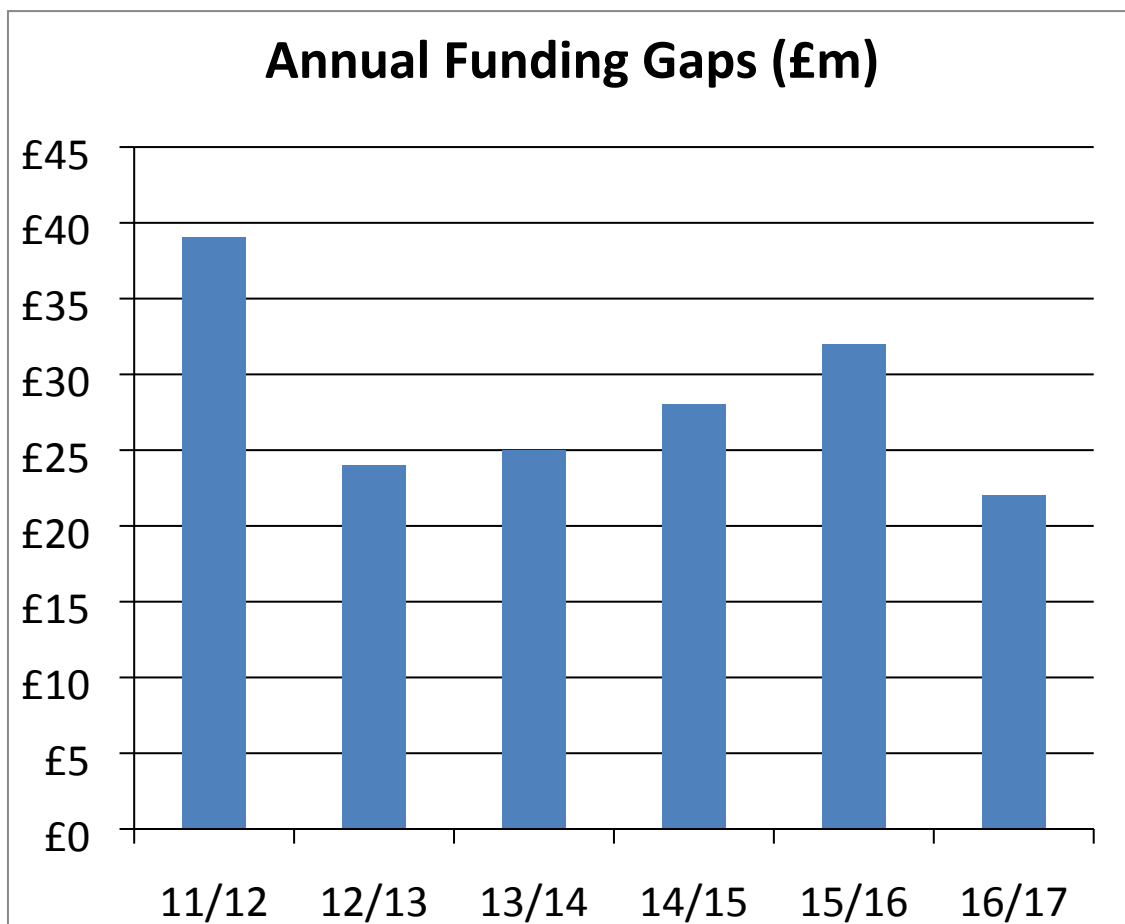
Four Year Financial settlement and Business rates retention

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

Financial Savings Delivery 2010-2016

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

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

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

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

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

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

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

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

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

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

3.5 As stated in the report of 12 January 2017 it was anticipated that additional information would become available in advance of budget council that would allow the Council to refine its Financial Planning assumptions. Following further discussions with levying bodies since that report was considered, the assumptions relating to changes in levies over the three year budget period have been revised. The resulting impact of these changes is shown in the following table:

	2017/18	2018/19	2019/20	TOTAL
	£m	£m	£m	£m
Further Government Grant Reductions/Changes:				
- Education Services Grant	0.727	0.319	-0.700	0.346
- New Homes Bonus	1.550	0.988	0.597	3.135
- Adult Social Care Support Grant	-1.532	1.532	0.000	0.000
- Care Act Implications	0.397	0.035	1.034	1.466
- Apprenticeship Levy / Apprentices	0.600	0.000	0.000	0.600

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Change in Levies	-2.211	1.090	-0.754	-1.875
Reduction in pay and prices Inflation	-1.763	-1.765	-1.770	-5.298
National Living Wage – Impact of announced April 2017 rate	-1.082	0.000	0.000	-1.082
Local Government Pension Scheme – Revised Contribution schedule	-0.804	-0.389	-0.200	-1.393
Local Taxation Changes:				
- Council Tax Surplus	-2.022	2.022	0.000	0.000
- Council Tax Base	-1.507	-0.329	-0.329	-2.165
- Business Rates Income	1.175	0.009	0.000	1.184
2015/2016 Underspends	-0.708	0.000	0.000	-0.708
Better Care Fund	-3.000	0.000	0.000	-3.000
Other Net Changes	1.670	1.636	-0.327	2.979
Additional Budget Changes	-8.510	5.148	-2.449	-5.811

- 3.6 It can be seen from the above table that the net impact of the most recent review of assumptions is an improvement of £5.8m. The biggest single contributor to this improvement is the revision to the price Inflation assumption. This in effect cash limits those budgets not subject to a contractual uplift. Budget managers will need to contain any cost increases within their 2016/17 level.
- 3.7 Previously the Council had assumed that it would receive a significant contribution in relation to the Better Care Fund that would support and protect Adult Social Care services. As a result of only receiving a sum of £0.9m in 2016/17, budgets and service levels have been re-aligned. It was assumed that this allocation would reduce by £3m in 2017/18; therefore following the service review undertaken this £3m can be released.
- 3.8 Based on the above the three year budget gap now stands at **£58.607m**.

CHAPTER THREE

Framework for Change – Delivering differently

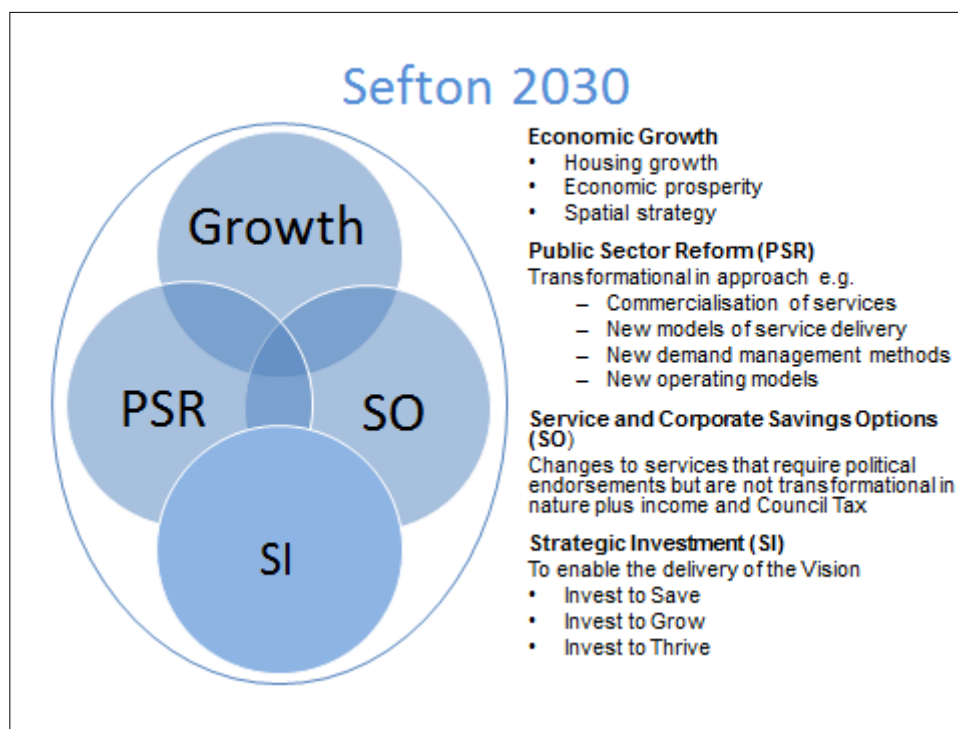
1. Overview

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

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

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

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



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

2. **Framework for Change - Economic Growth**

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

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

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

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

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

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

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

The New Economic Geography

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

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

2.5 Putting it in very simple terms:

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

Liverpool City Region

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

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

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

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

Sefton's Economy

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

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

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

Sefton Economic Assessment

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

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

Case for Change – WHY

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

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

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

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

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

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Approach and Next steps

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

2.21 The Economic Growth Pillar:

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

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

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

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

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

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

3 **Public Sector Reform**

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

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

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

- 3.3 An outline of each of these proposed projects is attached at Chapter 5 together with the financial impact.
- 3.4 In approaching the Public Sector Reform programme, due to the extent of the transformational activity involved, the delivery of each project and the associated savings will be phased over the 3 years of this MTFP period.
- 3.5 Details of the savings associated with the proposed PSR projects were provided within the Cabinet report of 12 January 2017. Following the completion of additional work, two changes are now proposed:-
- A change to the phasing relating to the Early Intervention and Prevention – Most Vulnerable Project; and,
 - There has been a minor change to the phasing of the savings within the Creating New and Improving Revenue Streams Project.
- 3.6 As a result of this change, the revised phasing for the PSR programme has been updated and is as shown in the following table.

Proposed Project	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Early Intervention and Prevention –Most Vulnerable	0.275	0.275	0.539	1.089
Early Intervention and Prevention- Locality Teams and Personalisation	1.300	9.000	1.700	12.000
Early Intervention and Prevention- Promoting Resilience	0.000	0.000	0.000	0.000
Special Educational Needs and Disability	0.000	0.808	0.809	1.617
Education Excellence for All	0.318	0.319	0.000	0.637
Creating New and Improving Revenue Streams	0.720	0.781	0.836	2.337
Environment and Pride in Place	0.450	0.695	0.000	1.145
Asset and Property Maximisation	0.503	1.538	1.259	3.300
ICT and Digital Inclusion	0.000	0.300	3.439	3.739
Commissioning and Shared Services	1.007	0.983	1.268	3.258
Total	4.573	14.699	9.850	29.122

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4. Service Delivery Options

4.1 The identification of the Service delivery options follows the principles previously approved and utilised in previous years budget strategies, i.e.:

- Efficiency before cuts - protect the impact on communities
- Focus on core purpose
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally
- Proactively manage demand not just supply
- Insure we provide services in line with eligibility criteria
- Pursue growth / investment as well as savings
- Communicate and engage with people to expect and need less

4.2 Whilst it is anticipated that during this MTFP period, the projects within the Public Sector Reform programme will make a significant financial contribution to the overall funding target, the outputs will not be sufficient to meet this in its entirety. Therefore a range of proposals that require political endorsement but are not transformational in nature have also been developed. These include service efficiencies and the reduction in certain budgets. These are shown at Chapter 5 and amount to **£16.457m** in value.

4.3 The changes proposed in Table 1 are various technical changes to specification, renegotiated contracts, establishment vacancies and or budget planning adjustments. There is little or no change to service delivery for service users. As a consequence there are likely to be no equality implications to consider. Where changes effect establishment the HR processes will cover equality implications.

4.4 Subject to consideration of each option outlined in Table 2, Officers will commence engagement and implementation processes with partners, key stakeholders, employees and Trade Unions as appropriate with a view to achieving the agreed changes at the earliest opportunity.

4.6 Details of the savings associated with the proposed service options were provided within the Cabinet report of 12 January 2017. Following the completion of additional work, three changes are now proposed:-

- The total assumed saving relating to NHS Health Checks Programme has now been reduced from £0.300m to £0.250m to allow for £0.050m of investment in related activity;
- The savings for Regulation and Compliance in relation to the Internal Delivery Service for Post and the Environmental Services, Environmental Protection, Licensing and Trading Standards services have had their assumed phasing revised, with £0.390m being brought forward into 2017/18 from 2018/19; and,
- The staffing savings for Children's Social Care have had their assumed phasing revised, with £0.097m being brought back from 2017/18 into 2018/19 and 2019/20.

- 4.7 The revised savings / phasing for the proposed Service Options are now as shown in the following table.

	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Business Efficiencies and other financing changes	7.104	5.584	1.280	13.968
Service Changes	1.654	0.576	0.259	2.489
Total value of Service Options	8.758	6.160	1.539	16.457

- 4.8 Within the Business Efficiencies and other financing changes, there is a contribution of £11.583m in respect of the Improved Better Care Fund. This contribution aims to support the pressure currently being experienced within the Adult Social Care sector. This sum was confirmed via the Local Government Finance Settlement announcement on 15 December 2016 and at this stage it is anticipated that this will be received directly by councils. It should be noted that nationally this funding has been partly funded by the significant reduction in New Homes Bonus over the next three years and other budget reductions. As such the sum to be received does not represent the allocation of new resources to local government. Once the impact of reduced resources on the New Homes Bonus has been taken into account, the additional IBCF to Sefton is £8.437m.

5. Strategic Investment

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

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

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

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

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

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CHAPTER FOUR

Balancing the Medium term Financial Plan

1. Summary

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

	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Original MTFP funding gap	33.432	14.614	16.372	64.418
MTFP revisions	-8.510	5.148	-2.449	-5.811
Revised Funding Gap	24.922	19.762	13.923	58.607
Budget proposals				
Public Sector Reform Projects	-4.573	-14.699	-9.850	-29.122
Service Options	-8.758	-6.160	-1.539	-16.457
Phasing Proposals	-6.000	7.000	0.000	1.000
Remaining Funding Gap	5.591	5.903	2.534	14.028

- 1.2 Note that the Remaining Funding Gaps in 2018/19 and 2019/20 are provided for illustrative purposes only. The actual level of Council Tax will be determined by a specific decision of Council in the relevant year.

2. Council Tax

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

- 2.4 Central Government has further acknowledged this issue and the development of the Improved Better Care Fund will provide some additional support (albeit funded by corresponding grant reductions elsewhere) to councils over the course of this 3 year MTFP period.
- 2.5 Whilst this funding is welcome, only a small element will be received in 2017/18, with the majority not being received until 2019/20. As a result Government has offered councils the flexibility to increase this levy further than 2% in years 1 and 2 (with a maximum of 3% in each year) but not over the previously agreed 6% for the next 3 years.
- 2.6 For illustrative purposes only, if the Council were to levy the maximum council tax increase in each of the three years, the total generated would be £14.028m. The following table illustrates some of the options available.

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

3. Phasing and Cost of Change

- 3.1 In developing the Framework for Change Programme, it is acknowledged that the profile of the savings to be made will span the 3 year period. This is due to there being an inevitable lead in period of up to 12 months for some projects and due to current contractual relationships this maybe longer. As a result, this programme will see an escalation of savings over the course of the 3 years. It can be seen that the Council's MTFP has a large element of its savings target within the first year of this 3 year MTFP period, therefore in order to smooth this impact £2m of one-off savings in 2017/18 will be made.
- 3.2 In addition it may also be necessary to utilise £4m of the Council's earmarked reserves in 2017/18. This will be provided from the Transforming Sefton Reserve and the surplus funding that exists on other earmarked reserves which is no longer required for its original purpose. The current phasing proposals assume that in 2018/19 and 2019/20 £2m in total will be repaid back into the Transforming Sefton reserve so that the resources will still be available for future years.

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- 3.3 Members will recall that at Cabinet on 25 July 2016 it was agreed that the Council would support the preparation for the Open Golf Championship at Birkdale in 2017 in order to secure an economic legacy for the Borough. It is recommended that £0.650m be provided for this purpose.
- 3.4 Similarly, to deliver a budget package of this size and a major transformation programme, the Council will need to incur expenditure to support delivery. This will include investment in assets to support locality working, ICT to support agile and flexible working and business transformation and the development of commercial activities. At present it is estimated that a sum of £8.5m should be provided for this purpose. It is proposed to fund this sum from the following sources:

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

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

4 Balances and Earmarked Reserves

- 4.1 The Council holds a range of reserves for different purposes.
- 4.2 The General Fund Balances are the Council's primary reserve which exists to provide the Council with a contingency against unexpected events which could undermine the Council's sound financial standing.
- 4.3 As required, the Council's s151 officer has undertaken a risk assessment to determine the appropriate level of reserves for the Council and this together with a comprehensive reserves strategy will be included as part of the 'robustness report' that appears elsewhere on the agenda.
- 4.4 As at 1 April 2016 the Council held £8.178m of general balances with the 2016/2017 budget assuming that £0.969m will be used in year. A planned balance of £7.209m will therefore remain at the end of 2016/17. Based upon the review undertaken it is considered that whilst such a level is low, an overall level of 3.39% of the Council's net budget would be a sufficient balance for the duration of this MTFP period. It is considered however that it would not be appropriate to reduce this any further therefore the approach to risk management for the delivery of this budget package as set out in this report should be strictly adhered to.
- 4.5 In addition to the General Fund, the Council holds a range of earmarked reserves which are set aside to fund specific costs that maybe incurred in future years. A review of these reserves has been undertaken and as

discussed approval is sought to utilise £4m in order to support the phasing and delivery of the 3 year Medium Term Financial Plan as discussed at paragraphs 3.2. The current phasing proposals assume that in 2018/19 and 2019/20 £2m will be repaid back into the Transforming Sefton reserve so that the resources will still be available for future years.

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Appendix A (Continued)

This appendix provides updated details on individual Public Sector Reform Projects and Service Options previously presented to Cabinet in January 2017. For clarity updates have been highlighted in ***bold italics***.

Updated CHAPTER FIVE

Delivering the Change

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

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

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

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

The costs of delivering this programme will be managed as described in ***Chapter 4 paragraph 3.0 of this report***.

Sequencing and Phasing

The complexity of the Framework for Change means that the sequencing and phasing of activity and delivery is recognised as a critical part of planning for implementation. The

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Programme will develop plans that ensure the effective delivery of change. Where necessary issues will be escalated to the Programme Board.

Programme Management

As mentioned in **paragraph 5.0 of this report** a number of key principles will underpin the risk management of the Framework for Change programme and the budget. Appropriate governance arrangements will be put in place including the establishment of a Senior Officer Programme Board, led by the Chief Executive and including the Council's s151 officer, Director of Social Care and Health, Executive Directors and Programme Director.

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

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

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

Council is asked to agree that the Programme Management and governance arrangements are delegated to the Chief Executive in conjunction with the Leader, this will need to include consideration of additional resources and employee staffing for the PMO function.

Organisational Development

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

Framework for Change - Public Sector Reform Projects – Summary

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

Budget planning assumption/specific option

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

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

Generic risks and mitigating actions that apply to many if not all of the projects described ***in paragraph 5.3 of this report*** and these should be considered alongside the following information.

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Early Intervention & Prevention (EIP)

Budget Planning Assumptions & Savings Summary

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

Early Intervention & Prevention Project Overview:

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

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

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

Project	Work Package
1 The Most Vulnerable	1a) Looked After Children Programme
	1b) Acute wrap-around care model
2 Locality Teams	2a) Multi Agency Working
	2b) Personalisation
3 A New Deal with Citizens	3a) Enabling Our Community
	3b) Ways of Working (Culture and Behaviour Change)
	3c) Enabling Our Voluntary Community Faith Sector

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

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

The proposed change:

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

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This will be achieved by:

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

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

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

This all means that the Council will:

- Start to reduce the number of children who are most vulnerable
- Move children to in-house fostering or placing them for adoption in a timely fashion
- Further reduce the number of children who are in specialist placements out of borough
- Further reduce the number of adult requiring specialist support from the Council (current and

new demand)

- Reduce the number of children and young people transitioning into adults disability services
- Further reduce the number of people relying on public services
- Empower the community to develop independence

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

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

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

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Section A - The Most Vulnerable –

Looked After Children Reform

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

The following activity will change –

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

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

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

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

Outcomes

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

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

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

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

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

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

Impact of service change

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

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

specialist placements.

Council – Increasing capacity through reduced caseloads

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

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

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

Legislation Considered

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

Risks & Mitigating Actions

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

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

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

Staffing Implications – no redundancies associated with this element

Savings – £ 539K

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The Most Vulnerable –

Acute wrap-around care model

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

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

Outcomes

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

Partners – all partners will prioritise resources according to need.

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

Impact of service change

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

Partners – joint commissioning opportunities

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

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

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

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. ***Following appropriate consultation and engagement equality implications will be assessed. This will be reported to Cabinet at a future date when recommendations are brought for further consideration People with protected characteristics and without eligible assessed care needs***

Legislation Considered

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

Risks & Mitigating Actions –

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

Staffing Implications – 4-5

Budget Planning Assumption – £ 550K

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Section B Locality Teams

Multi Agency Working

Options for Locality Based teams

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

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

Options for the frontline service offer

In scope -

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

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

- **Options around use of buildings:** once a clear service offer for each patch is established officers can consider which buildings will be utilised across the geographical patch and what each building is used for. A **bases** model is proposed; this model supports the new way of

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

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

Outcomes:

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

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

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

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

Public Value

There are four key areas of public value:

For communities, children and families it means:

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

For the Sefton wider economy it means:

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

For public sector organisations (Commissioners) it means:

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

For providers it means:

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

Impact of Change on

The community – training people to help themselves in the future

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

Partners/other organisations:

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

Council

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

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met effectively

Vision 2030 & Core Purpose

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

Risk & Mitigation

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

The following risks and potential mitigating action must be considered

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

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

Any delay in strategic commissioning work will impact the community model

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

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

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

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

Impact Assessment

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

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage

Co-production

Consult external

Equality Impact Assessment –

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

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. ***Following appropriate consultation and engagement equality implications will be assessed. This will be reported to Cabinet at a future date when recommendations are brought for further consideration.***

Legislation Considered –

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

Staffing Implications –

Staff in scope 850

Potential Number of redundancies 200 - 300

Budget Planning Assumption – £ 9M reduction

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Personalisation

Change Description: Adult Social Care

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

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

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

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

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

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

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

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

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

The following activity will change –

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

Outcomes

Service Users –

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

Partners –

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

Council –

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

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assessed need.

Impact of service change

Service Users

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

Partners

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

Council

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

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

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

Legislation Considered

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

Risks & Mitigating Actions

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

compromised.

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

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

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

Lengthening the period before which people require care must reduce potential spend, but measurement of care that is not provided is far harder to do than measuring actual spend.

Reductions in costs of packages of care all depend on individual assessments and the capacity of service users, families and professionals to manage a transfer of risk.

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

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

Estimated number of redundancies 0

Savings £3M

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Section C - A New Deal with Citizens

It is proposed to commence action on the following change – To build capacity and resilience in our communities to enable people to have better levels of health, wellbeing, and independence, and therefore reducing reliance on council and other statutory services. This approach is a significant move towards proactive prevention and early intervention, enabling more activities to be delivered for communities by communities and in the long term will help allow our communities to flourish and realise their ambitions and potential.

This shift to an asset based approach recognises that our local communities are packed with skills, ideas, energy, community groups resources and crucially, positive relationships. To develop a new deal with citizens it will mean challenging and enabling our own workforce to have different types of conversations with our communities and partners, so that they recognise that the Council's role changes from fixing to enabling, solving to supporting, assessing to talking in line with the Council's approved Core Purpose.

Commissioning will be streamlined, outcomes based and shaped around shared objectives of partners and the VCF sector. The Council ***will update the*** commissioning framework ***to include the exploration of*** alternative funding streams for sustained investment and to positively build capacity across the sector. Fundamentally this key transformation signals a positive approach for individuals and communities that encourages self-reliance and independence through an equal partnership

The following activity will focuses on 3 areas of change:

1. Enabling our Community

- ***Community & stakeholder engagement to enable a new asset based approach and develop the new deal with citizens***
- Connecting individual needs with supportive groups within the community
- Work together to encourage and enable “Friends of” and other volunteer groups
- Encouraging people to act as Ambassadors for connecting and supporting others

2. Enabling Ways of Working (Culture and Behaviour Change)

- Develop and promote healthy workplaces, supporting people to stay in / return to work
- Developing the workforce to create a culture of enabling and supporting communities
- Introduce an integrated model for Making Every Contact Count

3. Enabling our VCF Sector

- Develop commissioning model with partners to focus on outcomes (***as in the section J of this chapter***)
- ***Enable new ways of funding community capacity to sustain activity***
- Transfer assets and services to community organisations/charitable trusts
- Explore opportunities for social entrepreneurship
- Explore staff spin-offs and community interest companies

Outcomes

Community –

- Will be better prepared to take responsibility for their own health and well-being, finding solutions to problems and issues which arise.
- ***Will play an active part in how their community is run and take control over their own lives.***
- ***Will enjoy being part of energetic local communities with their own unique identities and sense of pride, benefitting from many volunteering opportunities and schemes***
- ***will have a new relationship with the Council and the community transformed to one of a shared responsibility***

Partners/Other Stakeholders–

- ***VCF partners enabled to access new forms of social investment sustaining activity and support across communities for the long term VCF partners are directly involved in coordination and co-production of service***

Council

- ***Changed culture from one of the Council delivering transactional services to one of support to facilitate and encourage others to take on that responsibility.***
- People prevented from going into services reducing cost and the demand on council services

Impact of service change

Community

- ***Well engaged community playing key roles in their own area.***
- Improved outcomes for residents, reducing confusion so that people know they are going to the right place for what they need
- ***People in the community feel connected and supported and can resolve any problems themselves or through their local networks without further call on services.***
- ***Reductions in worklessness and in inequalities relating to employment opportunities***
- ***Greater access for local people to learning and volunteering opportunities***

Partners

- ***A confident sustainable VCF sector, linked into new funding***
- ***Improved commissioning linked to outcomes***

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Council – Reduced demand on council services reducing cost

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

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

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

Legislation Considered

NA

Risks & Mitigating Actions –

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

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

Staffing Implications – N/A

Savings – £0

Section D - Special Educational Needs and Disability

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

Section D - Special Educational Needs and Disability

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

There are two core work streams in this project:

All Age Disability Pathway, policy and eligibility criteria

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

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

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

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

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

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

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

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

Outcomes

Service Users –

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

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

Partners –

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

Council –

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

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

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

Impact of service change

Service Users –

Some families will experience a reduction in their current offer.

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

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

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

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

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

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

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

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

Equality Impact Assessment

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. **Following appropriate consultation and engagement** equality implications will be assessed. **These** will be reported **to Cabinet at a future date** when recommendations are brought for further consideration.

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

Legislation Considered

Children and Families Act 2014 and the Special Educational Needs and Disability Regulations

2014 and other relevant legislation will be reviewed as projects develop

Risks & Mitigating Actions

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

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

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

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

Staffing Implications –

Number of staff in scope 28

Estimated number of redundancies 18 to 28

Budget Planning Assumption – £887k

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Home to School Transport:

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

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

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

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

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

It is proposed to commence consultation on the following change –

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

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

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

Outcomes

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

Partners – alternative provision of transport and or assistance

Impact of service change

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

Partners –Increased awareness of process and changes to transport

Council – updated policy and reduced costs and

Communications, Consultation & Engagement

Type: Inform Consult internal

Engage Co-production Consult external

Equality Impact Assessment

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. **Following appropriate consultation and engagement** equality implications will be assessed. This will be reported **to Cabinet at a future date** when recommendations are brought for further consideration.

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

Legislation Considered

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

Risks & Mitigating Actions –

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

Staffing Implications – TBC

Budget Planning Assumption £730k

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Section E- -An Excellent Education for All

Budget Planning Assumptions & Savings Summary

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

An Excellent Education for All

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

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

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

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

Future delivery options could include:

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

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

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

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

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

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

Outcomes:

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

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

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

Impact of Change, on –

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

Partners/other organisations –

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<p>Council – will deliver funded statutory duties only as direct support for schools with all other services provided on a traded basis.</p> <p>Vision 2030 & Core Purpose – As part of delivering 2030 the Council and its partners are committed to working together so that people</p> <ul style="list-style-type: none">• have aspirations and achieve their ambitions through education, training and lifelong-learning• are accessing education and training opportunities• benefit from integrated educational, learning and skills development links with business• are recruited by local employers
<p>Impact Assessment</p> <p>Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.</p> <p>Legislation Considered: Legal implications will be considered when it is determined which course of action will be adopted for Education Support Services.</p>
<p>Communications, Consultation & Engagement Type:</p> <p>Inform x Consult Engagement x Partnership x Consult internal x</p>
<p>Staffing Implications</p> <p>Number of staff in scope Approximately 30</p> <p>Number of vacancies to be deleted from the establishment None</p> <p>Estimated number of redundancies Not known at this stage as it will depend on schools buyback of services</p>
<p>Budget Planning Assumption £637k</p>

Section F - Creating New and Improving Revenue Streams

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

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

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Section F Creating New and Improving Revenue Streams

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

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

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

Developing a Commercial Culture:

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

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

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

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

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

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

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

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

Initially the project will focus on:

- Crosby Lakeside;
- The Atkinson;
- Catering;
- Tourism;
- Building cleaning;
- **Sefton Arc**
- **Commercial Fleet**
- Planning, Building R~~e~~gulation fees.

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

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Crosby Lakeside Adventure Centre:

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

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

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

Change Description:

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

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

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

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

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

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

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

Outcomes

Service Users_ – The increased offer from Crosby Lakeside will:

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

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

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

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

Impact of service change

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

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

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

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment

All changes will be DDA compliant.

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

Legislation Considered – Planning

Risks & Mitigating Actions –

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Risk ref	Risk description	Proposed mitigation
#1	Poor marketing and sales	Marketing strategy developed and reviewed regularly at project or operational level in order to optimise sales.
#2	Lack of capacity to deal with increase in demand	This can be reviewed/ rectified as demand increases and may lead to additional recruitment where necessary.
#3	Delay in securing sales, marketing, management and development resources	Specification for sales and marketing resource to be drawn up and commissioned.
#4	Objections to planning application	Clear communication and proactive engagement with the public.
#5	Failure to achieve income targets	Income targets to be monitored closely to adapt to market influences and difficulties in meeting targets to be reported through programme governance.
#6	Unexpected costs incurred	Contingency planning will be factored into projected build costs.
#7	Increase in market share not realised	Dedicated resource for sales, marketing, management and development has been factored into costs. Part of their remit will be to increase market share.
#8	New entrants to the market in locality/increase in competition	Market to be monitored and adjustments to business plan to be made should competition increase.
#9	Cancellation of events to accommodate building work	Reputational damage to be minimised by marketing resource and communications department. Linked to communication strategy.

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

Number of staff in scope – N/A

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

Estimated number of redundancies – N/A

Net additional income £186,000

The Atkinson

Change Description:

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

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

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

The savings will be dependent on local agreement with Trade Unions

The following activity will change

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

Outcomes

Service Users:

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

Partners:

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

Council:

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

Impact of service change

Service Users:

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

Partners:

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- No impact at this time

Council

- A more commercially-driven workforce.

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment –

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

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

Risks & Mitigating Actions –

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

Staffing Implications

Number of staff in scope: All posts

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

Estimated number of redundancies: 3 - 6 redundancies

Savings £414,000

Catering Services

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

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

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

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

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

Outcomes

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

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

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

Impact of service change

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

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

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

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

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

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

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

Staffing Implications –

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

Number of staff in scope N/A

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

Estimated number of redundancies NONE

Savings – £300,000

A New Approach to Tourism

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

The following activity will change –

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

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

Specific changes in approach will include:

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

Outcomes

Service Users

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

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

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

Job creation and retention through investment in Council services.

Partners

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

Council

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

Impact of service change

Service Users

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

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

Partners

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

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

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Council A more commercially-driven workforce.

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

A consultation session with all affected staff was held on 10th January 2017. No comments have been received on the proposal.

Equality Impact Assessment

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

Legislation Considered

N/a

Risks & Mitigating Actions

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

Staffing Implications

There are no direct staffing implications of this proposal.

Number of staff in scope 10

Number of vacancies to be deleted from the establishment 0

Estimated number of redundancies 0

Reduced Subsidy –£335,000

Building Cleaning

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

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

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

Outcomes

Service Users

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

Partners

As above.

Council

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

A financial benefit will be realised through budgetary savings.

Impact of service change

Service Users

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

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

Partners

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

Council

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

Communications, Consultation & Engagement

Type: Inform Consult internal
 Engage Co-production Consult external

Equality Impact Assessment

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

Legislation Considered

N/A

Risks & Mitigating Actions

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

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

Staffing Implications

There are staffing implications associated with this proposal however the precise details have yet to be determined. ***Consultation has commenced across all sites with staff being encouraged to put forward any proposals which they may have for undertaking cleaning duties in different ways concentrating on Health & Safety requirements. Up to 25 posts could be affected via a combination of post reductions, or a reduction in the number of hours utilised to clean any particular building or buildings.*** In terms of service areas and groups of individuals affected, this could include staff at all Council civic buildings although at this stage this is just indicative as all matters, if approved by full Council, are subject to consultation.

Number of staff in scope ***There are currently 92 building cleaning posts across all Council facilities and services***

Number of vacancies to be deleted from the establishment ***Not known until site specific plans are developed***

Estimated number of redundancies; ***Not known until site specific plans are developed. There will likely be a combination of deleting vacant posts and a general reduction in the number of hours allocated to facilities/buildings.*** Details to be identified

Savings –£250,000

Sefton Arc

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

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

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

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

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

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

The following will change –

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

Outcomes

Service Users – The ArcAngel will:

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

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

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

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

Impact of service change

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

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

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

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact assessment

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

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

Risks & Mitigating Actions

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

Staffing Implications

Sales and marketing resource to be commissioned.

Number of staff in scope – N/A

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

Estimated number of redundancies – N/A

Net additional income:£796,000

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Commercial Fleet Management:

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

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

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

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

HGV MOT Testing

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

Tachograph Equipment Repair/Calibration

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

Private Vehicle MOT testing

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

Proposed change

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

Outcomes

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

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

Council – The changes will make service delivery more viable.

Impact of service change

Service Users – improved efficiency.

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

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

Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage Co-production Consult external

Impact Assessment

There are no HR implications arising from these proposals. All additional work will be undertaken by the existing workforce.

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

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Risks & Mitigating Actions –

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

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

Number of staff in scope – N/A

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

Estimated number of redundancies – N/A

Net additional income £56,000

Building Control

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

Section G - Environment & Pride In Place

Budget Planning Assumptions & Savings Summary

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

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Section G Environment & Pride in Place

Project description: This project will reform:

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

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

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

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

This approach has had 4 significant consequences:

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

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

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

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

A potential reduction in Flood and Coastal Erosion Risk Management work.

The following activity will change –

In order to support the implementation of the reform project – Environment – Pride in Sefton –the rationalisation of the staffing structures of associated land management functions will help to achieve increased focus and targeting of the limited resources remaining. ***The redesign will enable flexible allocation of the available resources on a day to day basis.***

Impact of service change –

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

Partners/other organisations –

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

Council – Operational processes will change, staffing numbers will reduce. ***There will be new job roles that support an integrated approach and the required flexibility.***

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

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

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Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage Co-production Consult external

All employees have been briefed and a number of concerns have been raised. Should members approve this change full consultation and engagement will take place.

Equality Impact Assessment

Should this option progress equality implications will be assessed. **These** will be reported **to Cabinet** when **future** recommendations are brought for a decision.

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

Legislation Considered

Various employment laws

Staffing Implications

Number of staff in scope 10-12

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

Estimated number of redundancies 6-8

Savings – £895,000

Other work Pride in Place

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

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

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

of our streets and bins will remain in Locality Services.

This project will consider the following

- The environment is vitally important to the residents, visitors to and businesses of Sefton. The value of our environment for amenity, leisure, pleasure, business, health etc. was a clear message arising from the Vision 2030 consultation.
- Involving the community in the maintenance of their own environment can have beneficial effects for health, community spirit, community resilience, friendship networks as well as having a positive impact on the image of the borough.
- Improving the presence of enforcement on the streets of Sefton will deter people from contributing to the environmental detritus and enhance the look and feel of the borough and the way people perceive the borough.
- Joining up the Council's current bulky waste service with established charitable activity in these areas will enhance charitable opportunities. It will also, offer the opportunity to upskill individuals to upcycle donated white goods and provide a source of affordable goods to those in need.
- An intelligence led approach to enforcement and clean-up will ensure that reduced resources are targeted.

Outcomes:

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

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

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

Impact of Change on –

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

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

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give prosecutions a higher profile.

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

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

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

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

Council – Operational processes will change, staffing numbers will reduce

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

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

Risk & Mitigation

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

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

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

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

<p>Lack of buy-in from the community to do more for themselves and their communities. Communications campaign will focus on benefits and localities in need of development</p> <p>That insourcing of the Grounds Maintenance contract will not achieve the anticipated savings. To mitigate the process and level of service provided will be kept under review following the transfer.</p>		
<p>Impact Assessment <i>As</i> this project progresses any equality implications will be assessed. These will be reported to Cabinet when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.</p>		
<p>Communications, Consultation & Engagement Type: Inform x Consult Engagement x Partnership x Consult internal x</p>		
<p>Budget Planning Assumption £250k</p>		

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Section H - Asset and Property Maximisation

Budget Planning Assumptions & Savings Summary

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

Section H Asset and Property Maximisation

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

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

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

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

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

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

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

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

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<p><u>Outcomes:</u></p> <p>An improved customer experience to citizens, delivered through:</p> <ul style="list-style-type: none">• An efficient estate which is right-sized, located where needed and fit for purpose;• Greater partnership working with buildings facilitating co-location of services and partners from the public and private sector; and• 'New ways of working', with appropriate ICT infrastructure, space planning and management processes that allow staff to work in an agile manner where they need to be, without a reliance on a fixed-desk place of work. <p>Financial benefits</p> <p>Job creation and wider social benefit realised through the regeneration work resulting from disposal and re-designation of council assets.</p>
<p>Budget Planning Assumption £3.3m revenue has been identified to date, within the medium term financial plan period.</p>
<p><u>Impact of Change, on –</u></p> <p>The community – Other PSR projects will have an impact on the manner in which services are delivered: this project facilitates a potential, consequential change to the location from which they are delivered. However, through careful consideration of point-of-need, investment in retained assets (structural, technical and cosmetic) and co-location of services and partners the quality of service will be improved;</p> <p>Partners/other organisations – Maximum benefits will only be realised from this project through open discussions with partners to share knowledge of current and future aspirations for property assets, followed by a collaborative approach to develop an appropriately sized, located, and configured estate to our mutual benefit. The Council will seek to engage with partners as soon as plans are sufficiently developed, and have appropriate approvals, to allow meaningful discussions.</p> <p>Council – Changes to the working location and practices of our staff arising from this project will require careful consideration from a policy perspective, and extensive engagement to bring about the necessary culture change to facilitate a smooth transition.</p> <p>Vision 2030 & Core Purpose – Vision 2030 states that Sefton will be a place with sustainable and resilient buildings, with people receiving the right help, in the right way at the right time, making the most of its assets to ensure residents enjoy local, coordinated support. This project will facilitate Council Core Purposes.</p>
<p>Risk & Mitigation</p> <ul style="list-style-type: none">• Delivery of the Asset and Property Maximisation project is wholly dependent on appropriate progress being made on the other PSR projects, for which this is a facilitator. The programme will be carefully managed to ensure integration.• Disposal and re-designation considerations will be impacted by changes in the local

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

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

Impact Assessment

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

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

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

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

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

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

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

Impact of service change –

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

Homelessness Team - Regeneration and Housing

Regeneration and Housing, Children’s and Adult Social Care

Children’s Social Care

MEAS (Merseyside Environmental Advisory Service)

Children’s Social Care

Leisure – Health and Wellbeing

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Public Health – Health and Wellbeing

Children’s Services

Commissioning Support and Business Intelligence

Commissioning Support and Business Intelligence

Financial Management – Corporate Support

Schools and Families -

Communications, Consultation & Engagement –

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

Equality Impact Assessment –

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

Legislation Considered

Equalities Act (DDA)

Risks & Mitigating Actions

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

Staffing Implications

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

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

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

Savings

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

Section I – ICT & Digital Inclusion

Budget Planning Assumptions & Savings Summary

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

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Section I - ICT

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

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

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

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

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

This is needed -

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

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

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

customer experience.

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

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

This is needed

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

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

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

Objectives

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

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

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

Change Description:

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

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service will be identified.

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

The following activity will change –

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

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

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

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

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

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

Outcomes:

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

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

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

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

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

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

Impact of Change on:

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

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

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

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

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

Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage Co-production Consult external

Equalities Impact Assessment

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

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Legislation Considered

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

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

Risk & Mitigation

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

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

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

Capacity

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

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

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

Savings Summary

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

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

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

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Section J - Commissioning & Shared Services

Budget Planning Assumptions & Savings Summary

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

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

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

The project will

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

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

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

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

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

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

Work packages

(i) _____ Integration of resources

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

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

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

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

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

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

The following activity will change –

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

Outcomes

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

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

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

Impact of service change –

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

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

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

Communications, Consultation & Engagement

Type: Inform Consult internal
Engage Co-production Consult external

Equality Impact Assessment –

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

Legislation Considered –

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

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

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

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

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

Risks & Mitigating Actions –

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

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

Staffing Implications

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

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

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

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

Estimated number of redundancies - 6-10 posts.

Budget Planning Assumption – - £260,000

(ii) **SMBC Contract Review**

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

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

Table 1: High level contract analysis

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

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

Sample 1: >£500k

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

Sample 2: <£500k

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

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

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

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

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

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

Budget Planning Assumption £716k

b LCR Procurement Hub

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

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

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

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

- Deliver economies of scale

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

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

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

Budget Planning Assumption £1.5m

c Shared Services

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

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

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

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

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

Budget Planning Assumption £250k

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

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

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

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

Budget Planning Assumption £532k

Outcomes

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

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

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

Impact of Change, on:

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

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

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

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

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

Risk & Mitigation

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

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

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

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

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

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

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

Impact Assessment

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

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

Table 1 – Business Efficiencies & Other Financing Changes

	£000
Review of Treasury Management Policy	2,000
Better Care Fund (para 4.7 of report)	11,583
Delete a vacant Highway Engineer post	37
Delete a vacant Transportation & Highway Infrastructure Support Officer post	19
Delete vacant hours in Highway Safety Team Leader post	28
Delete vacant hours in Structural Engineer post	10
Delete: Traffic Technical Officer	33
Delete: 0.4 x Traffic Management officer	18
Reduce subsidy to Formby Pool	100
Reduction in printing for electoral services	20
Legal Services efficiencies	40
SEN – Reduction in Service Manager Post	80
Total	13,968

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Table 2 – Service Options

		£000
Children’s Social Care		
	Review of residential provision i.e. Children’s homes for Looked After Children (LAC)	200
	Reduction in staffing establishment	318
	Review of allowances and contracts	199
	Children’s Services initiatives	15
Locality Services Provisioned		
	Reduction in staffing establishment	294
Locality Services - Commissioned - Transportation & Highway Infrastructure		
	Decommission Street Lighting depot operation in its entirety and tender works.	302
	Cease the function of night scouting	13
	Senior Sustainable Travel Advisor post	44
Public Health		
	Health Checks	250
Commissioning		
	Review of Commissioning Support	80
Regulation & Compliance		
	Phased cessation of the Council’s internal delivery service for post.	110
	Environmental Services, Environmental Protection, Licensing and Trading Standards	500
	Introduce a range of charges for services provided by the registrar	40
	Reduce cost of democratic services	124
	Total	2,489

<p>Service Description: Children’s Social Care - Review of residential provision i.e. Children’s home for Looked After Children (LAC)</p>
<p>It is proposed to commence consultation on the following change – To review in house provision to ensure that it meets the needs of current and future potential cohorts of LAC and is cost effective. To change the purpose and function of current in house children’s home provision and /or to test the market with a view to commissioning placements more effectively and therefore cessation of providing residential service.</p>
<p>Rationale for service change proposal –</p> <p>The Council’s reducing resources requires a rigorous prioritisation of activity. The majority of LAC who require residential care are not in a Council provided service. Recent experience of commissioning a residential service has highlighted that this is more cost effective than providing in house.</p> <p>In addition current residential provision is not consistently meeting the needs of our current cohort of LAC and therefore if the Council is to continue with in house provision then it needs to ensure that it is fit for purpose and cost effective.</p>
<p>The following activity will change, stop or significantly reduce –</p> <p>The provision of Council provided residential children’s homes will potentially stop if this is the most effective way of supporting our LAC or change to ensure that the needs of our children are met in a cost effective way.</p>
<p>Impact of service change –</p> <p>Service Users – There are currently young people living in Council children’s homes.</p> <p>Partners – N/A</p> <p>Council – Change or cessation of service would result in staff reductions.</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input checked="" type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p>
<p>Equality Impact Assessment –</p> <p>Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.</p> <p>Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required</p>
<p>Legislation Considered –</p> <p>Children Act 2004 Safeguarding Vulnerable Groups Act 2006(Tab content hidden)</p>

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

Risks & Mitigating Actions –

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

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

Staffing Implications

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

Number of staff in scope 14

Estimated number of redundancies 4 to 14

Savings

£200k

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

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

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

Legislation Considered – Various employment laws

Risks & Mitigating Actions –

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

Staffing Implications

Reduction in staff and redundancies

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

Estimated number of redundancies 6

Savings £318,500

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

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Equality Impact Assessment –

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

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

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

Risks & Mitigating Actions –

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

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

Staffing Implications None for Council employees

Savings

Total : £199,050

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

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Locality Services – Provision

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

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

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

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

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

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

Rationale for service change proposal –

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

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

The following activity will change, stop or significantly reduce –

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

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

will be deleted.

Employee consultation has commenced with all supervisory, administrative and relevant support staff being advised of the overall proposals. It is expected that there will likely be a number of VR/VER requests from across the wider service, including frontline services. As such, there may be an opportunity to develop ‘bump’ arrangements to assist with generating the required number of posts to meet the financial saving target.

Impact of service change –

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

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

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

Communications, Consultation & Engagement –

Type: Inform Consult internal
 Engage Co-production Consult external

Equality Impact Assessment –

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

Legislation Considered –

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

Risks & Mitigating Actions –

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

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to continue to operate accordingly.

Staffing Implications

Number of staff in scope 220

Number of vacancies to be deleted from the establishment 0

Estimated number of redundancies: 10. However, it is expected that there will be a number of VR/VER applications from the relevant service areas *which will likely allow some 'bump' arrangements to be developed. The number of potential redundancies will also be affected by the grade of any particular post or posts to be deleted following the development of the necessary operational and delivery plans.*

Savings

£294,000

<p>Locality Services – Commissioned Service Description: Street Lighting Operational Service. This service is delivered by an in-house team operating from a Council depot in Maghull</p>
<p>It is proposed to commence consultation on the following change – It is proposed to potentially decommission the in-house service and deliver the operation via alternative provision. This will be achieved through an assessment of options <i>including a</i> competitive procurement process or alternative delivery model. <i>This will require all options, internal and external, to be explored in parallel.</i></p>
<p>Rationale for service change proposal – It is believed that residents will experience the same performance at a lesser cost to the Council.</p>
<p>The following activity will change, stop or significantly reduce – The in-house delivery of the street lighting operation may potentially cease and alternative delivery methods assessed.</p>
<p>Impact of service change –</p> <p>Service Users – None</p> <p>Partners – None</p> <p>Council - The level of operation will inevitably decrease should it continue to provide in the same way leading to an overall reduction in service.</p> <p>There will be 8 posts deleted from the current establishment</p>
<p>Communications, Consultation & Engagement –</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/></p> <p>Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/></p> <p><i>All options will be considered, internal and external, in parallel including procurement, however, procurement activity will not mean that other options will not be considered. Full consultation with the workforce, through recognised procedures, will take place.</i></p>
<p>Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.</p>
<p>Legislation Considered –</p> <p>Employment Act 2008 Highways Act 1980</p> <p>Specific legal requirements will be considered when the course of action has been determined.</p>
<p>Risks & Mitigating Actions – A risk would be that the exercise results in a more expensive service to the Council. This is unlikely and seen by officers as a low risk. This is mitigated by proper consideration of alternatives and compliance with recommendations listed above.</p>
<p>Staffing Implications</p>

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Number of staff in scope 8
Number of vacancies to be deleted from the establishment Nil Potential number of redundancies 8 (actual)
Savings £302k
Locality Services – Commissioned Service Description: Night Scouting service. Staff inspect each road in the borough on a cyclical basis during the hours of darkness to identify faulty street lights. The work is then passed to the in-house service provider to repair.
It is proposed to commence consultation on the following change – Cease the night scouting function
Rationale for service change proposal – The Council’s reducing resources requires a rigorous prioritisation of activity.
The following activity will change, stop or significantly reduce – The night scouting function will cease
Impact of service change – Service Users – Faulty street lights may remain unrepaired for longer periods as the Council will rely on reports of faults by 3 rd parties Partners – Faulty street lights may remain unrepaired for longer periods as the Council will rely on reports of faults by 3 rd parties. Council - There may be some reputational damage for the Council if street lights remain broken for longer periods than at present, however the level of service, once the required repair is notified, will remain at the same level it is currently
Communications, Consultation & Engagement – Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/>
Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services. Ramifications of proposal – Is there a consequence to threshold – No Is there a consequence to capacity – Yes

There could a situation where an unreported fault could cause difficulty to a person with protected characteristics. The Council and partners will inform the community of the process to report street lighting issues on a regular basis.

In addition to this the Council will explore this other members of workforce reporting outages during their working hours.

Legislation Considered – Various Employment legislation

Risks & Mitigating Actions –

The Council will no longer pro-actively identify street lighting faults. There will be a reliance on reports from 3rd parties (public and partners) to identify faults which will be repaired at the same level of service as presently exists.

Staffing Implications

There are twelve night scouting posts 11 of which are filled by Council staff that all have another substantive Council post. The other post is filled by someone who recently resigned from their other substantive post but retained their night scouting post.

Number of staff in scope

12

Number of vacancies to be deleted from the establishment

None

Estimated number of redundancies

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

Savings £13,000

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

Public Health

Service Description: NHS Health Checks Programme

What are NHS Health Checks?

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

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

Who Provides NHS Health Checks?

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

The Service Delivery Model

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

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

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

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

Rationale for service change proposal –

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

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

1. Lower than average uptake:

In 2014/15

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

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

In 2015/16 (Q1 and Q2)

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

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

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

2. The current national evidence base is incomplete

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

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

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

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

The following activity will change, stop or significantly reduce –

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

Impact of service change –

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

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

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

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

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

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

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

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

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

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

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

Communications Consultation & Engagement –			
Type: Inform	<input type="checkbox"/>	Consult internal	<input checked="" type="checkbox"/>
Engage	<input type="checkbox"/>	Co-production	<input type="checkbox"/>
		Consult external	<input checked="" type="checkbox"/>
Equality Impact Assessment – Should this option progress equality implications will be assessed. These will be reported at a later date to Cabinet.			
Legislation Considered			
Regulations 4 and 5 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013, S.I. 2013/351.			
Saving £250k			

Agenda Item 11

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

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

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

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

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

The following activity will change, stop or significantly reduce –

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

Impact of service change –

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

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

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

Communications, Consultation & Engagement –

Type: Inform Consult internal
Engage Co-production Consult external

<p>Equality Impact Assessment – <i>not required</i></p>
<p>Legislation Considered –</p> <p>Effective Commissioning and contract management are implicit within the Best Value duty and also feature within statutory guidance.</p>
<p>Risks & Mitigating Actions –</p> <p>Risks include reduced capacity and flexibility for “one-off” opportunistic or unscheduled expenditure, which may limit the extent to the type of activity described above, can be supported.</p> <p>This risk would be mitigated by a requirement for business cases to identify sources of any funding required when such activity is agreed.</p> <p>Support for engagement likely to be required around service change, re-commissioning, re-procurement and market development across the Framework for Change Programme (FFC) could be provided for within service area budgets or through an identified “cost of change” budget and agreed by the FFC Programme Board, as necessary.</p>
<p>Staffing Implications</p> <p>There are no staffing implications associated with this proposal.</p> <p>Number of staff in scope N/A.</p> <p>Number of vacancies to be deleted from the establishment N/A</p> <p>Estimated number of redundancies N/A</p>
<p>Savings</p> <p>£80,000</p>

Agenda Item 11

Regulation & Compliance Service Description: Regulation & Compliance - Elections
It is proposed to commence action/implementation on the following change – Phased cessation of the Council’s internal delivery service for post. The saving will consist of the deletion of the posts and associated vehicle hire Proposed one driver post and car end of Y1 and one driver post and car in Y3.
Rationale for service change proposal – The Council plans as part of the wider transformation of the Council to become increasingly reliant on digital means of communication. The role of driver is proposed for deletion as a result that proposed transformation.
The following activity will change, stop or significantly reduce – It is anticipated that by the end of Year 3 that the Council will be fully reliant on digital means for the delivery of documents and post.
Impact of service change – Service Users – The users of the Council postal system are internal to the council, schools and some third sector partners. All recipients of the service will need to move to digital means to exchange documents and correspondence, use the Royal Mail or use and pay for alternative means to send documentation to and from the Council. Partners – See Service users above. Council - This will require staff and service users to work in a digital way which will require support and training.
Communications, Consultation & Engagement – not required Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/>
Equality Impact Assessment – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.
Legislation Considered – None applicable
Risks & Mitigating Actions – <p style="text-align: center;">Page 276</p> This proposal is predicated on all staff and members adopting a digital approach. The current internal mail delivery and collection service operates on two drivers (with cover drivers) providing internal mail services to all Council departments and schools

within the Borough. In addition the service also acts as a courier service to organisations outside of the borough on behalf of a number of departments. The service also delivers mail to elected Members. All departments would have to operate on a reduced mail delivery service and would potentially mean stopping services to school and outside organisations. Each department would have to review their incoming and outgoing mail services. Those departments using the service for external deliveries would need to find alternatives means such as Royal Mail, other deliver companies or utilising staff to make deliveries from time to time.

Staffing Implications

Number of staff in scope - 2

Number of vacancies to be deleted from the establishment - 2

Estimated number of redundancies - 2

Savings

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

£110,000

Agenda Item 11

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

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

Reduction and/or re-prioritisation in:

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

Cessation of:

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

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

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

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

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

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

Impact of service change –

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

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

Council - Less staff, less resilience amongst staff.

The ability to assure/protect in the following areas is compromised/reduced:

- safe and wholesome food consumed and bought within the borough, the integrity of the food chain and the prevention of the spread of food borne disease.
- quality of home life from nuisance. Abate nuisances such as noise, smoke and odour in domestic and commercial premises; improve air quality and the remediation of contaminated land.
- clean and safe public places, protect public health and local environmental quality through urban cleanliness enforcement, and resolve public health nuisances and protect the most vulnerable at residential properties.
- fair, safe and responsible trading, including protection from dangerous goods and services and enforcement of consumer safety legislation.

Communications, Consultation & Engagement –

Type: Inform Consult internal
 Engage Co-production Consult external

Equality Impact Assessment –

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

Legislation Considered – The proposed changes will ensure that the Council continues to meet its statutory requirements contained within a revised range of environmental and food legislation.

Risks & Mitigating Actions –

The changes proposed will have a significant impact across all areas of service provision. Risk implications include:

Thresholds for services will be increased and service response times will also increase/be slower. Channel shift for some service from person/face to face to internet and telephone where possible.

Staff will become more generalist to cope with the changed way of working. Staff will use their expertise to prioritise and allocate resource appropriately to high risk issues.

Staffing Implications

Number of staff in scope 10-12

Number of vacancies to be deleted from the establishment 3

Estimated number of redundancies 7-10

Savings £500,000

Agenda Item 11

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

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

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Appendix B

	<u>Budget</u> <u>2017/18</u>
	<u>£</u>
Total Formula Funding Levels – Schools 2017/18 (excl. PPG)	<u>154,755,646</u>
<u>Primary Phase</u>	
Linacre Primary	786,592
Netherton Moss Primary	813,994
The Grange Primary	957,557
Birkdale Primary	1,444,960
Churchtown Primary	2,980,649
Farnborough Road Junior	1,754,175
Farnborough Rd Infants	1,345,385
Linaker Primary	1,856,412
Norwood Primary	1,641,122
Marshside Primary	745,223
Kew Woods Primary	1,492,655
Aintree Davenhill Primary	1,477,037
Hudson Primary	578,919
Waterloo Primary	1,459,969
Forefield Junior	1,357,007
Forefield Community Infant And Nursery	1,013,410
Lander Road Primary	916,895
Litherland Moss Primary	800,976
Hatton Hill Primary	1,386,844
Northway Primary	1,075,832
Woodlands Primary	1,149,446
Summerhill County Primary	795,322
Freshfield County Primary	827,074
Green Park Primary	792,843
Redgate County Primary	597,044
Kings Meadow Primary	745,523
Larkfield Primary	1,127,742
Shoreside Primary	833,029
Melling Primary	789,223
Valewood Primary	827,186
Lydiate Primary	1,109,128
Bedford Primary	1,788,369
Christ Church CE Primary	1,432,431
St John'S C of E Primary	668,217
St Andrews Maghull C.E.	1,180,899
St Lukes C.E. Primary	1,536,152
St Philip's Primary	782,024
St Oswald's C.E. Primary	873,489

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Holy Trinity C of E Primary	907,108
St Philips C.E Primary	837,608
Ainsdale C.E. Primary	850,067
St Monica'S Catholic Primary	1,626,852
St Robert Bellarmine Primary	842,135
Holy Spirit Catholic Primary	852,287
Holy Family Catholic Primary	844,753
Our Lady Of Lourdes Primary	1,856,795
St Teresa'S Catholic Infant/Nursery	429,503
St Patrick's R.C Primary	1,288,039
St Thomas C.E.	797,641
St John's C. E. Primary	745,195
St Lukes C.E. Halsall Primary	815,109
St Nicholas	806,921
St Georges Catholic Primary	753,538
Great Crosby Catholic Primary	2,290,339
St Mary's R C Primary	472,699
St Edmunds & St Thomas' Catholic Primary	1,182,264
Our Lady Star Of The Sea Primary	879,032
Our Lady Of Compassion	869,736
English Martyrs Primary	1,563,004
St Elizabeth's Catholic Primary	1,485,074
St William Of York	860,146
Our Lady Queen Of Peace Catholic Primary	581,961
St. Gregory's Primary	802,949
Ursuline Catholic Primary	1,525,413
St. Jerome's	809,834
Holy Rosary Primary	1,512,635
St John Bosco R C Primary	788,959
Bishop David Sheppard	957,850
Springwell Park Primary	1,689,616
Thomas Gray Primary	944,495
Trinity St Peter's CE	814,566
St Benedict's Catholic Primary	860,332
Our Lady Of Walsingham Primary	889,611
All Saints Catholic Primary	1,243,310
Rimrose Hope CE Primary	1,160,791
	82,178,923
Secondary Phase	
Stanley High School	3,429,827
Meols Cop High School	3,986,105
Savio Salesian College	2,876,389
Maricourt Catholic High School	5,868,154
Sacred Heart Catholic College	5,067,807
Holy Family Catholic High	3,688,970
Christ The King	4,641,180
	29,558,433

Academies / Free Schools	
The Hawthorne's Free School	1,377,371
St Michael's Ce High School	3,167,268
Hillside High School	4,307,252
Litherland High School	3,799,292
Deyes High School	5,484,495
Formby High School	3,878,258
Chesterfield High School	5,191,069
Range High School	4,376,646
Birkdale High School	3,241,650
Greenbank High School	4,505,028
Maghull High School	3,689,963
	43,018,291

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Draft Council Budget Summary 2017/18 – 2019/20

Appendix C

Line Ref	Service	Base Budget 2016/2017 £	Base Budget 2017/2018 £	Draft Base Budget 2018/2019 £	Draft Base Budget 2019/2020 £
1	Strategic Management	2,974,950	2,974,950	2,974,950	2,974,950
2	Commissioning Support and Business Intelligence	2,048,900	1,929,900	1,968,900	1,968,900
3	Strategic Support	842,300	842,300	842,300	842,300
4	Adult Social Care	86,171,650	88,122,650	90,143,650	92,381,650
5	Children's Social Care	27,547,600	27,188,600	26,631,600	25,389,600
6	Communities	10,571,750	10,278,750	10,227,750	10,157,750
7	Corporate Resources	4,069,300	3,703,400	4,168,400	4,168,400
8	Health and Wellbeing	23,310,800	23,034,400	22,925,400	22,803,400
9	Inward Investment and Employment	2,516,500	2,564,850	2,454,850	2,229,850
10	Locality Services - Commissioned	18,586,050	17,921,450	17,476,450	17,057,450
11	Locality Services - Provision	9,380,850	9,398,850	9,616,850	9,616,850
12	Regeneration and Housing	4,652,600	4,400,600	4,527,600	4,527,600
13	Regulation and Compliance	4,427,550	3,316,550	3,343,550	3,343,550
14	Schools and Families	25,926,100	24,593,100	24,184,100	23,819,100
15	Public Sector Reform Projects - Budget Planning Assumptions still to be allocated to Services	0	-3,235,000	-14,776,000	-20,742,000
16	Other Services	3,390,400	3,390,400	3,390,400	3,390,400
17	Net Cost of Services	226,417,300	220,425,750	210,100,750	203,929,750
18	Less Capital Charges	-13,375,600	-13,375,600	-13,375,600	-13,375,600
19	Debt Repayment / Net Interest	4,491,800	4,611,800	4,781,800	6,981,800
20	Capital Chargeable to Revenue	95,000	95,000	95,000	95,000
21	Sub total	217,628,500	211,756,950	201,601,950	197,630,950
22	Contingency Inflation Provision	687,757	236,780	663,073	2,348,614
23	Levies	33,768,700	31,557,700	32,647,700	31,893,700
24	Application of Provisions / Reserves / Corporate Expenditure	1,992,550	1,875,050	1,995,050	1,995,050
25	Capitalisation	-2,000,000	-3,266,000	-3,266,000	-1,566,000

26	Corporate / One-Off Savings	-5,055,450	-7,279,000	-455,000	-408,000
27	Inflationary Items to be Allocated	3,373,000	3,244,150	6,175,250	8,685,500
28	Corporate Savings to be allocated to Services	-2,018,300	0	0	0
29	Total	248,376,757	238,125,630	239,362,023	240,579,814
30	Specific Government Grants	-22,492,000	-21,938,000	-21,384,000	-20,830,000
31	Non-Specific Government Grants	-12,310,700	-11,905,000	-14,017,000	-18,477,000
32	Total	213,574,057	204,282,630	203,961,023	201,272,814
33	Use of Balances	-969,000	0	0	0
34	Total Budget Requirement	212,605,057	204,282,630	203,961,023	201,272,814
35	Add Parish Precepts	924,859	921,458	921,458	921,458
36	Total Net Expenditure	213,529,916	205,204,088	204,882,481	202,194,272
<u>SUMMARY OF BALANCES</u>					
37	Balances Brought Forward	8,177,743	7,208,743	7,208,743	7,208,743
38	Use of Balances	-969,000	0	0	0
39	Balances Carried Forward	7,208,743	7,208,743	7,208,743	7,208,743

FINANCING OF SEFTON'S BUDGET REQUIREMENT

Total Budget Requirement	212,605,057	204,282,630	203,961,023	201,272,814
Less: Revenue Support Grant	-38,576,743	-27,058,954	-19,439,720	-11,762,382
Top-Up Grant	-24,463,952	-27,410,103	-28,291,957	-29,298,308
Business Rates Receipts	-34,378,682	-29,965,365	-32,161,391	-33,305,145
Collection Fund Deficit / Surplus (-) - Council Tax	-4,467,038	-2,022,000	0	0
Sefton Requirement from Council Tax	110,718,642	117,826,208	124,067,955	126,906,979
Band D Council Tax	1,370.17	1,438.54	1,510.32	1,540.38

Note that the Sefton Requirement from Council Tax and quoted Band D Council Tax in 2018/19 and 2019/20 are based on Council Tax increases that are for illustrative purposes only. The actual level of Council Tax will be determined by a specific decision of Council in the relevant year.

SEFTON MBC FEES AND CHARGES 2017/18

Appendix D

Adult Social Care					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Financial Contributions					
Long Term care home placements *	O	£23,250 max		£23,250 max	
<u>Capital</u>					
The capital limit of £23,250 remains unchanged. Those with capital of £23,250 or less will pay the following minimum weekly charges:					
Minimum Charge					
Age 60+ years *	O	130.20	131.76	134.45	4.25
Aged 25-59 years *	O	80.45	81.42	80.75	0.30
Aged 18-24 years *	O	65.25	66.03	65.55	0.30
Personal Expense Allowances *	O	24.90	25.20	24.90	0.00
Short Stays/Respite					
<u>Over £23,250 capital</u>					
Any Service User who has over £23,250 (as above, this limit is subject to Dept of Health confirmation) and enters a care home will pay the full cost of their respite placement. However, if the Service User enters a Sefton New Directions home, they will pay a set weekly charge as per category detailed below:					
Older People **	O	400.00	404.80	418.52	18.52
Learning Disabilities**	O	402.00	406.82	420.61	18.61
<u>Capital of £23,250 and under</u>					
The weekly charge for respite and short stays are as follows:					
Service Users aged 60+ years *	O	94.40	95.53	97.40	3.00
Service Users aged 25-59 years *	O	80.45	81.42	80.75	0.30
Service Users aged 18-24 years *	O	65.25	66.03	65.55	0.30
Intermediate Care - there is no charge for this service					
* Provisional - Awaiting Dept of Health confirmation					
** Based on new contracted rates for this category					
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Adult Social Care					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Day Centre Charges		£	£	£	£
Charge per Admission		Max per day of			
(subject to financial assessment)	O	17.50	17.71	17.50	0.00
If savings £23,250 or under)					
		Max per day of			
(If savings above £23,250)	O	45.00	45.54	45.00	0.00
Day Centre charge per meal					
(flat rate for everyone)	O	3.25	3.29	3.25	0.00
Transport Charges					
Charge per trip	O				
(flat rate for everyone)		1.50	1.52	1.50	0.00
(If savings £23,250 or under)					
(in house service) or the actual cost of taxi's	O	6.50	6.58	6.50	0.00
(If savings above £23,250)					
NB Service Users who are in receipt of ILF funding/S.117 are exempt from the admission and transport charge. This also applies to residents of Care Homes who will also be exempt from meal charges as they will be making their maximum contribution as part of the Care Home Costs.					
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Adult Social Care					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
CSDP TELEPHONE					
Contribution towards rental per quarter	O	7.29	7.38	7.29	0.00
HOME CARE AND COMMUNITY CARE CHARGES					
Equivalent to the actual cost of service					
Re-enablement Service					
There is no charge for this service up to a maximum of 6 weeks					
Deferred Payment Scheme					
First year set up costs	O	700.00	708.40	780.00	80.00
Annual Charge	O	110.00	111.32	115.00	5.00
Property re-valuation	O	100.00	101.20	175.00	75.00
Charge to register property	O	140.00	141.68	140.00	0.00
Final charge to close account	O	170.00	172.04	175.00	5.00
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

SEFTON MBC FEES AND CHARGES 2017/18

Communities					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
CHARGES FOR PARK HIRE FOR EVENTS - new					
ALL PARKS					
Commercial application administration registration fee (under 100 attendees anticipated)	S	£ 25.00	£ 25.30	£ 25.00	£ 0.00
Commercial application administration registration fee (under 101-400 attendees anticipated)	S	£ 50.00	£ 50.60	£ 50.00	£ 0.00
Commercial application administration registration fee (over 401 attendees anticipated)	S	£ 100.00	£ 101.20	£ 100.00	£ 0.00
Community group or not for profit group administration fee	S	£ 0.00	-	£ 0.00	£ 0.00
use of parks or open spaces for fairs or circuses per week (subject to negotiation for smaller sites, and discounts for multiple weeks)	S	£ 2750.00	£ 2783.00	£ 3000.00	£ 250.00
use of parks or open spaces for fairs or circuses per part week (four days)	S	£ 0.00	£ 0.00	£ 2000.00	£ 2000.00
use of parks or open spaces for fairs or circuses per day	S	£ 0.00	£ 0.00	£ 700.00	£ 700.00
Commercial wedding photographs in parks per hour	S	£ 50.00	£ 50.60	£ 50.00	£ 0.00
Whole park hire	E	As determined by Director of Head of Communities		As determined by Director of Head of Communities	
Part park hire (e.g. fernery, bandstand, play area, dog exercise area etc.)	S	As determined by Director of Head of Communities		As determined by Director of Head of Communities	
Park pavilion hire (per hour)	S	£ 30.00	£ 30.36	£ 30.00	£ 0.00
Charges for filming:					
Per half day	S	£150 or as determined by Director of Head of Communities	£150 or as determined by Director of Head of Communities	£150 or as determined by Director of Head of Communities	
Per day	S	£300.00 or as determined by Director of Head of Communities	£300.00 or as determined by Director of Head of Communities	£300.00 or as determined by Director of Head of Communities	
Use of parks for Boot Camp or commercial exercise classes per session	S	£10.00 or as determined by Director of Head of Communities	£10.00 or as determined by Director of Head of Communities	£10.00 or as determined by Director of Head of Communities	
Reinstatement costs for parks damaged during park events	O	full cost plus officer time	full cost plus officer time	full cost plus officer time	
<div style="display: flex; justify-content: flex-end; align-items: flex-start;"> <div style="margin-right: 10px;">S Standard Rated (20%)</div> <div style="margin-right: 10px;">E Exempt</div> <div style="margin-right: 10px;">O Outside the scope</div> <div>N Zero Rated</div> </div>					

(*) CPI Inflation rate @ November 2016

1.20%

Communities

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
PARKS & OPEN SPACES (continued)					
advertising on parks railings:					
Tier 1 Sites: 1 Week	S	0.00	0.00	50.00	50.00
Tier 1 Sites: 2 Weeks	S	0.00	0.00	75.00	75.00
Tier 1 Sites: 1 Month	S	0.00	0.00	150.00	150.00
Tier 1 Sites: 2 Month	S	0.00	0.00	300.00	300.00
Tier 1 Sites: 3 Month	S	0.00	0.00	450.00	450.00
Tier 1 Sites: Removal of unauthorised banners	S	0.00	0.00	50.00	50.00
Tier 1 Sites: Removed and disposal of outdated banners	S	0.00	0.00	15.00	15.00
Tier 2 Sites: 1 Week	S	0.00	0.00	15.00	15.00
Tier 2 Sites: 2 Weeks	S	0.00	0.00	30.00	30.00
Tier 2 Sites: 1 Month	S	0.00	0.00	50.00	50.00
Tier 2 Sites: 2 Month	S	0.00	0.00	100.00	100.00
Tier 2 Sites: 3 Month	S	0.00	0.00	150.00	150.00
Tier 2 Sites: Removal of unauthorised banners	S	0.00	0.00	50.00	50.00
Tier 2 Sites: Removed and disposal of outdated banners	S	0.00	0.00	15.00	15.00
Professional advice, site visits, with report/ letter/ plan to schools, other external bodies/ land owners etc - per hour	S			officer time per hour plus 10%	
Works arising from the above (such as grounds maintenance, repairs, improvements etc)	S			actual costs plus 10%	
OUTDOOR RECREATION					
Bowling Greens (adults)	S	Full recharge of Grounds maintenance, repairs and utility costs	Full recharge of Grounds maintenance, repairs and utility costs	Full recharge of Grounds maintenance, repairs and utility costs	
Allotment Rents:-					
Annual rents					
Full plot	O	98.00	99.18	100.00	2.00
Half Plot	O	72.00	72.86	75.00	3.00
Utilities:					
to be determined on a site by site/use basis	S	actual cost	actual cost	actual cost	actual cost
Allotment tenancy set up charge	O	30.00	30.36	40.00	10.00
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Communities

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
PARKS Continued		£	£	£	£
Playing fields					
Baseball	S	Full recharge of Grounds maintenance,repairs and utility costs	Full recharge of Grounds maintenance,repairs and utility costs	Full recharge of Grounds maintenance,repairs and utility costs	
Rugby - adults per season (start Sept to mid May) with changing room hire	S	Full recharge of Grounds maintenance,repairs and utility costs	Full recharge of Grounds maintenance,repairs and utility costs	Full recharge of Grounds maintenance,repairs and utility costs	
Rugby - adults per season (start Sept to mid May) without changing room hire	S	Full recharge of Grounds maintenance,repairs and utility costs	Full recharge of Grounds maintenance,repairs and utility costs	Full recharge of Grounds maintenance,repairs and utility costs	
Rugby - junior per season (start Sept to mid May) with changing room hire					
senior	#	240.00	242.88	243.00	3.00
midi	#	200.00	202.40	202.50	2.50
mini	#	155.00	156.86	157.00	2.00
Rugby - junior per season (start Sept to mid May) without changing room hire					
senior	#	193.00	195.32	195.50	2.50
midi	#	155.00	156.86	157.00	2.00
mini	#	130.00	131.56	131.75	1.75
# - Standard Rated unless block booking exemption applies in which case Exempt					

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Communities

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
LIBRARY PREMISES -					
Lettings - per hour					
Crosby Library small lecture room:					
Monday - Saturday	E	20.00	20.24	20.00	0.00
Formby Library meeting room:					
Monday - Saturday	E	20.00	20.24	20.00	0.00
Other library spaces					
Monday - Saturday	E	10.00	n/a	10.00	0.00
NB Hirers of rooms in the Authority's establishments must be covered by Public Liability Insurance.					
PEOPLE'S NETWORK PUBLIC ACCESS COMPUTERS					
First 30 minutes	S	free	free	free	free
Each 30 mins (or part of) thereafter	S	free	free	free	free
Children up to 16, registered unemployed and people aged 60 and over					
First 2 hours	S	free	free	free	free
Each 30 mins (or part of) thereafter	S	free	free	free	free
Photocopying & Printing					
up to A4 b & w	S	0.10	0.10	0.10	0.00
up to A4 colour	S	0.15	0.15	0.15	0.00
Larger b & w	S	0.25	0.25	0.25	0.00
Larger colour	S	0.25	0.25	0.25	0.00
Printing					
up to A4 b & w	S	0.10	0.10	0.10	0.00
up to A4 colour	S	0.15	0.15	0.15	0.00
Larger b & w	S	0.25	0.25	0.25	0.00
Larger colour	S	0.25	0.25	0.25	0.00
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Communities

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
ARTS & CULTURAL SERVICES					
THE ATKINSON					
Studio					
Studio performance rate commercial	S	£200.00	202.40	In new package Below	In new package Below
Studio rehearsal rate commercial	S	£130.50	132.07	In new package Below	In new package Below
Studio Commercial show only (5 hour Package)	S	£1,000.00	1012.00	£800.00	-200.00
Studio commercial full day (12 Hour Package)	S	£1,913.50	1936.46	£1,300.00	-613.50
Studio commercial rehearsal /get in (7 Hour Package)	S	£913.50	924.46	£500.00	-413.50
Studio additional hours over commercial	S	£130.50	132.07	£100.00	-30.50
Studio performance rate community	S	£150.00	151.80	In new package Below	In new package Below
Studio rehearsal rate community	S	£130.50	132.07	In new package Below	In new package Below
Studio Community get in/rehearsal (7 Hour Package)	S	£913.50	924.46	£500.00	-413.50
Studio Community show only (5 hour Package)	S	£750.00	759.00	£700.00	-50.00
Studio full day community (12 hour Package)	S	1663.50	1683.46	1200.00	-463.50
Studio additional hours community	S	130.50	132.07	100.00	-30.50
Theatre					
Theatre performance rate community	S	180.00	182.16	In new package Below	-180.00
Theatre rehearsal rate community	S	130.50	132.07	In new package Below	-130.50
Theatre community get in /rehearsal full day (7 hour Package)	S	913.50	924.46	500.00	-413.50
Theatre community (5 hour Package) show only	S	900.00	910.80	900.00	0.00
Theatre community (12 hour Package)	S	1813.50	1835.26	1400.00	-413.50
Theatre additional hours community	S	130.50	132.07	100.00	-30.50
Theatre rehearsal rate commercial	S	130.50	132.07	In new package Below	-130.50
Theatre performance rate commercial	S	240.00	242.88	In new package Below	-240.00
Theatre Commercial show only (5hour Package)	S	1200.00	1214.40	1000.00	-200.00
Theatre commercial full day (12 hour Package)	S	2113.50	2138.86	1700.00	-413.50
Theatre Commercial rehearsal (7 hour Package)	S	913.50	924.46	700.00	-213.50
Theatre additional hours over packages (hourly rate)	S	n/a	New Fee	100.00	New Fee
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Communities					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
ARTS & CULTURAL SERVICES					
THE ATKINSON					
Film screening hire	S	£450.00	455.40	£500.00	50.00
Tickets (re-sale)	S	£30.00	30.36	£40.00	10.00
Piano hire(per event)	S	£100.00	101.20	£100.00	0.00
PRS tickets exceeding £1000	S	3% OF NET TICKET SALES	3% OF NET TICKET SALES	3% OF NET TICKET SALES	3% OF NET TICKET SALES
PRS tickets under £1000 (min)	S	£37.00	37.44	£38.00	1.00
PRS free event for first 100 people	S	£9.80	9.92	£9.80	0.00
PRS free event for 25 thereafter	S	2.48	2.51	£2.48	0.00
COMMISSION					
Pictures valued £200 - £1000	S	individual basis	individual basis	individual basis	individual basis
Pictures under £200	S	individual basis	individual basis	individual basis	individual basis
Commission on sales - THE LANDING	S	0.30	0.30	£0.30	0.00
Commission on Sales - COMMERCIAL OPERATIONS	S	£0.30	0.30	£0.30	0.00
Commission on Sales - Sale or Return - The Shop	S	From 30%	From 30%	From 30%	From 30%
Commercial Gallery Hire	S	individual basis	individual basis	individual basis	individual basis
Charges for Filming (half day fee)					
Commercial	S	n/a	n/a	£250.00	£250.00
Community	S	n/a	n/a	£50.00	£50.00
Box Office fees					
Counter sales	S	2% credit card fees	2% credit card fees	2% credit card fees	2% credit card fees
Online sales	S	£1 per ticket	£1 per ticket	£1 per ticket	£1 per ticket
Telephone sales	S	£1 per ticket	£1 per ticket	£1 per ticket	£1 per ticket
Exchange fee	S	£0.50	0.51	£1.00	0.50
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Communities

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
ARTS & CULTURAL SERVICES		£	£	£	£
THE ATKINSON					
Catering					
Buffets /canapes / general catering	S	INDIVIDUAL NEGOTIATIONS	INDIVIDUAL NEGOTIATIONS	INDIVIDUAL NEGOTIATIONS	INDIVIDUAL NEGOTIATIONS
Tea/Coffee as part of room hire (per drink) commercial	S	1.50	1.52	1.50	0.00
Tea/Coffee as part of room hire (per drink) community	S	1.00	1.01	1.00	0.00
Tech support costs					
Additional tech per hour	S	25.00	25.30	25.00	0.00
Smoke machine per week	S	50.00	50.60	50.00	0.00
Smoke machine per day	S	10.00	10.12	10.00	0.00
Radio Microphones (Batteries included) per week	S	40.00	40.48	50.00	10.00
Radio Microphones (Batteries included) per day	S	10.00	10.12	12.50	2.50
Haze Machine (fluid included) per week	S	80.00	80.96	80.00	0.00
Haze Machine (fluid included) per day	S	15.00	15.18	15.00	0.00
Marketing (new fees)					
Brochure Listing Commercial	S	n/a	n/a	75.00	75.00
Brochure Listing Community	S	n/a	n/a	50.00	50.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Communities					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
WITHOUT ACTIVE SEFTON LEISURE CARD					
SOUTHPORT GOLF LINKS					
Green Fees					
Adult - Mon/Fri	S	14.00	14.17	14.30	0.30
Sat/Sun/Bank Hols	S	16.00	16.19	16.30	0.30
Choices Level 1 Card: Mon - Fri only	S	10.00	10.12	10.30	0.30
Summer (play allowed mornings only)					
Intermediates - (Aged 17 up to & incl 21 years)					
Monday - Friday	S	12.00	12.14	12.30	0.30
Child (up to and including age 16)	S	7.00	7.08	7.00	0.00
Non player - adult	S	1.00	1.01	1.00	0.00
- child	S	1.00	1.01	1.00	0.00
Summer Twilight ticket - Mon - Fri	S	10.00 (or as directed by Head of Communities)	10.00 (or as directed by Head of Communities)	10.30	
Summer Twilight ticket - Sat - Sun - Bank Holiday	S	13.00 (or as directed by Head of Communities)	13.00 (or as directed by Head of Communities)	13.30	
Winter Twilight ticket - Mon - Fri	S	6.10 (or as directed by Head of Communities)	6.10 (or as directed by Head of Communities)	6.30	
Winter Twilight ticket - Sat-Sun-Bank Holiday	S	6.10 (or as directed by Head of Communities)	6.10 (or as directed by Head of Communities)	6.30	
(twilight ticket only to be issued no more than 2 hours before sunset - juniors play at junior rate)					
Season Tickets					
5 DAY - Mon - Fri only	S	412.50	417.45	429.00	16.50
6 DAY- Mon - Fri & Sat or Sun	S	551.00	557.61	570.50	19.50
2 DAY Mon or Tues or Wed or Thurs or Fri plus Sat or Sun (club members only)	S	377.00	381.52	391.20	14.20
Intermediates					
- Mon - Fri only (5 days only)	S	237.15	240.00	246.00	8.85
- Mon - Fri & Sat or Sun (6 days only)	S	359.10	363.41	371.80	12.70
Child - Mon - Fri	S	105.00	106.26	105.00	0.00
Over 60s - Mon - Fri only * (5 days only)	S	262.50	265.65	271.70	9.20
Over 60s - 6 days only *	S	355.25	359.51	370.83	15.58
* Restricted Times & use (after 11am Mon-Fri from 1st April - 31st October)					
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Communities

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
BOOTLE GOLF COURSE					
Green Fees					
Adult - Mon/Fri	S	11.20	11.33	11.50	0.30
Sat/Sun/Bank Hols	S	14.20	14.37	14.50	0.30
Over 60s, Mon / Fri only	S	7.20	7.29	7.50	0.30
Child (up to and including aged 16) Mon/Fri	S	6.60	6.68	6.60	0.00
Summer Twilight ticket Mon - Fri	S	6.60 or as directed by Head of Communities	6.60 or as directed by Head of Communities	6.90	
Summer Twilight ticket Sat / Sun / Bank Hols	S	6.60 or as directed by Head of Communities	6.60 or as directed by Head of Communities	6.90	
Winter Twilight ticket Mon - Fri	S	6.60 or as directed by Head of Communities	6.60 or as directed by Head of Communities	6.90	
Winter Twilight ticket Sat / Sun / Bank Hols	S	6.60 or as directed by Head of Communities	6.60 or as directed by Head of Communities	6.90	
(twilight ticket only to be issued no more than 2 hours before sunset - junior players at junior rate)					
Season Tickets					
5-day (Mon - Fri)	S	380.80	385.37	391.00	10.20
7 Day	S	568.00	574.82	580.00	12.00
Over 60s (Mon - Fri only)	S	252.00	255.02	262.50	10.50
Junior (7 Day)	S	165.00	166.98	165.00	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

SEFTON MBC FEES AND CHARGES 2017/18

Health & Wellbeing Service					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
LEISURE CARD					
Sale of discarded items		Price to be set by the Head of Health & Wellbeing			
Commercial Notice Boards -					
A5 or under per week	S	free for		free for	free for
A4 or under per week	S	community		community	community
A3 or under per week	S	groups		groups	groups
A2 or under per week	S	no commercial		no commercial	no commercial
Display of leaflets per week	S	usage		usage	usage
Microfilm/Microfiche					
- per copy (A4 or under)	S	0.60	0.61	0.61	0.01
- per copy (A3 or under)	S	1.10	1.11	1.12	0.02
Reproduction fees for local historical material					
- per item (personal use)	S	4.40	4.45	4.49	0.09
- for publication - print	S	20.35	20.59	20.76	0.41
- radio/TV/video		49.50	50.09	50.49	0.99
Display space charge	S	negotiable + 27.5%		negotiable + 27.5%	
		commission		commission	
Commercial sales	S	35% commission		35% commission	
Items for sale	S	Price to be set by the Head of Health & Wellbeing			

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
SPORT & RECREATION SERVICES					
LEISURE CENTRE CHARGES					
Active Sefton Leisure Card - Annual Charge					
Adult (from age 17)	S	6.80	6.88	7.00	0.20
Child - up to and including age 16	S	3.80	3.85	3.90	0.10
Family	S	17.00	17.20	17.40	0.40
Group	S	31.70	32.08	32.40	0.70
Swimming Charges					
Adult	S	4.70	4.76	4.80	0.10
Child - up to and including age 16	S	2.70	2.73	2.80	0.10
O.A.P	S	2.70	2.73	2.80	0.10
Adult Active Choices	S	2.70	2.73	2.80	0.10
Child Active Choices	S	1.90	1.92	2.00	0.10
Family swim for 4	S	12.20	12.35	12.50	0.30
Family swim for 5	S	13.50	13.66	13.80	0.30
Active Sefton swim pass - monthly	S	26.50	26.82	27.10	0.60
Locker hire (£1.00 refundable)	S	2.10	2.13	2.20	0.10
Spectators (aged 3+)	S	0.30	0.30	0.40	0.10
Spectators (under 3)	S	0.00	0.00	0.00	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
LEISURE CENTRE CHARGES continued					
Sports Hall					
Equipment Hire	S	2.50	2.53	2.60	0.10
Deposit	S	5.00	5.06	5.10	0.10
Badminton Court/Table Tennis/Short Tennis/Trampolining					
-Use per hour					
-Adult -	S	6.50	6.58	6.70	0.20
-Adult - Daytime Special	S	7.50	7.59	7.70	0.20
-Child	S	7.50	7.59	7.70	0.20
Hire of Hall					
Quarter Hall - peak	#	12.40	12.55	12.70	0.30
Half Hall - peak	#	25.80	26.11	26.40	0.60
Whole Hall - peak	#	33.00	33.40	33.70	0.70
Junior Whole Hall - peak	#	25.80	26.11	26.40	0.60
Commercial bodies	S	negotiated at premium rates		negotiated at premium rates	
# - Standard Rated unless block booking exemption applies in which case Exempt					

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
Litherland Sports Park					
Fitness Suite					
		Up To			
Adult	S	9.00	9.11	9.20	0.20
Adult Active Choices	S	7.00	7.08	7.20	0.20
Child - up to and including age 16	S	4.90	4.96	5.00	0.10
Special sessions only	S	3.00	3.04	3.10	0.10
GP Referral	S	2.00	2.02	2.50	0.50
Induction Courses					
Adult	S	20.00	20.24	20.40	0.40
Child	S	7.00	7.08	7.20	0.20
GP Referral	S	7.00	7.08	7.20	0.20
Annual Fitness Packages					
Committed - 12 month notice period					
Active8 Anytime - single payment	S	308.00	311.70	319.00	11.00
Active8 Anytime - Direct Debit - 1 month free	S	336.00	340.03	348.00	12.00
Active8 Choices - single payment	S	231.00	233.77	242.00	11.00
Active8 Choices - Direct Debit - 1 month free	S	252.00	255.02	264.00	12.00
Active8 Anytime student	S	231.00	233.77	242.00	11.00
Active8 Anytime - workforce	S	231.00	233.77	242.00	11.00
Active8 Anytime - referral	S	231.00	233.77	242.00	11.00
Active8 Anytime - junior	S	165.00	166.98	165.00	0.00

- S Standard Rated (20%)
- E Exempt
- O Outside the scope
- N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
LEISURE CARD					
Litherland Sports Park continued					
Synthetic Turf Pitch					
Adult - whole pitch hire - per hour	S	99.50	100.69	101.50	2.00
Adult - half pitch hire - per hour	S	56.70	57.38	57.90	1.20
Adult - 5-a-side pitch - per hour	S	40.20	40.68	41.10	0.90
Junior - whole pitch hire - per hour	S	64.90	65.68	66.20	1.30
Junior - half pitch hire - per hour	S	41.20	41.69	42.10	0.90
Junior - 5-a-side pitch - per hour		27.30	27.63	27.90	0.60
Community Sports Development Programmes	E	Price to be set by the Head of Health & Wellbeing		Price to be set by the Head of Health & Wellbeing	
Commercial Activities (Soccer Schools etc)	S	Price to be set by the Head of Health & Wellbeing		Price to be set by the Head of Health & Wellbeing	
Athletics					
Annual Permit - adult	S	71.00	71.85	100.00	29.00
Annual Permit - child	S	43.50	44.02	70.00	26.50
Full Day Permit - adult	S	5.40	5.46	5.60	0.20
Half Day Permit - adult	S	3.30	3.34	3.40	0.10
Full Day Permit - child	S	3.30	3.34	3.40	0.10
Half Day Permit - child	S	2.20	2.23	2.30	0.10
S		Standard Rated (20%)			
E		Exempt			
O		Outside the scope			
N		Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
LEISURE CARD					
SPLASHWORLD - per 1.5 hr session					
Off season - session is 2 hours					
Adults (over 16's)	S	10.20	10.32	10.80	0.60
Juniors (6 years to 15 years)	S	8.10	8.20	8.60	0.50
Juniors (3 years to 5 years) restrictions on some rides	S	6.70	6.78	7.10	0.40
Toddlers (under 3 years)	S	2.50	2.53	2.70	0.20
Family Ticket (2 adults + 2 children)	S	30.30	30.66	31.90	1.60
Family Ticket (2 adults + 3 children)	S	35.60	36.03	37.40	1.80
Active Choices:					
Adults (over 16's)	S	8.80	8.91	9.30	0.50
Juniors (6 years to 15 years)	S	7.30	7.39	7.70	0.40
Juniors (3 years to 5 years)	S	5.50	5.57	5.80	0.30
Spectators	S	5.00	5.06	5.30	0.30
Gold Pass - Full day ticket - no time restrictions					
Adults (over 16's)	S	15.80	15.99	16.60	0.80
Juniors (6 years to 15 years)	S	12.40	12.55	13.10	0.70
Juniors (3 years to 5 years) restrictions on some rides	S	11.10	11.23	11.70	0.60
Toddlers (under 3 years)	S	2.40	2.43	2.60	0.20
Family Ticket (2 adults + 2 children)	S	43.30	43.82	45.50	2.20
Family Ticket (2 adults + 3 children)	S	48.20	48.78	50.70	2.50

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
CROSBY LAKESIDE ADVENTURE CENTRE					
Annual Fitness Packages					
Non-Committed - 3 month notice period					
Active8 Anytime - single payment - 1 month free	S	n/a	n/a	n/a	n/a
Active8 Anytime - Direct Debit	S	432.00	437.18	456.00	24.00
Active8 Choices - single payment - 1 month free	S	n/a	n/a	n/a	n/a
Active8 Choices - Direct Debit	S	300.00	303.60	324.00	24.00
Active8 Anytime student	S	300.00	303.60	324.00	24.00
Active8 Anytime - workforce	S	300.00	303.60	300.00	0.00
Active8 Anytime - referral	S	300.00	303.60	300.00	0.00
Active8 Anytime - junior	S	228.00	230.74	240.00	12.00
Corporate memberships	S	Price to be set by the Head of Health & Wellbeing			
* All passes include free use of Health Suite					
CROSBY LAKESIDE ADVENTURE CENTRE continued					
Lakeside Learning - (Classroom Hire)	S	prices		prices	
		to be		to be	
Lakeside Hospitality - (Functions & Events)	S	set by		set by	
		Head of		Head of	
Lakeside Lodge - (Overnight Accommodation)	S	Health		Health	
		&		&	
Lakeside Bistro - (Bar & Restaurant)	S	Wellbeing		Wellbeing	
Lakeside Watersports (lake and water activities)	S				
Group session: (10 users with a recognised leader)					
Standard Bookings					
Young People - up to 2 hours	E	110.00	111.32	112.20	2.20
Young People - up to 3 hours	E	150.00	151.80	153.00	3.00
Adults - up to 2 hours	E	140.00	141.68	142.80	2.80
Adults - up to 3 hours	E	195.00	197.34	198.90	3.90
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
LEISURE CARD					
CROSBY LAKESIDE ADVENTURE CENTRE continued					
Facility Memberships					
Monthly Lake Membership - NEW Product	S	126.00	n/a	126.00	0.00
H2O Mememrship - NEW Product	S	336.00	n/a	336.00	0.00
Adult Annual Lake Membership	S	122.80	124.27	No longer offered	-122.80
Concession Annual Lake Membership	S	86.00	87.03		-86.00
Family Annual Lake Membership	S	319.00	322.83		-319.00
Adult Annual Lake & Fitness Suite Membership	S	519.10	525.33		-519.10
Monthly Membership: minimum 3 months	S	27.00	27.32		-27.00
Watersports Membership per month	S	73.70	74.58		-73.70
Boat and Equipment Storage					
Small Container	S	310.00	313.72	315.00	5.00
Large Container	S	620.00	627.44	630.00	10.00
Boat Park Space	S	125.00	126.50	125.00	0.00
Daily 'Pay & Play' Usage					
Peak Rate - 08.00 - 17.00	S	12.00	12.14	12.50	0.50
Off Peak Rate - 17.00 - 22.00	S	6.00	6.07	6.50	0.50
Activity Courses*					
Sailing Courses*	E	76.00-303.90	76.00-303.90	76.00-303.90	
Windsurfing Courses*	E	61.00-303.90	61.00-303.90	61.00-303.90	
Powerboat Courses*	E	88.64-243.12	88.64-243.12	88.64-243.12	
Paddling Courses*	E	61.00-243.12	61.00-243.12	61.00-243.12	
Rowing Courses*	E	61.00-243.12	61.00-243.12	61.00-243.12	
Adventure Days*	E	30.39-126.63	30.39-126.63	30.39-126.63	
Academies*	E	40.52-61.00	40.52-61.00	40.52-61.00	
* Prices to be set by Head of Health & Wellbeing					
<p style="text-align: center;">S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
CROSBY LAKESIDE ADVENTURE CENTRE continued					
Lake Event - Package A					
- 1 day course	S	20.00	20.24	25.00	5.00
- 2 day course	S	27.50	27.83	30.00	2.50
Lake Event - Package B					
- 1 day course	S	15.00	15.18	17.50	2.50
- 2 day course	S	20.00	20.24	25.00	5.00
Lake Event - Package C					
- 1 day course	S	15.00	15.18	17.50	2.50
- 2 day course	S	20.00	20.24	25.00	5.00
Lake Event - Package D					
- 1 day course	S	15.00	15.18	17.50	2.50
- 2 day course	S	20.00	20.24	25.00	5.00
Adult Activity Courses - per day inclusive of equipment					
Sailing	E	82.50	83.49	82.50	0.00
Windsurfing	E	82.50	83.49	82.50	0.00
Power Boating	E	97.50	98.67	97.50	0.00
Paddling	E	70.00	70.84	70.00	0.00
Instructor Training	E	70.00	70.84	70.00	0.00
Multi Activity	E	70.00	70.84	70.00	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
NETHERTON ACTIVITY CENTRE continued					
Groups - Maximum 16 people including Carers					
90 minute Session					
Sefton Residents					
Sensory Room	S	37.50	37.95	38.30	0.80
Soft Play	S	37.50	37.95	38.30	0.80
Both Rooms	S	65.00	65.78	66.30	1.30
Non Residents					
Sensory Room	S	46.50	47.06	47.50	1.00
Soft Play	S	46.50	47.06	47.50	1.00
Both Rooms	S	82.00	82.98	83.70	1.70
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
LEISURE CARD		£	£	£	£
NETHERTON ACTIVITY CENTRE continued					
Bouncy Castle					
Bouncy Castle Party (1 hour)	S	60.00	60.72	61.20	1.20
Bouncy Castle Party (2 hours)	S	100.00	101.20	102.00	2.00
Table Tennis					
Adult Peak (per court)	S	8.90	9.01	9.10	0.20
Junior Peak (per court)	S	6.80	6.88	7.00	0.20
Daytime Session (per court)	S	5.70	5.77	5.90	0.20
Badminton					
Adult Peak (per court)	S	9.00	9.11	9.20	0.20
Junior Peak (per court)	S	7.00	7.08	7.20	0.20
Daytime Session (per court)	S	5.90	5.97	6.10	0.20
Equipment Hire					
Equipment Hire (Football, Racquet etc)	S	2.20	2.23	2.30	0.10
Equipment Hire Deposit	S	5.30	5.36	5.50	0.20
Crèche					
Child Session	E	1.70	1.72	1.80	0.10
Health & Fitness Member		free	free	free	free
Be Active Child Member		free	free	free	free

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NON LEISURE CARD		£	£	£	£
LEISURE CENTRE CHARGES continued					
Sports Hall					
Equipment Hire	S	2.50	2.53	2.60	0.10
Deposit	S	5.00	5.06	5.10	0.10
Badminton Court/Table Tennis/Short Tennis/Trampolining					
-Use per hour					
-Adult - off peak	S	10.60	10.73	10.90	0.30
-Adult - peak	S	8.30	8.40	8.50	0.20
-Child	S	8.30	8.40	8.50	0.20
Hire of Hall					
Quarter Hall - peak	S	13.00	13.16	13.30	0.30
Half Hall - peak	S	24.00	24.29	24.50	0.50
Whole Hall - peak	S	34.70	35.12	35.40	0.70
Commercial bodies	S	27.10	27.43	27.70	0.60

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NON LEISURE CARD		£	£	£	£
SPLASHWORLD - per 1.5 hr session					
Off season - session is 2 hours					
Adults (over 16's)	S	10.70	10.83	11.00	0.30
Juniors (6 years to 15 years)	S	8.50	8.60	8.70	0.20
Juniors (3 years to 5 years) restrictions on some rides	S	7.50	7.59	7.70	0.20
Toddlers (under 3 years)	S	3.00	3.04	3.10	0.10
Family Ticket (2 adults + 2 children)	S	34.40	34.81	35.10	0.70
Family Ticket (2 adults + 3 children)	S	39.25	39.72	40.10	0.85
Active Choices:	S				
Adults (over 16's)	S	8.30	8.40	8.50	0.20
Juniors (6 years to 15 years)	S	6.70	6.78	6.90	0.20
Juniors (3 years to 5 years)	S	4.80	4.86	4.90	0.10
Spectators	S	5.00	5.06	5.10	0.10
Spectators - Active Choices	S	0.00	0.00	0.00	0.00
Gold Pass - Full day ticket - no time restrictions					
Adults (over 16's)	S	16.40	16.60	16.80	0.40
Juniors (6 years to 15 years)	S	13.30	13.46	13.60	0.30
Juniors (3 years to 5 years) restrictions on some rides	S	12.20	12.35	12.50	0.30
Toddlers (under 3 years)	S	2.00	2.02	2.10	0.10
Family Ticket (2 adults + 2 children)	S	44.30	44.83	45.20	0.90
Family Ticket (2 adults + 3 children)	S	49.10	49.69	50.10	1.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NON LEISURE CARD		£	£	£	£
CROSBY LAKESIDE ADVENTURE CENTRE continued					
Lakeside Learning - (Classroom Hire)	S	prices to be		prices to be	
Lakeside Hospitality - (Functions & Events)	S	set by		set by	
Lakeside Lodge - (Overnight Accommodation)	S	Head of Health		Head of Health	
Lakeside Bistro - (Bar & Restaurant)	S	& Wellbeing		& Wellbeing	
Lakeside Watersports (lake and water activities)					
Group session: (10 users with a recognised leader)					
Standard Bookings					
Young People - up to 2 hours	E	110.00	111.32	112.20	2.20
Young People - up to 3 hours	E	150.00	151.80	153.00	3.00
Adults - up to 2 hours	E	140.00	141.68	142.80	2.80
Adults - up to 3 hours	E	195.00	197.34	198.90	3.90
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NON LEISURE CARD		£	£	£	£
CROSBY LAKESIDE ADVENTURE CENTRE continued					
Facility Memberships					
Monthly Lake Membership - NEW Product	S	126.00	n/a	128.60	2.60
H2O Memembrship - NEW Product	S	336.00	n/a	342.80	6.80
Adult Annual Lake Membership	S	122.80	124.27	125.30	2.50
Concession Annual Lake Membership	S	86.00	87.03	87.80	1.80
Family Annual Lake Membership	S	319.00	322.83	325.40	6.40
Adult Annual Lake & Fitness Suite Membership	S	519.10	525.33	529.50	10.40
Monthly Membership: minimum 3 months	S	27.00	27.32	27.60	0.60
Watersports Membership per month	S	73.70	74.58	75.20	1.50
Boat and Equipment Storage					
Small Container	S	310.00	313.72	316.20	6.20
Large Container	S	620.00	627.44	632.40	12.40
Boat Park Space	S	125.00	126.50	127.50	2.50
Daily 'Pay & Play' Usage					
Peak Rate - 08.00 - 17.00	S	12.00	12.14	12.30	0.30
Off Peak Rate - 17.00 - 22.00	S	6.00	6.07	6.20	0.20

- S Standard Rated (20%)
- E Exempt
- O Outside the scope
- N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NON LEISURE CARD		£	£	£	£
NETHERTON ACTIVITY CENTRE continued					
Groups - Maximum 16 people including Carers					
90 minute Session					
Sefton Residents					
Sensory Room	S	37.50	37.95	38.30	0.80
Soft Play	S	37.50	37.95	38.30	0.80
Both Rooms	S	65.00	65.78	66.30	1.30
Non Residents					
Sensory Room	S	46.50	47.06	47.50	1.00
Soft Play	S	46.50	47.06	47.50	1.00
Both Rooms	S	82.00	82.98	83.70	1.70
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Health & Wellbeing Service

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NON LEISURE CARD		£	£	£	£
NETHERTON ACTIVITY CENTRE continued					
Parties - minimum 8 persons/maximum 18 (needs led)					
90 minute Session					
Sefton Residents					
Sensory Room					
Soft Play					
Both Rooms	S	8.50	8.60	8.70	0.20
* Parties include one 5hr play plus meal					
Community Hall/ Sports Hall					
Peak	S	as with leisure card		as with leisure card	
Off Peak	S	as with leisure card		as with leisure card	
Gymnastics	S	3.90	3.95	4.00	0.10
Room Hire (per hour)					
Community Room	E	as with leisure card		as with leisure card	
Full Studio	S	as with leisure card		as with leisure card	
Half Studio	S	as with leisure card		as with leisure card	
Meeting Room (6 people)	E	as with leisure card		as with leisure card	
Meeting Room (6 people & Refreshments)	S	as with leisure card		as with leisure card	

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

SEFTON MBC FEES AND CHARGES 2017/18

Inward Investment & Employment					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Southport Brochure					
Price per copy on personal application to the TIC.	N	1.00	1.01	1.00	0.00
Foreshore Car Park					
Free parking to invalid carriages, where the driver is in receipt of a Government grant for the vehicle (road fund licence is so endorsed) and Blue badge holders. These charges are suspended when Special Events are held					
Cars and Motorcycles:-					
Daily Charge (Flexible system is in operation)	S	4.60 - 6.10	4.50 - 6.00	4.50 - 6.00	
Seasonal Foreshore Parking Contract	S	45.00	45.54	45.00	0.00
Southport Airshow					
Advance ticket Prices (inclusive of VAT)					
Adult	S	8.50	8.60	8.50	0.00
Child (5-15)	S	6.50	6.58	6.50	0.00
Infant (4 and under)		FREE	FREE	FREE	FREE
On the Gate ticket prices (inclusive of VAT)					
Adult	S	10.00	10.12	10.00	0.00
Child (5-15)	S	8.00	8.10	8.00	0.00
Infant (4 and under)		FREE	FREE	FREE	FREE
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Inward Investment & Employment

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Victoria Park, Kings Gardens & Princes Park					
Bowls					
<i>N.B. These charges are maximum charges which the Bowling Club, operating under licence , may reduce if they wish</i>					
Flat Greens					
Per session	S	2.50	2.53	2.50	0.00
Family ticket - per session	S	10.00	10.12	10.00	0.00
Weekly ticket	S	10.00	10.12	10.00	0.00
Croquet					
<i>N.B. These charges are maximum charges which the Croquet Club, operating under licence , may reduce if they wish</i>					
Per session	S	5.50	5.57	5.50	0.00
Pitch & Putt (Classic Golf) - Flexible charging system					
<i>N.B. These charges are maximum charges which the Lease Holder may reduce if they wish</i>					
		From-to			
Charge per game	S	3.50	3.54	3.50	0.00
	S	3.50	3.54	3.50	0.00
Caravan Fees (charges applicable for caravan rallies only)					
Per van per night - Summer	S	7.00	7.08	7.00	0.00
- Winter	S	5.00	5.06	5.00	0.00

S Standard Rated (20%)
E Exempt
O Outside the scope
N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Inward Investment & Employment					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Southport Market					
1	S	14,060.76	14,229.49	14,060.76	0.00
2a	S	4,158.92	4,208.83	4,158.92	0.00
3	S	16,340.84	16,536.93	16,340.84	0.00
4	S	14,480.26	14,654.02	14,480.26	0.00
5	S	9,582.06	9,697.04	9,582.06	0.00
6	S	8,321.08	8,420.93	8,321.08	0.00
7	S	13,800.54	13,966.15	13,800.54	0.00
8	S	11,883.00	12,025.60	11,883.00	0.00
9	S	12,897.55	13,052.32	12,897.55	0.00
10	S	4,925.01	4,984.11	4,925.01	0.00
11	S	9,535.08	9,649.50	9,535.08	0.00
12	S	7,896.09	7,990.84	7,896.09	0.00
13	S	4,842.77	4,900.88	4,842.77	0.00
14	S	8,685.90	8,790.13	8,685.90	0.00
15	S	10,670.64	10,798.69	10,670.64	0.00
16	S	8,587.29	8,690.34	8,587.29	0.00
17	S	9,079.96	9,188.92	9,079.96	0.00
18	S	9,409.15	9,522.06	9,409.15	0.00
19	S	9,459.98	9,573.50	9,459.98	0.00
20	S	5,437.19	5,502.44	5,437.19	0.00
21	S	6,932.51	7,015.70	6,932.51	0.00
22	S	5,610.02	5,677.34	5,610.02	0.00
23	S	6,725.11	6,805.81	6,725.11	0.00
24	S	8,536.02	8,638.45	8,536.02	0.00
25	S	8,782.47	8,887.86	8,782.47	0.00
26	S	9,374.58	9,487.07	9,374.58	0.00
27	S	11,604.76	11,744.02	11,604.76	0.00
28	S	12,568.91	12,719.74	12,568.91	0.00
29	S	6,208.79	6,283.30	6,208.79	0.00
# Management of the Market returned in-house from January 2015					
## 2016/17 charges subject to a review later in year					
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Inward Investment & Employment

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase	
		£	£	£	£	
Southport Market						
	30	S	5,105.52	5,166.79	5,105.52	0.00
	31	S	5,088.98	5,150.05	5,088.98	0.00
	32	S	6,105.04	6,178.30	6,105.04	0.00
	33	S	5,673.29	5,741.37	5,673.29	0.00
	34	S	5,673.29	5,741.37	5,673.29	0.00
	35	S	11,026.45	11,158.77	11,026.45	0.00
	36	S	3,483.54	3,525.34	3,483.54	0.00
	37	S	3,483.54	3,525.34	3,483.54	0.00
	38	S	3,483.54	3,525.34	3,483.54	0.00
	39	S	3,483.54	3,525.34	3,483.54	0.00
	40	S	3,483.54	3,525.34	3,483.54	0.00
	41	S	3,483.54	3,525.34	3,483.54	0.00
	42	S	3,483.54	3,525.34	3,483.54	0.00
	43	S	3,483.54	3,525.34	3,483.54	0.00
	44	S	20,340.98	20,585.07	20,340.98	0.00
	45	S	6,756.06	6,837.13	6,756.06	0.00
	46	S	6,577.39	6,656.32	6,577.39	0.00
47/48		S	14,634.45	14,810.06	14,634.45	0.00
Sefton Community Learning Charges						
Leisure courses + £10 admin		E	3.75 per hour	3.80 per hour	3.75 per hour	0.00
Unemployed (in receipt of work related benefit seeking work)		E	3.75 per hour	3.80 per hour	Free	-3.75
Employability courses		E	Free	Free	Free	Free
English and Maths courses		E	Free	Free	Free	Free
Learners missing examinations without reason to be charge examination fee		E				
# Management of the Market returned in-house from January 2015						
## 2016/17 charges subject to a review later in year						
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>						

(*) CPI Inflation rate @ November 2016

1.20%

SEFTON MBC FEES AND CHARGES 2017/18

Locality Services-Provision					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Trade & Clinical Waste Refuse Collection Service					
Commercial Prices					
240 litre wheeled Bin	O	304.00	307.65	316.00	12.00
360 litre wheeled Bin	O	495.00	500.94	515.00	20.00
1100 litre wheeled Bin	O	954.00	965.45	992.00	38.00
240 litre wheeled Bin (Comingled)	O	167.00	169.00	174.00	7.00
360 litre wheeled Bin (Comingled)	O	236.00	238.83	245.00	9.00
1100 litre wheeled Bin (Comingled)	O	316.00	319.79	329.00	13.00
240 litre wheeled Bin (Food Waste & Green garden waste)	O	304.00	307.65	316.00	12.00
Schools & Charity Prices					
240 litre wheeled Bin	O	167.00	169.00	174.00	7.00
360 litre wheeled Bin	O	236.00	238.83	245.00	9.00
1100 litre wheeled Bin	O	316.00	319.79	329.00	13.00
240 litre wheeled Bin (Comingled)	O	132.00	133.58	137.00	5.00
360 litre wheeled Bin (Comingled)	O	132.00	133.58	137.00	5.00
1100 litre wheeled Bin (Comingled)	O	132.00	133.58	137.00	5.00
Bulky Items collection (via contact centre) - max 3 items per call	O	10.00	10.12	10.00	0.00
Clinical Waste - LEA Schools & Internal buildings Only	O	451.00	456.41	469.00	18.00
Clinical Waste - Non LEA Schools & Charities	S	No longer provided	No longer provided	No longer provided	No longer provided
Duty of Care - Administration form	O	46.00	46.55	46.00	0.00
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services-Provision

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Internal & Commercial Skip Charges					
Price per Lift - LEA Schools & Internal buildings Only (8 cubic yard)	O	141.00	142.69	147.00	6.00
Price per Lift - Non LEA Schools & Charities (8 cubic yard)	S	141.00	142.69	147.00	6.00
Commercial lift as above plus weight of skip x £122 per tonne					
Price per Lift - LEA Schools & Internal buildings Only (12 cubic yard)	O	211.5	214.04	220.00	8.50
Price per Lift - Non LEA Schools & Charities (12 cubic yard)	S	211.5	214.04	220.00	8.50
Commercial lift as above plus weight of skip x £122 per tonne					
Price per Lift - LEA Schools & Internal buildings Only (16 cubic yard)	O	246.5	249.46	256.00	9.50
Price per Lift - Non LEA Schools & Charities (16 cubic yard)	S	246.5	249.46	256.00	9.50
Commercial lift as above plus weight of skip x £122 per tonne					
Price per Lift - LEA Schools & Internal buildings Only (ROLANOV skip)	O	589.00	596.07	613.00	24.00
Price per Lift - Non LEA Schools & Charities (ROLANOV skip)	S	589.00	596.07	613.00	24.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services-Provision					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
VEHICLE FLEET MANAGEMENT & MAINTENANCE					
MOT Testing					
Class 4 (including Cars up to 8 seats)	O	35.00	35.42	35.00	0.00
Class 5	O	59.00	59.71	59.00	0.00
Class 7	O	45.00	45.54	45.00	0.00
Catering Services					
Primary School Meal	O	2.00	2.02	2.00	0.00
Secondary School Meal	O	2.20	2.23	2.20	0.00
The current prices have been in force since September 2016, as this was the start of the academic year. There are no planned price increases within the 2016/17 financial year.					
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services-Provision					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Cemeteries					
Purchase of Grave - Exclusive rights of burial (not exceeding 99 years)					
Full-sized grave (resident)	O	1030.00	1,042.36	1050.00	20.00
Full-sized grave (non-resident)	O	1880.00	1,902.56	1950.00	70.00
Cremated remains grave (resident)	O	785.00	794.42	800.00	15.00
Cremated remains grave (non-resident)	O	1530.00	1,548.36	1600.00	70.00
Registration of change in title in grant of exclusive rights of burial	O	40.00	40.48	40.00	0.00
Replacement copy of grant	O	40.00	40.48	40.00	0.00
Indemnity signed on interment notice (required when deed not produced, a person other than the owner has signed, except where the owner is the deceased)	O	44.00	44.53	45.00	1.00
Interments					
Full-sized interments:					
Child under 17 years old		NO CHARGE	NO CHARGE	NO CHARGE	NO CHARGE
Person 17 years old or older in a traditional or green coffin	O	855.00	865.26	865.00	10.00
Person 17 years old or older in a casket	O	1140.00	1,153.68	1160.00	20.00
Baby or non-viable foetus - hospital fee	O	230.00	232.76	230.00	0.00
Full burial in a brick grave or vault (any age)	O	1875.00	1,897.50	1900.00	25.00
Body parts, blocks and slides	O	230.00	232.76	230.00	0.00
Additional full-sized interment fees:					
Additional fee for short notice burial (Monday to Friday)	O	130.00	131.56	135.00	5.00
Additional fee for short notice burial (Sunday [religious grounds only])	O	305.00	308.66	310.00	5.00
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services-Provision

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Cremated remains:					
Interment of cremated remains	O	205.00	207.46	210.00	5.00
Scatter of cremated remains (above ground Bootle Cemetery and Thornton Garden of Rest)	E	45.00	45.54	45.00	0.00
Scatter of cremated remains (below ground Duke Street Cemetery and Liverpool Road Cemetery)	E	115.00	116.38	115.00	0.00
Exhumation					
Full decease	O	2520.00	2550.24	2600.00	80.00
Cremated remains	O	305.00	308.66	310.00	5.00
Additional cemetery fees					
Chapel fees					
Use of crematorium chapel for burial service (40 minute slot; at Southport Crematorium a double-slot may be required)	O	230.00	232.76	250.00	20.00
Preparation of Jewish chapel and mortuary (call out fee)	O	80.00	80.96	80.00	0.00
Graves with less than 1.35m remaining depth					
Install a capping chamber (subject to sufficient depth)	O	800.00	809.60	820.00	20.00
Cemetery memorials					
Additional fee for memorial foundation (installed at new sections in Bootle Cemetery and Thornton Garden of Rest and cremated remains sections at Liverpool Road Cemetery and Thornton Garden of Rest)	O	40.00	40.48	45.00	5.00
Remove headstone (to enable an interment)	O	165.00	166.98	170.00	5.00
Remove and replace headstone (to enable an interment)	O	240.00	242.88	250.00	10.00
Right to erect a headstone	O	175.00	177.10	180.00	5.00
Right to erect a flat stone (Jewish section only)	O	175.00	177.10	180.00	5.00
Right to erect a memorial below 1cu.ft	O	40.00	40.48	40.00	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services-Provision					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Search fee					
Search register (genealogy) maximum of 3no searches	O	17.00	17.20	20.00	3.00
Crematoria					
Cremation fee					
Child under 17 years old	E				
Person 17 years old or older in a standard sized traditional coffin	E	855.00	865.26	855.00	0.00
Person 17 years old or older in a traditional coffin wider than 30"	E	1140.00	1153.68	1140.00	0.00
Baby or (individual or communal) non-viable foetus (NVFs) - hospital fee	E	230.00	232.76	230.00	0.00
Medical referees fee (for information only inc. in cremation fee)	E	20.00	20.24	20.00	0.00
40 minute extension to chapel service	E	175.00	177.10	175.00	0.00
Use of organ (not including organist)	S	12.00	12.14	12.00	0.00
Strewing of remains from a non-Sefton crematorium	E	45.00	45.54	50.00	5.00
Saturday strewing fee	E	45.00	45.54	50.00	5.00
Temporary storage of remains (after first 28 days up to a maximum of 6 months) monthly fee	E	85.00	86.02	Service Removed	Service Removed
Cremated remains casket	S	90.00	91.08	95.00	5.00
Postage of cremated remains (UK mainland)	S	service removed	n/a	Service Removed	Service Removed
Cremation of blocks and slides	E	230.00	232.76	230.00	0.00
Separation of remains	S	45.00	45.54	50.00	5.00
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

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(*) CPI Inflation rate @ November 2016

1.20%

Locality Services-Provision

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Memorialisation		subject to budget council			
Book of Remembrance					
Main book					
2 line entry	S	65.00	65.78	67.00	2.00
3-5 line entry	S	95.00	96.14	100.00	5.00
6-8 line entry	S	125.00	126.50	130.00	5.00
Motif (not available with a 2 line entry)	S	110.00	111.32	115.00	5.00
Miniature leather book of remembrance					
2 line entry	S	100.00	101.20	105.00	5.00
3-5 line entry	S	118.00	119.42	124.00	6.00
6-8 line entry	S	130.00	131.56	137.00	7.00
Motif (not available with a 2 line entry)	S	100.00	101.20	105.00	5.00
Additional inscriptions in an existing book - fee less	S	21.00	21.25	21.00	0.00
Memorial card					
2 line entry	S	40.00	40.48	42.00	2.00
3-5 line entry	S	50.00	50.60	53.00	3.00
6-8 line entry	S	68.00	68.82	72.00	4.00
Motif (not available with a 2 line entry)	S	100.00	101.20	105.00	5.00
Commemorative plaques					
Crematorium plaques					
Lease (per 10 years duration)	S	400.00	404.80	400.00	0.00
Renewal of lease (per 10 years duration)	S	285.00	288.42	285.00	0.00
Replacement plaque	S	205.00	207.46	205.00	0.00
Metal flower vase insert	S	12.50	12.65	12.50	0.00
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

SEFTON MBC FEES AND CHARGES 2017/18

Locality Services Commissioned					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Building Skip Permissions					
Permission per week per skip	O	15.00	15.18	16.00	1.00
Illegal Placement per occurrence	O	75.00	75.90	79.00	4.00
Permission in a high amenity area per week per skip	O	30.00	30.36	32.00	2.00
Scaffolding Safety Hoardings Licences					
First Week	O	125.00	126.50	132.00	7.00
Subsequent weeks (<10m)	O	125.00	126.50	132.00	7.00
First Week	O	150.00	151.80	158.00	8.00
Subsequent week (>10m & <20m)	O	150.00	151.80	158.00	8.00
First Week	O	175.00	177.10	184.00	9.00
Subsequent weeks (>20m & <30m)	O	175.00	177.10	184.00	9.00
First Week	O	225.00	227.70	237.00	12.00
Subsequent weeks (>30m & <50m)	O	225.00	227.70	237.00	12.00
First Week	O	275.00	278.30	289.00	14.00
Subsequent weeks (>50m)	O	275.00	278.30	289.00	14.00
Open Air Cafes					
RPI Increase per table per annum	O	90.00	91.08	95.00	5.00
Non Compliance per Occurrence	O	30.00	30.36	32.00	2.00
Cherry Pickers / Cranes					
Licence Fee	O	125.00	126.50	132.00	7.00
Daily Inspection Fee	O	125.00	126.50	132.00	7.00
Street Works Licences					
Per inspection unit (max 2 payable) per Road (application)	O	750.00	759.00	788.00	38.00
Licences under Section 50 of New Roads & Streetworks Act 1991	O	1,200.00	1,214.40	1,260.00	60.00
Licences under Section 184 of Highways Act 1980	O	1,200.00	1,214.40	1,260.00	60.00
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services Commissioned					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Commercial Events on the Highway Licence (All rates for below are per day and all may be subject to enhancement during special events)					
Southport Town Centre					
Chapel Street					
Site 1: o/s train station 11m x3m	O	n/a	n/a	250.00	250.00
Site 2: o/s M&S 9m x 5m	O	n/a	n/a	250.00	250.00
Site 3: o/s Café Nero 10m x 7m	O	n/a	n/a	300.00	300.00
Eastbank Street Square					
Site 4: Adjacent to toilets 7m x 5m	O	n/a	n/a	250.00	250.00
London Square					
Site 5: fronting 124-130 9m x 4m	O	n/a	n/a	200.00	200.00
Site 6: fronting Natwest Bank 7m x 3m	O	n/a	n/a	200.00	200.00
Promenade					
Site 7: Floral Hall 7m x 3m	O	n/a	n/a	150.00	150.00
Lord Street					
Site 8: Jct Nevill Street 3m x 2m	O	n/a	n/a	150.00	150.00
Formby					
Chapel Lane					
Site 9: o/s 5 (Card Factory) 5m x 3m	O	n/a	n/a	150.00	150.00
Site 10: o/s 11 (Opticians) 6m x 2m	O	n/a	n/a	150.00	150.00
Site 11: o/s 25 (Holland & Barrett) 4m x 4m	O	n/a	n/a	200.00	200.00
Maghull					
Westway					
Site 12: o/s 30 (Timpson) 4m x 3m	O	n/a	n/a	100.00	100.00
Netherton					
Marian Square					
Site 13: o/s 15 (Betfred) 5m x 4m	O	n/a	n/a	75.00	75.00
Site 14: fronting 8-10 (Chemist) 11m x 11m	O	n/a	n/a	150.00	150.00
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services Commissioned					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
COASTAL MANAGEMENT					
LIFEBOAT ROAD CAR PARK					
Spring/Summer per visit					
Charge per car (variable charge)	S	4.50 -6.00	4.50 -6.00	4.50 -6.00	0.00
Season Ticket	S	45.00	45.54	45.00	0.00
Charge per horse box	S	10.00	10.12	10.00	0.00
Season Ticket	S	80.00	80.96	80.00	0.00
Charge per minibus	S	10.00	10.12	10.00	0.00
Charge per coach	S	25.00	25.30	25.00	0.00
Photocopying					
A4 black and white	S	0.10	0.10	0.10	0.00
A3 black and white	S	0.25	0.25	0.25	0.00
A4 colour	S	0.50	0.51	0.50	0.00
A3 colour	S	1.00	1.01	1.00	0.00
Room Hire					
use of the ADC / Alt Centre for meetings per session	S	25.00	25.30	25.00	0.00
use of the ADC / Alt Centre for meetings per day	S	50.00	50.60	50.00	0.00
NEW Natural Alternatives Workshop Charges					
Standard Oak seat with back rest	S	New Charge	New Charge	650.00	650.00
Engraving Service (charge per hour, materials extra)	S	New Charge	New Charge	20.00	20.00
NEW Publications					
Sandscape Book (as agreed with HLF - income to go to book fund to fund further reprints)	N	15	15.18	15.00	15.00
<p style="margin-left: 20px;">S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services Commissioned

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NEW Natural Alternatives / Biodiversity Programme Opportunities for Inclusion / Environmental Activities					
Fully supervised / facilitated by Coastal Staff					
Day rate for Service Users	N	40.00	40.48	40.00	0.00
Forest School and Beach School Session	S	New Charge	New Charge	125.00	125.00
Forest School and Beach School Training / Taster Day per person half day	S	New Charge	New Charge	35.00	35.00
Forest School and Beach School Training / Taster Day per person full day	S	New Charge	New Charge	50.00	50.00
Forest School and Beach School Training / Taster Day per person twilight session	S	New Charge	New Charge	25.00	25.00
NEW Charge for Events and Activities for the General Public					
Charge for public event / activity per child (variable charge)	S	New Charge	New Charge	0.50 - 5.00	0.50 - 5.00
Charge for public event / activity per adult (variable charge)	S	New Charge	New Charge	1.00 - 10.00	1.00 - 10.00
Holiday Club per child per day (without parents)	S	New Charge	New Charge	25.00	25.00
Charge for Coastal Sites Use for Events					
Facility for filming (per day)	S	300.00 or as determined by the Head of Locality Services-Commissioned	300.00 or as determined by the Head of Locality Services-Commissioned	300.00 or as determined by the Head of Locality Services-Commissioned	0
Commercial application administration registration fee (under 100 attendees anticipated)	S	New Charge	New Charge	25.00	25.00
Commercial application administration registration fee (under 101-400 attendees anticipated)	S	New Charge	New Charge	50.00	50.00
Commercial application administration registration fee (over 401 attendees anticipated)	S	New Charge	New Charge	100.00	100.00
Community group or not for profit group administration fee	S	New Charge	New Charge	0.00	0.00
use for fairs or circuses per week (subject to negotiation for smaller sites, and discounts for multiple weeks)	S	as determined by the Head of Locality Services-Commissioned	as determined by the Head of Locality Services-Commissioned	2,750.00	2750.00
Commercial wedding photographs per hour	S	New Charge	New Charge	50.00	50.00
Facility Fee for organised events per day commercial	S	300.00	303.60	300.00	300.00
Facility Fee for community group or not for profit group	S	New Charge	New Charge	0.00	0.00
Use for Boot Camp or commercial exercise classes per session	S	New Charge	New Charge	£25 or as determined by the Head of Locality Services-Commissioned	£25 or as determined by the Head of Locality Services-Commissioned
Reinstatement costs for damage caused during events	O	New Charge	New Charge	full cost plus officer time	full cost plus officer time
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Locality Services Commissioned

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Highway Safety					
Road Closure (Works and Events)	O	1,300.00	1,315.60	1,365.00	65.00
Road Closure (Charity and Civic Events)	O	415.00	419.98	436.00	21.00
Emergency Closure	O	600.00	607.20	630.00	30.00
Progression of Traffic Regulation Order	O	850.00	860.20	893.00	43.00
H Bracket (per metre or part of)	O	102.50	103.73	108.00	5.50
Road Casualty Data (per link or node)	O	30.00	30.36	50.00	20.00
Highways Development Control					
Adoption of New Roads under Section 38 of Highways Act 1980 #	O	1,700.00	1,720.40	1,785.00	85.00
Highways works under Section 278 of Highways Act 1980	O	1,700.00	1,720.40	1,785.00	85.00
Stopping up/Diversion of the highway Section 116 Highways Act 1980	O	2,350.00	2,378.20	2,468.00	118.00
Council Approval for stopping up under S247/s257 of T&CPA 1990	O	600.00	607.20	630.00	30.00
Licences under Sections 115 or 177 of Highways Act 1980	O	1,200.00	1,214.40	1,260.00	60.00
Licence under Section 144, 178 or 179 of Highways Act 1980	O	1,200.00	1,214.40	1,260.00	60.00
Highway Search Queries (including adopted highways, Council owned land, road improvement schemes, Traffic Regulation Orders, Stopping Up Orders, Traffic flows, Public Rights of Way) per plot	S	65.00	65.78	69.00	4.00
Additional questions (each) per plot	S	10.00	10.12	15.00	5.00
Highway Search Queries - Anything greater than single plot	S	n/a	n/a	POA	POA
Street naming and numbering due to redesign of layout	O	350.00	354.20	368.00	18.00
Naming of a new road	O	0.00	0.00	150.00	150.00
Renumbering of existing properties (per plot)	O	0.00	0.00	46.00	46.00
Registering and numbering of new properties (per plot)	O	0.00	0.00	46.00	46.00
Renaming of a property	O	0.00	0.00	25.00	25.00
Changes to development layout after initial notification	O	0.00	0.00	50.00	50.00
Confirmation of postal address	O	0.00	0.00	25.00	25.00
# plus 10% of the construction costs					

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

SEFTON MBC FEES AND CHARGES 2017/18

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Photocopies of Planning Documents					
A3 & A4 size Photocopies -					
Service charge	S	No Charge	No Charge	No Charge	No Charge
per page A4	S	0.20	0.20	0.25	0.05
per page A3	S	0.25	0.25	0.50	0.25
Plan Prints -					
Service charge	S	No Charge	No Charge	No Charge	No Charge
per page	S	1.60	1.62	2.00	0.40
Supply of Environmental Information					
Hourly rate (normal working hours)	O	Hourly rate (£52) if information not available elsewhere		60.00	60.00
Hourly rate (outside normal working hours)	O	Hourly rate (out of hours - £64) if information not available elsewhere		72.00	72.00
Fast Track Services					
. Copies of planning documents	O	new services	new services	50.00	50.00
. Validation of planning application	O	new services	new services	100.00	100.00
. Determination of minor planning applications	O	new services	new services	100% of application fee	100% of application fee
. Plan check for building regulations	S	new services	new services	50.00	50.00
Historic Environment Searches	S	new services	new services	hourly rate	hourly rate
Preparation of bespoke reports	S	new service	new service	hourly rate	hourly rate
Cross boundary working for planning and building regulations applications	S			hourly rate	hourly rate
Planning Performance Agreements	S	new service	new service	hourly rate	hourly rate
Waiver letter for taxis	O	52.00	52.62	100.00	48.00
Charge for returned invalid applications	O	new service	new service	hourly rate (up to £500)	hourly rate (up to £500)
Charge for withdrawn building regulation applications	S	new service	new service	hourly rate	hourly rate
Community Infrastructure Levy	O		subject to separate report and legal process in late 17/18		
<div style="display: flex; justify-content: flex-end; align-items: flex-start;"> <div style="text-align: right; margin-right: 20px;"> <p>S Standard Rated (20%)</p> <p>E Exempt</p> <p>O Outside the scope</p> <p>N Zero Rated</p> </div> </div>					

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
MERSEYSIDE ENVIRONMENTAL ADVISORY SERVICE CHARGES					
fees agreed annually by MEAS Directing Group & subject to review					
MEAS Data Product Policy available at http://www.meas.org.uk/					
(Subject to standard Rate VAT)					
Access to Material per hour (min 1 hour)	S	No charge	No charge	No charge	No charge
Pre-application discretionary advisory service (ALL HOURLY RATES):	S	hourly in 2016/17	pre-application fixed fee	250.00	250.00
Discretionary advisory service (ALL HOURLY RATES):					
Technician	S	No charge	new discretionary service	33.14	33.14
Technical Specialist	S	35.66	new discretionary service	37.86	2.20
Principal	S	41.05	new discretionary service	43.58	2.53
Team Leader	S	45.20	new discretionary service	47.98	2.78
Director	S	No charge	new discretionary service	69.42	69.42
Merseyside BioBank Local Environment Record Centre					
Access to Material per hour (min 1 hour)	S	No charge	No charge	No charge	No charge
Standard BioBank Data Product within 2km	S	150.00	151.80	175.00	25.00
Reduced Biobank Data Product for specific species within 2km	S	90.00	91.08	90.00	0.00
Optional Enhancements to Standard BioBank Data Product:					
Biobank Data Mapping (imagery) - optional	S	50.00	50.60	50.00	0.00
Data Mapping (GIS) attribute layers - optional	S	70.00	70.84	70.00	0.00
LCR Ecological Network data GIS layers - optional	S	70.00	70.84	70.00	0.00
Non commercial requests	s	No charge	No charge	0.00	No charge
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Major Development					
over 25- 100 dwellings	S	£1500 to cover up to one site visit and two meetings; hourly rate thereafter	£1500 to cover up to one site visit and two meetings; hourly rate thereafter	£1500 to cover up to one site visit and two meetings; hourly rate thereafter	£1500 to cover up to one site visit and two meetings; hourly rate thereafter
All non-residential schemes with a floor space between 2,000 sqm and 5,000 on sites between 2 ha and 5 ha	S				
Change of use of building(s) with a floor space between 2,000 sqm and 5000 sqm or sites between 2 ha and 5 ha	S				
Strategic Development					
over 100 dwellings	S	£2500 to cover up to one site visit and two meetings; hourly rate thereafter	£2500 to cover up to one site visit and two meetings; hourly rate thereafter	£2500 to cover up to one site visit and two meetings; hourly rate thereafter	£2500 to cover up to one site visit and two meetings; hourly rate thereafter
All non-residential schemes with a floor space over 5,000 sqm or on sites over 5 ha					
Change of use of building(s) with a floor space over 5,000 sqm or sites over 5 ha	S				
Tree Works					
	S	new service	new service	75.00	75.00
Heritage Advice (Listed Buildings & Conservation Areas) if site visit required	S	new service	new service	70.00	70.00
				additional £72	
Building Regulations Advice					
	S			hourly rate	
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Erection of Dwellings					
a) outline					
site does not exceed 2.50 Ha - per each 0.1 hectare	O	385.00	389.62	385.00	0.00
site area exceeds 2.5 hectares (and an add'l £115 for each 0.1ha in excess of 2.5 ha, subject to a maximum in total of £12,500)	O	9,527.00	9,641.32	9,527.00	0.00
b) in other cases					
where 50 dwellings or fewer to be created - per dwelling	O	385.00	389.62	385.00	0.00
where more than 50 dwellings to be created (and an add'l £115 for each dwelling in excess of 50 dwellings subject to a maximum of £250,000)	O	19,049.00	19,277.59	19,049.00	0.00
Erection of Buildings					
a) outline					
site does not exceed 2.50 Ha - per each 0.1 hectare	O	385.00	389.62	385.00	0.00
site area exceeds 2.5 hectares (and an add'l £115 for each 0.1ha in excess of 2.5 ha, subject to a maximum in total of £12,500)	O	9,527.00	9,641.32	9,527.00	0.00
b) in other cases					
where no floor space is to be created by the development	O	195.00	197.34	195.00	0.00
where gross floor space created does not exceed 40sq/m	O	195.00	197.34	195.00	0.00
where gross floor space >40 but does not exceed 75sq/m	O	385.00	389.62	385.00	0.00
where floor space is >75 but less than 3750sq/m (per 75sq/m)	O	385.00	389.62	385.00	0.00
where floor space created >3750sq/m (and an add'l £115 for each 75sq/m subject to a maximum of £250,000)	O	19,049.00	19,277.59	19,049.00	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

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1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Carrying out of any operations not falling within the above categories		£	£	£	£
a) for winning and working materials					
where site area does not exceed 15ha - (per 0.1ha)	O	195.00	197.34	195.00	0.00
where site area exceeds 15ha	O	29,112.00	29,461.34	29,112.00	0.00
(and an add'l £115 for each 0.1ha in excess of 15ha subject to a maximum of £65,000)					
b) in all other cases					
for each 0.1ha subject to a maximum of £1,690	O	195.00	197.34	195.00	0.00
Change of use of a building to use as one or more separate dwelling houses					
a) where change of use is from a previous use as two or more single dwellings					
where change of use is to use as 50 or fewer dwellings- (for each add'l house)	O	385.00	389.62	385.00	0.00
where change of use is to use as more than 50 dwellings- (and an add'l £115 for each dwelling in excess of 50 subject to a maximum of £250,000)	O	19,049.00	19,277.59	19,049.00	0.00
b) in all other cases					
where change of use is to use as 50 or fewer dwellings- -per dwelling	O	385.00	389.62	385.00	0.00
where change of use is for more than 50 dwellings (and an add'l £115 for each dwelling in excess of 50 subject to a maximum of £250,000)	O	19,049.00	19,277.59	19,049.00	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
SCHEDULE 1		£	£	£	£
<u>Plan Charges (contd)</u>					
TWO house or flat types (design)					
Number of dwellings -					
one	S	-	-	-	
two	S	330.00	333.96	396.00	66.00
three	S	340.00	344.08	408.00	68.00
four	S	350.00	354.20	420.00	70.00
five	S	360.00	364.32	432.00	72.00
six	S	370.00	374.44	444.00	74.00
seven	S	380.00	384.56	456.00	76.00
eight	S	390.00	394.68	468.00	78.00
nine	S	400.00	404.80	480.00	80.00
ten	S	410.00	414.92	492.00	82.00
THREE house or flat types (design)					
Number of dwellings -					
one	S	-	-		
two	S	-	-		
three	S	395.00	399.74	474.00	79.00
four	S	405.00	409.86	486.00	81.00
five	S	415.00	419.98	498.00	83.00
six	S	425.00	430.10	510.00	85.00
seven	S	435.00	440.22	522.00	87.00
eight	S	445.00	450.34	534.00	89.00
nine	S	455.00	460.46	546.00	91.00
ten	S	465.00	470.58	558.00	93.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
SCHEDULE 1		£	£	£	£
<u>Plan Charges (contd)</u>					
SIX house or flat types (design)					
Number of dwellings -					
one	S	-	-	-	
two	S	-	-	-	
three	S	-	-	-	
four	S	-	-	-	
five	S	-	-	-	
six	S	590.00	597.08	708.00	118.00
seven	S	600.00	607.20	720.00	120.00
eight	S	610.00	617.32	732.00	122.00
nine	S	620.00	627.44	744.00	124.00
ten	S	630.00	637.56	756.00	126.00
SEVEN house or flat types (design)					
Number of dwellings -					
one	S	-	-	-	
two	S	-	-	-	
three	S	-	-	-	
four	S	-	-	-	
five	S	-	-	-	
six	S	-	-	-	
seven	S	655.00	662.86	786.00	131.00
eight	S	665.00	672.98	798.00	133.00
nine	S	675.00	683.10	810.00	135.00
ten	S	685.00	693.22	822.00	137.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
SCHEDULE 1		£	£	£	£
<u>Plan Charges (contd)</u>					
EIGHT house or flat types (design)					
Number of dwellings -					
one	S	-	-	-	
two	S	-	-	-	
three	S	-	-	-	
four	S	-	-	-	
five	S	-	-	-	
six	S	-	-	-	
seven	S	-	-	-	
eight	S	720.00	728.64	864.00	144.00
nine	S	730.00	738.76	876.00	146.00
ten	S	740.00	748.88	888.00	148.00
NINE house or flat types (design)					
Number of dwellings -					
one	S	-	-	-	
two	S	-	-	-	
three	S	-	-	-	
four	S	-	-	-	
five	S	-	-	-	
six	S	-	-	-	
seven	S	-	-	-	
eight	S	-	-	-	
nine	S	785.00	794.42	942.00	157.00
ten	S	795.00	804.54	954.00	159.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
SCHEDULE 1		£	£	£	£
<u>Plan Charges (contd)</u>					
TEN house or flat types (design)					
Number of dwellings -					
one	S	-	-	-	
two	S	-	-	-	
three	S	-	-	-	
four	S	-	-	-	
five	S	-	-	-	
six	S	-	-	-	
seven	S	-	-	-	
eight	S	-	-	-	
nine	S	-	-	-	
ten	S	850.00	860.20	1,020.00	170.00
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Schedule 1					
Plan Charges (contd)					
Flats					
Number of dwellings -					
one	S	-	-	-	
two	S	305.00	308.66	366.00	61.00
three	S	315.00	318.78	378.00	63.00
four	S	325.00	328.90	390.00	65.00
five	S	335.00	339.02	402.00	67.00
six	S	345.00	349.14	414.00	69.00
seven	S	355.00	359.26	426.00	71.00
eight	S	365.00	369.38	438.00	73.00
nine	S	375.00	379.50	450.00	75.00
ten	S	385.00	389.62	462.00	77.00
eleven	S	395.00	399.74	474.00	79.00
twelve	S	405.00	409.86	486.00	81.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
SCHEDULE 1		£	£	£	£
Site Inspection Charge - New Dwellings					
NB The rates below may be subject to surcharges					
Where the electrical work is carried out by an electrician who is not registered with a Part P competent persons scheme and cannot issue the relevant BS7671 certificate, an additional charge of £240* per dwelling will be payable					
*All charges will be subject to VAT at the current rate					
Detached Dwelling Houses					
one	S	635.00	642.62	762.00	127.00
two	S	635.00	642.62	762.00	127.00
three	S	855.00	865.26	1,026.00	171.00
four	S	1,055.00	1,067.66	1,266.00	211.00
five	S	1,235.00	1,249.82	1,482.00	247.00
six	S	1,395.00	1,411.74	1,674.00	279.00
seven	S	1,535.00	1,553.42	1,842.00	307.00
eight	S	1,655.00	1,674.86	1,986.00	331.00
nine	S	1,755.00	1,776.06	2,106.00	351.00
ten	S	1,835.00	1,857.02	2,202.00	367.00

- S Standard Rated (20%)
- E Exempt
- O Outside the scope
- N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
SCHEDULE 1		£	£	£	£
<u>Site Inspection Charge - New Dwellings</u>					
Semi-Detached Dwelling Houses					
one	S	-	-	-	-
two	S	585.00	592.02	702.00	117.00
three	S	-	-	-	-
four	S	955.00	966.46	1,146.00	191.00
five	S	-	-	-	-
six	S	1,245.00	1,259.94	1,494.00	249.00
seven	S	-	-	-	-
eight	S	1,455.00	1,472.46	1,746.00	291.00
nine	S	-	-	-	-
ten	S	1,585.00	1,604.02	1,902.00	317.00
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Schedule 2 Domestic extensions and alterations		£	£	£	£
Single storey ground floor extensions					
Category 1 - less than 10sq/m					
Plan Charge	S	155.00	156.86	192.00	37.00
Inspection Charge	S	185.00	187.22	228.00	43.00
Building Notice Charge	S	370.00	374.44	456.00	86.00
Regularisation Charge	O	481.00	486.77	494.00	13.00
Category 2 - between 10sq/m and 60sq/m					
Plan Charge	S	185.00	187.22	228.00	43.00
Inspection Charge	S	275.00	278.30	336.00	61.00
Building Notice Charge	S	490.00	495.88	600.00	110.00
Regularisation Charge	O	637.00	644.64	650.00	13.00
Category 3 - between 60sq/m and 100sq/m					
Plan Charge	S	215.00	217.58	264.00	49.00
Inspection Charge	S	335.00	339.02	408.00	73.00
Building Notice Charge	S	610.00	617.32	744.00	134.00
Regularisation Charge	O	793.00	802.52	806.00	13.00
- over 100sq/m	Please contact our Building Control Team				

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Schedule 2 Domestic extensions and alterations continued		£	£	£	£
Two storey extensions					
Category 4 - less than 60sq/m					
Plan Charge	S	185.00	187.22	228.00	43.00
Inspection Charge	S	275.00	278.30	336.00	61.00
Building Notice Charge	S	490.00	495.88	600.00	110.00
Regularisation Charge	O	637.00	644.64	650.00	13.00
Category 5 - between 60sq/m and 100sq/m					
Plan Charge	S	215.00	217.58	264.00	49.00
Inspection Charge	S	365.00	369.38	444.00	79.00
Building Notice Charge	S	640.00	647.68	780.00	140.00
Regularisation Charge	O	832.00	841.98	845.00	13.00
- over 100sq/m	Please contact our Building Control Team				
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Schedule 2 Domestic extensions and alterations continued		£	£	£	£
Garages and Detached Buildings					
Category 10 - Detached garage - floor area less than 60sq/m					
Plan Charge	S	110.00	111.32	138.00	28.00
Inspection Charge	S	185.00	187.22	228.00	43.00
Building Notice Charge	S	290.00	293.48	366.00	76.00
Regularisation Charge	O	377.00	381.52	396.50	19.50
Category 11 - Attached garage - floor area less than 60sq/m					
Plan Charge	S	125.00	126.50	156.00	31.00
Inspection Charge	S	185.00	187.22	228.00	43.00
Building Notice Charge	S	310.00	313.72	384.00	74.00
Regularisation Charge	O	403.00	407.84	416.00	13.00
Category 12 - Detached habitable building - floor area less than 40sq/m					
Plan Charge	S	215.00	217.58	264.00	49.00
Inspection Charge	S	275.00	278.30	336.00	61.00
Building Notice Charge	S	520.00	526.24	636.00	116.00
Regularisation Charge	O	676.00	684.11	689.00	13.00
Category 13 - Detached habitable building - floor area between 40sq/m and 100sq/m					
Plan Charge	S	245.00	247.94	300.00	55.00
Inspection Charge	S	365.00	369.38	444.00	79.00
Building Notice Charge	S	670.00	678.04	816.00	146.00
Regularisation Charge	O	871.00	881.45	884.00	13.00

S Standard Rated (20%)
E Exempt
O Outside the scope
N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Schedule 2 Domestic extensions and alterations continued		£	£	£	£
Other Alterations and Building Works to Domestic Buildings					
Category 22 - Replacement of 10 windows or less					
*Plan Charge	S	85.00	86.02	102.00	17.00
Inspection Charge	S	-	-	-	
Building Notice Charge	S	85.00	86.02	102.00	17.00
Regularisation Charge	O	110.50	111.83	110.50	0.00
Category 23 - Replacement of more than 10 windows					
*Plan Charge	S	155.00	156.86	186.00	31.00
Inspection Charge	S	-	-	-	
Building Notice Charge	S	155.00	156.86	186.00	31.00
Regularisation Charge	O	201.50	203.92	201.50	0.00
Category 24 - Installation of a heating appliance (boiler, wood burning, oil, coal or gas fires) or renewable energy source (e.g. solar panel, ground source heat pump etc)					
*Plan Charge	S	180.00	182.16	198.00	18.00
Inspection Charge	S	-	-	-	
Building Notice Charge	S	180.00	182.16	198.00	18.00
Regularisation Charge	O	234.00	236.81	214.50	-19.50
Category 25 - Underpinning of existing foundations with a commercial value of less than £5,000					
*Plan Charge	S	255.00	258.06	318.00	63.00
Inspection Charge	S	-	-	-	
Building Notice Charge	S	255.00	258.06	318.00	63.00
Regularisation Charge	O	331.50	335.48	344.50	13.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
Schedule 2 Domestic extensions and alterations continued		£	£	£	£
Surcharges (site inspection)					
Works not completed within 36 months of application		Please contact our Building Control Team			
Underpinning to existing structure required		Please contact our Building Control Team			
Where competent persons scheme not used for electrical works (per unit)	S	245.00	247.94	300.00	55.00
Impact of new legislation on design and construction					
Additional structural beams required for existing structure excluding alteration to an existing opening	S	30.00	30.36	42.00	12.00
Surcharges (building notice)					
Where gas contaminated land issues apply	S	60.00	60.72	78.00	18.00
Where design foundations are required	S	120.00	121.44	150.00	30.00
Where competent persons scheme not used for electrical works (per unit)	S	245.00	247.94	300.00	55.00
Additional structural beams required for existing structure excluding alteration to an existing opening	S	120.00	121.44	150.00	30.00
Works not completed within 36 months of application		Please contact our Building Control Team			
Reductions					
Reason for Reduction	Reduction in charges shown in schedule 2 when that work is being carried out at the same time as any work shown in categories 1 - 9				
A - Installation or replacement of windows and or doors in a dwelling house (under 12 units)	50% of the Full Plan or Building Notice Charge				
B - Where the work comes within the scope of Schedule 2 and the estimated cost of the building work is less than £5,000	50% of the Full Plan or Building Notice Charge				
<p># - Where the work is as described in category 30 (above) and the applicant is able to provide an acceptable test certificate in accordance with BS7671 for the work and the Authority does not have to test the electrical work. This charge will be reduced to £100.00 plus VAT.</p>					
Regularisation Charge					
The Regularisation Charge will be 130% of the total (excluding VAT)	O				
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Schedule 3 Other Alterations and Building Works to Non-Domestic Buildings					
Category 1-Structural and internal alterations with a commercial value of less than £1,000					
*Plan Charge	S	130.00	131.56	168.00	38.00
Inspection Charge	S	-	-	-	
Building Notice Charge	S	130.00	131.56	168.00	38.00
Regularisation Charge	O	169.00	171.03	182.00	13.00
Category 2-Structural and internal alterations with a commercial value of less than £2,000					
*Plan Charge	S	155.00	156.86	198.00	43.00
Inspection Charge	S	-	-	-	
Building Notice Charge	S	155.00	156.86	198.00	43.00
Regularisation Charge	O	201.50	203.92	214.50	13.00
Category 3-Structural and internal alterations with a commercial value of less than £5,000					
*Plan Charge	S	205.00	207.46	258.00	53.00
Inspection Charge	S	-	-	-	
Building Notice Charge	S	205.00	207.46	258.00	53.00
Regularisation Charge	O	266.50	269.70	279.50	13.00
Category 4-Structural and internal alterations with a commercial value of less than £10,000					
Plan Charge	S	67.50	68.31	86.40	18.90
Inspection Charge	S	192.50	194.81	136.40	-56.10
Building Notice Charge	S	260.00	263.12	324.00	64.00
Regularisation Charge	O	338.00	342.06	351.00	13.00

S Standard Rated (20%)
E Exempt
O Outside the scope
N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Schedule 3 Other Alterations and Building Works to Non-Domestic Buildings					
Category 5-Structural and internal alterations with a commercial value of less than £15,000					
Plan Charge	S	80.00	80.96	102.00	22.00
Inspection Charge	S	230.00	232.76	282.00	52.00
Building Notice Charge	S	310.00	313.72	384.00	74.00
Regularisation Charge	O	403.00	407.84	416.00	13.00
Category 6-Structural and internal alterations with a commercial value of less than £20,000					
Plan Charge	S	92.50	93.61	117.00	24.50
Inspection Charge	S	267.50	270.71	326.40	58.90
Building Notice Charge	S	360.00	364.32	444.00	84.00
Regularisation Charge	O	468.00	473.62	481.00	13.00
Category 7-Replacement windows up to 10 units					
*Plan Charge	S	110.00	111.32	132.00	22.00
Inspection Charge	S	-	-	-	-
Building Notice Charge	S	110.00	111.32	132.00	22.00
Regularisation Charge	O	143.00	144.72	143.00	0.00
Category 8-Replacement windows 11 to 50 units					
*Plan Charge	S	195.00	197.34	234.00	39.00
Inspection Charge	S	-	-	-	-
Building Notice Charge	S	195.00	197.34	234.00	39.00
Regularisation Charge	O	253.50	256.54	253.50	0.00
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Schedule 3 Other Alterations and Building Works to Non-Domestic Buildings					
Category 9-Replacement windows 51 to 100 units					
*Plan Charge	S	255.00	258.06	306.00	51.00
Inspection Charge	S		-	-	
Building Notice Charge	S	255.00	258.06	306.00	51.00
Regularisation Charge	O	331.50	335.48	331.50	0.00
Category 10-New/replacement shop front					
*Plan Charge	S	230.00	232.76	288.00	58.00
Inspection Charge	S		-	-	
Building Notice Charge	S	230.00	232.76	288.00	58.00
Regularisation Charge	O	287.50	290.95	312.00	24.50
Category 11-Single storey extension less than 10m2					
*Plan Charge	S	215.00	217.58	228.00	13.00
Inspection Charge	S	325.00	328.90	288.00	-37.00
Building Notice Charge	S	n/a	n/a	n/a	n/a
Regularisation Charge	O	702.00	710.42	599.00	-103.00
Category 12-Single storey extension between 10 - 40m2					
Plan Charge	S	215.00	217.58	264.00	49.00
Inspection Charge	S	325.00	328.90	396.00	71.00
Building Notice Charge	S	n/a	n/a	n/a	n/a
Regularisation Charge	O	702.00	710.42	715.00	13.00
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Category 13 - Two storey extension less than 40 sq m					
Plan Charge	S	215.00	217.58	264.00	49.00
Inspection Charge	S	325.00	328.90	390.00	65.00
Building Notice Charge	S				
Regularisation Charge	O	702.00	710.42	715.00	13.00
Any work not described in items 1 to 12					
Charge to be subject to an individual risk assessment - Please consult the Buiding Control Team					
* The charge is the combined plan and inspection charges and payable at time of deposit of the application					
NB WHERE PART B OF SCHEDULE 1 TO THE BUILDING REGULATIONS 2010 OR THE REGULATORY REFORM (FIRE SAFETY) ORDER 2005 APPLIES TO THE WORK, THEN A BUILDING NOTICE MAY NOT BE USED					
<u>Surcharges (plan deposit)</u>					
Where gas contaminated land issues apply	S	60.00	60.72	84.50	24.50
Where design foundations are required	S	120.00	121.44	162.50	42.50
<u>Surcharges (site inspection)</u>					
Works not completed withn 36 months of application	S	Please contact our Building Control Team			
Underpinning to existing structure required	S	Please contact our Building Control Team			
Impact of new legislation on design and construction	S	Please contact our Building Control Team			
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Reductions					
Reduction in Building Control Charge shown in Schedule 2 when that work is being carried out at the same time that any work shown in Category 1 through to 9 in Schedule 2 is being undertaken					
1 - Installation or replacement of windows and or doors in a dwelling house (under 10 units)		50% of Building Notice Charge			
2 - Where the work comes within the scope of Schedule 2 and the estimated cost of the building work is less than £5,000		50% of Building Notice Charge			
General Safety Certificate for a Sports Ground					
Minimum annual charge	O	250.00	253.00	quotation based on hourly ra	n/a
Demolition					
Charge for processing S80 Notice Building Act 1984	O	120.00	121.44	150.00	30.00
Major or complex schemes will be charged at hourly rate				by quotation based on hourly rate	
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Housing Standards					
HMO Licensing					
HMO Licensing Fees are currently subject to consultation and confirmation of future arrangements. They will be issued for 5 years (rather than 3) and there is an additional fee for larger HMOs.					
A first application for a licence with up to 6 units of accommodation	O	710.00	718.52	850.00	140.00
For the renewal of an existing licence made before the current licence expires	O	528.00	534.34	800.00	272.00
Where an application for the renewal of an existing licence is made after the expiry of the current licence	O	710.00	718.52	850.00	140.00
Additional Unit Fees (An additional unit charge will be added to all properties with over 6 units of accommodation)					
For 7 - 12 units of accommodation	O	n/a	n/a	150.00	150.00
For 30 - 20 units of accommodation	O	n/a	n/a	250.00	250.00
For 21+ units of accommodation	O	n/a	n/a	350.00	350.00
Discount for accreditation	O	n/a	n/a	150.00	150.00
Red Rose Caravan Park, Broad Lane, Formby - Pitch Rent					
Single Pitch per week	E	67.50	68.31	68.30	0.80
Double Pitch per week	E	74.00	74.89	75.00	1.00
Single let as double per week	E	71.00	71.85	71.80	0.80
Supply of Reports/Information					
Statement of Facts	S	125.00	126.50	126.50	1.50
Immigration Certificate	O	125.00	126.50	126.50	1.50
Pre or new purchase inspection of HMO/purpose built flats	S	125.00	126.50	126.50	1.50
Service of Housing Act 2004 Notices					
Improvement notice (sec 11 or 12)	O	365.00	369.38	369.40	4.40
Prohibition Order	O	365.00	369.38	369.40	4.40
Emergency Prohibition Order	O	365.00	369.38	369.40	4.40
Emergency Remedial Action	O	185.00	187.22	187.20	2.20
Hazard Awareness Notice	O	0.00	0.00	0.00	0.00
Review of Suspended Improvement Notice	O	122.00	123.46	123.50	1.50
Review of Suspended Prohibition Order	O	122.00	123.46	123.50	1.50
Demolition Order (Sec 265, Housing Act 1985)	O	365.00	369.38	369.40	4.40
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Regeneration and Housing

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Housing Options Service					
Lonsdale Homeless Accommodation unit					
Rents					
2 bedspaces	O	10.28	10.40	10.40	0.12
3 bedspaces	O	11.30	11.44	11.44	0.14
4 bedspaces	O	12.50	12.65	12.65	0.15
6 bedspaces	O	13.50	13.66	13.66	0.16
Water & heating charges					
2 bedspaces	R	2.60	2.63	2.63	0.03
3 bedspaces	R	2.75	2.78	2.78	0.03
4 bedspaces	R	2.75	2.78	2.78	0.03
6 bedspaces	R	3.30	3.34	3.34	0.04
Management Charge (agreed effective from June 2016)	O	6.42	6.50	6.50	0.08
These are now daily charges - previously reported as weekly					
	R	Reduced Rate (5%)			
	S	Standard Rated (20%)			
	E	Exempt			
	O	Outside the scope			
	N	Zero Rated			

(*) CPI Inflation rate @ November 2016

1.20%

SEFTON MBC FEES AND CHARGES 2017/18

Regulation & Compliance					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
<u>SEX ESTABLISHMENT LICENCES</u>					
Initial application	O	1,342.00	1,358.10	1,354.00	12.00
Annual renewal	O	600.00	607.20	500.00	-100.00
Transfer of licence	O	673.00	681.08	500.00	-173.00
DANGEROUS WILD ANIMALS					
	O	69.36	70.19	70.00	0.64
ZOOS					
	O	711.96	720.50	717.00	5.04
<u>ANIMAL BOARDING ESTABLISHMENTS</u>					
over 50 animals	O	109.14	110.45	110.00	0.86
6 to 50 animals	O	69.36	70.19	70.00	0.64
0 to 5 animals	O	41.82	42.32	42.00	0.18
PET SHOPS					
	O	69.36	70.19	70.00	0.64
RIDING ESTABLISHMENTS					
	O	149.94	151.74	151.00	1.06
BREEDING OF DOGS					
	O	69.36	70.19	70.00	0.64
<u>TATTOOING, EAR PIERCING, ACUPUNCTURE, ELECTROLYSIS</u>					
person	O	15.71	15.90	16.00	0.29
premises	O	69.36	70.19	70.00	0.64
HYPNOTIST					
	O	n/a	n/a		0.00
<u>SCRAP METAL DEALERS ACT 2013</u>					
Grant/Renewal of Site Licence	O	132.60	134.19	134.00	1.40
Grant/Renewal of Collector's Licence	O	96.90	98.06	98.00	1.10
Variation of Site/Collector's Licence	O	76.50	77.42	77.00	0.50
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
GAMBLING ACT 2005					
<u>REGIONAL CASINO PREMISE LICENCE</u>					
Grant	O	15,000.00	15,180.00	15,000.00	0.00
Annual Fee	O	15,000.00	15,180.00	15,000.00	0.00
Variation	O	7,500.00	7,590.00	7,500.00	0.00
Transfer	O	6,500.00	6,578.00	6,500.00	0.00
Re-Instatement	O	6,500.00	6,578.00	6,500.00	0.00
Provisional Statement	O	15,000.00	15,180.00	15,000.00	0.00
Change of Circumstances	O	27.70	28.03	27.70	0.00
Copy of Licence	O	11.80	11.94	11.80	0.00
<u>LARGE CASINO PREMISE LICENCE</u>					
Grant	O	10,000.00	10,120.00	10,000.00	0.00
Annual Fee	O	10,000.00	10,120.00	10,000.00	0.00
Variation	O	5,000.00	5,060.00	5,000.00	0.00
Transfer	O	2,150.00	2,175.80	2,150.00	0.00
Re-Instatement	O	2,150.00	2,175.80	2,150.00	0.00
Provisional Statement	O	10,000.00	10,120.00	10,000.00	0.00
Change of Circumstances	O	27.70	28.03	27.70	0.00
Copy of Licence	O	11.80	11.94	11.80	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
FAMILY ENTERTAINMENT PREMISE LICENCE					
Grant	O	1,335.00	1,351.02	1,335.00	0.00
Annual Fee	O	501.00	507.01	501.00	0.00
Variation	O	668.00	676.02	668.00	0.00
Transfer	O	634.00	641.61	634.00	0.00
Re-Instatement	O	634.00	641.61	634.00	0.00
Provisional Statement	O	1,335.00	1,351.02	1,335.00	0.00
Change of Circumstances	O	27.70	28.03	27.70	0.00
Copy of Licence	O	11.80	11.94	11.80	0.00
BETTING PREMISES (OTHER) LICENCE					
Grant	O	2,003.00	2,027.04	2,003.00	0.00
Annual Fee	O	401.00	405.81	401.00	0.00
Variation	O	1,001.00	1,013.01	1,001.00	0.00
Transfer	O	802.00	811.62	802.00	0.00
Re-Instatement	O	802.00	811.62	802.00	0.00
Provisional Statement	O	2,003.00	2,027.04	2,003.00	0.00
Change of Circumstances	O	27.70	28.03	27.70	0.00
Copy of Licence	O	11.80	11.94	11.80	0.00
TEMPORARY USE NOTICE					
Grant	O	111.00	112.33	111.00	0.00
Copy of Notice	O	11.80	11.94	11.80	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
ADDITIONAL FEE / ANNUAL CHARGE					
WHERE MAXIMUM NUMBER OF PERSONS ALLOWED ON PREMISES IS 5000 OR OVER					
<u>Application Fee</u>					
5000 to 9999	O	1,000.00	1,012.00	1,000.00	0.00
10000 to 14999	O	2,000.00	2,024.00	2,000.00	0.00
15000 to 19999	O	4,000.00	4,048.00	4,000.00	0.00
20000 to 29999	O	8,000.00	8,096.00	8,000.00	0.00
30000 to 39999	O	16,000.00	16,192.00	16,000.00	0.00
40000 to 49999	O	24,000.00	24,288.00	24,000.00	0.00
50000 to 59999	O	32,000.00	32,384.00	32,000.00	0.00
60000 to 69999	O	40,000.00	40,480.00	40,000.00	0.00
70000 to 79999	O	48,000.00	48,576.00	48,000.00	0.00
80000 to 89999	O	56,000.00	56,672.00	56,000.00	0.00
90000 and Over	O	64,000.00	64,768.00	64,000.00	0.00
<u>Annual Charge</u>					
5000 to 9999	O	500.00	506.00	500.00	0.00
10000 to 14999	O	1,000.00	1,012.00	1,000.00	0.00
15000 to 19999	O	2,000.00	2,024.00	2,000.00	0.00
20000 to 29999	O	4,000.00	4,048.00	4,000.00	0.00
30000 to 39999	O	8,000.00	8,096.00	8,000.00	0.00
40000 to 49999	O	12,000.00	12,144.00	12,000.00	0.00
50000 to 59999	O	16,000.00	16,192.00	16,000.00	0.00
60000 to 69999	O	20,000.00	20,240.00	20,000.00	0.00
70000 to 79999	O	24,000.00	24,288.00	24,000.00	0.00
80000 to 89999	O	28,000.00	28,336.00	28,000.00	0.00
90000 and Over	O	32,000.00	32,384.00	32,000.00	0.00

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
TAXI LICENSING					
All Driver's Licences					
New and Renewal drivers licence fee (max 3 years)	O	63.94	64.71	71.00	7.06
Private Hire up to 8 years old - 12 months	O	122.10	123.57	135.50	13.40
Private Hire up to 8 years old - 6 months	O	71.04	71.89	79.00	7.96
All Hackney Carriages up to 8 years old (*) - 12 months	O	122.10	123.57	135.50	13.40
Non Metropolitan Hackney cabs over 8 years old (**) - 6 months	O	71.04	71.89	79.00	7.96
Metropolitan Hackney cabs between 8 - 11 years (*) - 12 months	O	122.10	123.57	135.50	13.40
Metropolitan Hackney cabs between over 11 years (**) - 6 months	O	71.04	71.89	79.00	7.96
Horse Omnibuses - any age - 12 months	O	111.00	112.33	123.00	12.00
Pedicab Omnibuses - 12 months	O	55.50	56.17	61.00	5.50
(*) does not include £30 annual hackney rank levy					
(**) does not include £15 hackney rank levy					
All Private Hire Operator's Licences					
Operate 1 - 2 vehicles	O	27.75	28.08	31.00	3.25
Operate 3 - 50 vehicles	O	138.75	140.42	154.00	15.25
Operate 51 - 100 vehicles	O	166.50	168.50	185.00	18.50
Operate 100+ vehicles	O	194.25	196.58	215.50	21.25
Miscellaneous Fees					
Transfer of Hackney Driver licence to Private Hire	O	17.21	17.42	19.00	1.79
Transfer of Private Hire Driver licence to Hackney	O	17.21	17.42	19.00	1.79
Duplicate Licence (any type)	O	11.66	11.80	13.00	1.34
Duplicate driver's badge or internal vehicle plate	O	5.55	5.62	6.00	0.45
Duplicate external vehicle plate	O	11.66	11.80	13.00	1.34
Minimum Solicitor & Road Traffic Accident written enquiry response					
If approved for release of data	O	33.30	33.70	37.00	3.70
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NEW PARKING CHARGES TO TAKE EFFECT FROM 1st JUNE 2016		£	£	£	£
Off-Street Car Park Charges Income continued					
<u>Southport Off-Street Central 12</u>					
Up to 30mins	S	0.40	0.40	0.40	0.00
Up To 1hr	S	0.80	0.81	0.80	0.00
Up To 2hrs	S	1.60	1.62	1.60	0.00
Up To 3hrs	S	2.30	2.33	2.30	0.00
<u>Southport Off-Street Seawall</u>					
Up to 1hr	S	1.10	1.11	1.10	0.00
Over 1 hr	S	4.20	4.25	4.20	0.00
<u>Southport Off-Street Park & Ride</u>					
Esplanade/Fairways	#	2.00	2.02	2.00	0.00
<u>Southport Off-Street Esplanade Sundays / Coaches</u>					
Sun	S	5.00	5.06	5.00	0.00
Coaches	S	5.00	5.06	5.00	0.00
Formby Pool - Managed on behalf of the Pool Trust who set the Parking Charges					
Up To 1hr	S	1.00	1.01	2.00	1.00
Up To 2hr	S	2.00	2.02	4.00	2.00
Up To 4hrs	S	4.00	4.05	6.00	2.00
# Public Transport - Bus - zero rated					
Car parking - standard rated					

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
NEW PARKING CHARGES TO TAKE EFFECT FROM 1st JUNE 2016		£	£	£	£
<p>There are two different levels of Penalty Charge Notices (differential charging) depending on the contravention. In general a penalty charge notice issued to a vehicle in a place where parking is permitted but the motorist has failed to pay and display or has stayed beyond the permitted time will be issued with a penalty charge notice at the lower rate. Vehicles parked in a place where parking is prohibited – such as a double yellow line or on a bus stop will be issued a PCN at the higher rate.</p>					
The current charging rates are					
Higher - £70	O	70.00	70.84	70.00	0.00
-if paid within 14 days	O	35.00	35.42	35.00	0.00
Lower - £50	O	50.00	50.60	50.00	0.00
-if paid within 14 days	O	25.00	25.30	25.00	0.00
CAR PARKING					
Blue badge Parking Permit	O	10.00	10.12	10.00	0.00
Residents Privileged Parking Permit (RPP) per Vehicle Permit	O	30.00	30.36	30.00	0.00
Residents Privileged Parking Permit (RPP) per Visitors Permit	O	30.00	30.36	30.00	0.00
Parking Suspension Bay Suspension, per 5m bay per day	O	10.00	10.12	10.00	0.00
Parking Suspension (RPP Zones), per 5m bay per month	O	10.00	10.12	10.00	0.00
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
CAR PARKING					
Crosby Lakeside Adventure Centre					
- up to 30mins	S	0.30	0.30	0.30	0.00
- up to 2 hours	S	1.00	1.01	1.00	0.00
- up to 4 hours	S	1.90	1.92	1.90	0.00
- over 4 hours	S	3.80	3.85	3.80	0.00
Blucher Street, Waterloo					
- up to 30mins	S	0.30	0.30	0.30	0.00
- up to 2 hours	S	1.00	1.01	1.00	0.00
- up to 4 hours	S	1.90	1.92	1.90	0.00
- over 4 hours	S	3.80	3.85	3.80	0.00
Burbo Bank, Blundellsands					
- up to 30mins	S	0.30	0.30	0.30	0.00
- up to 2 hours	S	1.00	1.01	1.00	0.00
- up to 4 hours	S	1.90	1.92	1.90	0.00
- over 4 hours	S	3.80	3.85	3.80	0.00
Sumner Road, Formby (max 2 hour stay)					
- up to 30mins	S	0.30	0.30	0.30	0.00
- up to 2 hours	S	1.00	1.01	1.00	0.00
Annual Pass for seafront car parks					
	S	35.00	35.42	35.00	0.00
<p>S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated</p>					

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
ENVIRONMENTAL CHARGES					
Dogs					
Seizure and detention of dogs - release fee for dogs collected from RSPCA within 48 hrs	O	Set by contract Procurement		Set by contract Procurement	
Seizure and detention of dogs - release fee for dogs collected from RSPCA after 48 hrs	O	Set by contract Procurement		Set by contract Procurement	
Return of seized stray dog by Council Officer		New Charge		35.00	
Pest Control					
Rats	S	20.00	20.24	36.50	16.50
Mice	S	30.00	30.36	36.50	6.50
Cockroaches, Bedbugs, Fleas	S	50.00	50.60	61.00	11.00
Cockroaches, Bedbugs & Fleas, properties >4 bedrooms	S	n/a	n/a	100.00	100.00
insect identification /initial assesment visit	S	n/a	n/a	30.00	30.00
Treatment of Public health pests within commercial premises	S	n/a	n/a	On Quotation	On Quotation
Trading Standards					
Weights and Measures Inspector - examination time verification etc	O	61.00	61.73	61.75	0.75
Weights and Measures Technical Officer - examination time verification etc	O	38.25	38.71	38.75	0.50
Poisons Act (repealed 2016/17)					
Initial registration	O	n/a	n/a	n/a	n/a
Re Registration	O	n/a	n/a	n/a	n/a
Change of details registration	O	n/a	n/a	n/a	n/a
Food Safety					
Request for FHRS reinspection	O	n/a	n/a	164.00	164.00
Export Certificate (simple)	O	52.00	52.62	53.00	1.00
Export Certificate (complex) Hourly Rate	O	n/a	n/a	80.00	80.00
Food Hygiene New Business Advice Visit	S	n/a	n/a	120.00	120.00
Food Hygiene Existing Business Visit	S	n/a	n/a	180.00	180.00
Voluntary Surrender of Food	S	59.00	59.71	60.00	1.00
Food Regulatory Advice Seminar half day (per person)	E	n/a	n/a	35.00	35.00
Food Regulatory Advice Seminar full day (per person)	E	n/a	n/a	65.00	65.00
Bespoke Food/Health& Safety/Environmental Law Advice/guidance Hourly Rate	S	n/a	n/a	96.00	96.00
S Standard Rated (20%) E Exempt O Outside the scope N Zero Rated					

(*) CPI Inflation rate @ November 2016

1.20%

Regulation & Compliance					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
		£	£	£	£
Licence to Assign (Residential)	E	175.00	177.10	177.00	2.00
Licence to Assign (Commercial)	E #	400.00	404.80	405.00	5.00
Registration Fee (Notice of Charge)	E #	120.00	121.44	121.00	1.00
Upgrade of Title	E #	200.00	202.40	202.00	2.00
Shop or Minor Commercial Lease	E #	485.00	490.82	491.00	6.00
Letter of Postponement (RTB)	E #	85.00	86.02	86.00	1.00
S106: Complex	O	1,500.00	1,518.00	1,518.00	18.00
# Exempt unless the lease is standard rated, for example car parks, and where there is an option to tax on the land or buildings					
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Corporate Resources

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
ASSISTED LETS - BOOTLE TOWN HALL		£	£	£	£
COUNCIL CHAMBER					
Mon-Thu & Fri up to 5.00pm	E	73.50	74.38	73.50	0.00
FRI AFTER 5PM	E	73.50	74.38	73.50	0.00
SATURDAY (Minimum of 4 Hours)	E	73.50	74.38	73.50	0.00
SUNDAY (Minimum of 4 Hours)	E	84.00	85.01	84.00	0.00
MEMBERS ROOM 1					
Mon-Thu & Fri up to 5.00pm	E	26.25	26.57	26.25	0.00
FRI AFTER 5PM	E	26.25	26.57	26.25	0.00
SATURDAY (Minimum of 4 Hours)	E	26.25	26.57	26.25	0.00
SUNDAY (Minimum of 4 Hours)	E	63.00	63.76	63.00	0.00
COMMITTEE ROOM					
Mon-Thu & Fri up to 5.00pm	E	31.50	31.88	31.50	0.00
FRI AFTER 5PM	E	31.50	31.88	31.50	0.00
SATURDAY (Minimum of 4 Hours)	E	31.50	31.88	31.50	0.00
SUNDAY (Minimum of 4 Hours)	E	63.00	63.76	63.00	0.00
ASSEMBLY ROOM					
Mon-Thu & Fri up to 5.00pm	E	39.90	40.38	39.90	0.00
FRI AFTER 5PM	E	39.90	40.38	39.90	0.00
SATURDAY (Minimum of 4 Hours)	E	39.90	40.38	39.90	0.00
SUNDAY (Minimum of 4 Hours)	E	68.25	69.07	68.25	0.00
** There are set up/cleaning/preparation charges for all rooms which will be confirmed on application					

S Standard Rated (20%)
 E Exempt
 O Outside the scope
 N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Corporate Resources

Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
COMMERCIAL LETS - CROSBY TOWN HALL		£	£	£	£
COMMITTEE ROOM					
MON - THU (& FRI UP TO 5PM)	E	24.15	24.44	24.15	0.00
FRI AFTER 5PM	E	24.15	24.44	24.15	0.00
SATURDAY (Minimum 4 Hours)	E	26.25	26.57	26.25	0.00
SUNDAY (Minimum 4 hours)		NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE
ASSISTED LETS - CROSBY TOWN HALL					
MON - THU (& FRI UP TO 5PM)	E	17.85	18.06	17.85	0.00
FRI AFTER 5PM	E	17.85	18.06	17.85	0.00
SATURDAY (Minimum 4 Hours)	E	17.85	18.06	17.85	0.00
SUNDAY (Minimum 4 hours)		NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE
** There are also set up/cleaning/preparation charges for all rooms which will be confirmed on application					

- S Standard Rated (20%)
- E Exempt
- O Outside the scope
- N Zero Rated

(*) CPI Inflation rate @ November 2016

1.20%

Corporate Resources					
Service Details	VAT Rate	Current Charge 2016/17	Charge if increased by CPI inflation (*) 2017/18	2017/18 Charge	2017/18 Increase
COMMERCIAL LETS - SOUTHPORT TOWN HALL		£	£	£	£
MON - THU (& FRI UP TO 5PM)	E	52.50	53.13	52.50	0.00
FRI AFTER 5PM	E	63.00	63.76	63.00	0.00
SATURDAY (Minimum 4 Hours)	E	73.50	74.38	73.50	0.00
SUNDAY (Minimum 4 hours)	E	84.00	85.01	84.00	0.00
CHURCHTOWN ROOM					
MON - THU (& FRI UP TO 5PM)	E	52.50	53.13	52.50	0.00
FRI AFTER 5PM	E	52.50	53.13	52.50	0.00
SATURDAY (Minimum 4 Hours)	E	73.50	74.38	73.50	0.00
SUNDAY (Minimum 4 hours)	E	73.50	74.38	73.50	0.00
MARSHSIDE ROOM					
MON - THU (& FRI UP TO 5PM)	E	42.00	42.50	42.00	0.00
FRI AFTER 5PM	E	42.00	42.50	42.00	0.00
SATURDAY (Minimum 4 Hours)	E	52.50	53.13	52.50	0.00
SUNDAY (Minimum 4 hours)	E	63.00	63.76	63.00	0.00
NB CHAMBERS BOOKED VIA REGISTRAR					
** There are set up/cleaning/preparation charges for all rooms which will be confirmed on application					
		S	Standard Rated (20%)		
		E	Exempt		
		O	Outside the scope		
		N	Zero Rated		

(*) CPI Inflation rate @ November 2016

1.20%

Report to:	Audit and Governance Committee	Date of Meeting:	7 December 2016
	Council		2 March 2017
Subject:	Vexatious or Unfocussed Complaints & Data Requests	Wards Affected:	All
Report of:	Head of Regulation and Compliance		
Is this a Key Decision?	No	Is it included in the Forward Plan?	No
Exempt/Confidential	No		

Purpose/Summary

To provide Members with a proposed policy and procedure about the Vexatious or Unfocussed Complaints and Data Requests.

Recommendation(s)

Audit and Governance Committee:

- 1 To consider the contents of the report and to make any appropriate recommendations or amendments.
- 2 To recommend the draft policy to Council for consideration.

Council:

To approve the policy and procedure for dealing with Vexatious or Unfocussed Complaints and Data Requests.

Agenda Item 12

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:

To allow members to consider the draft policy and procedure for this sometimes difficult area of work.

Alternative Options Considered and Rejected:

None

What will it cost and how will it be financed?

(A) Revenue Costs

Nil

(B) Capital Costs

Nil

Implications:

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

Financial Nil
Legal Having such a policy which it is anticipated will be published on the Council's transparency pages will stand the authority in good stead when it comes to dealing with individual cases. This approach is recommended by the Local Government

Ombudsman's office and the Information Commissioner.	
Human Resources	
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:

From time to time members of the public can become vexatious or unfocussed complainants or in their data requests. This can be very difficult for officers to deal with and very time consuming.

The proposed policy and procedure if agreed will give officers a framework against which to consider dealing with such complainants and ensure that they are dealt with consistently and in a fair and proportionate manner.

What consultations have taken place on the proposals and when?

The Head of Regulation and Compliance is the author of the report (LD 3592/16)

The Head of Corporate Resources (FD4309/16) has been consulted and notes the report indicates no direct financial implications for the authority.

Strategic Leadership Board considered the item in July 2016 and concurred with the draft document.

Implementation Date for the Decision

Following consideration at Council.

Contact Officer: Jill Coule
Tel: 0151 934 2031
Email: jill.coule@sefton.gov.uk

Background Papers:

There are no background papers available for inspection

Agenda Item 12

1. Introduction

- 1.1 From time to time complainants, members of the public can act in a way that makes it impossible for officers to reach a resolution on their complaints or data requests. Efforts by officers to resolve such matters can also take up a disproportionate amount of officer time when resources are increasingly scarce. Complainants and members of the public falling into this category are a very small proportion of those engaged in the vast amount of correspondence exchanged between the Council and members of the public each year.
- 1.2 The attached draft policy and procedure document aims to establish a set of principles for both staff and complainants to either resolve difficulties or for the Council to garner sufficient evidence to be able to cease responding to individual's correspondence.
- 1.3 Through the introduction of the new I-Casework system it will be possible to monitor the use and application of the policy and it is likely that next year it will be possible to report back to members on its use.
- 1.4 If approved, senior managers in the Council will be tasked with ensuring that those that deal with complaints and data requests are acquainted with and understand the policy. It is proposed that the documentation will be added to the Council's transparency pages and appropriate links made on the Council's website to ensure that the documentation is accessible to all.
- 1.5 Having such a published statement is recommended as good practice by both the Local Government Ombudsman's office and the Information Commissioner's Office.

Sefton Council

**Vexatious or Unfocussed
Complaints and Data Requests**

Policy & Procedures

June 2016

Summary Sheet

Document Information

Protective marking (Unclassified / Restricted Circulation / Confidential)	Unclassified
Ref	Vexatious or unfocused complaints policy and procedure v1.0
Document purpose	Legal Obligations and Good Practice in Council use in dealing with difficult, vexatious or unfocused citizen complaints.
Document status (Draft / Active)	Draft
Partners (If applicable)	N/A
Date document came into force	TBC
Date of next review	Twelve month basis as part of Annual Information Governance statement taken to Information Management Group
Owner (Service Area)	Sefton Council – Business Intelligence & Performance Team
Location of original (Owner job title / contact details)	Data Protection Officer – as above
Authorised by (Committee/Cabinet)	Audit & Governance Committee TBA Council approval TBA

Document History

Version	Date	Author	Notes on revisions
1	April 2016	Ben Heal – Data Protection Officer	
2	April 2016	Ben Heal – Data Protection Officer	Incorporation of comments from colleagues
3	May 2016	Ben Heal – Data Protection Officer	Incorporation of comments from colleagues
4	June 2016	Catherine Larkin – Data Protection Officer	Incorporation of comments from colleagues

Introduction

This policy and procedure describes how Sefton Council applies the Local Government Ombudsman and Information Commissioner's guidance on citizens who the Council perceive as vexatious or unfocused complainants in relation to specific issues. Where the complaints relate to data sharing this document has been prepared in terms of the Council's obligations as a "data controller" under the Data Protection Act 1998 and the Freedom of Information Act 2000.

The Council consistently has a small number of complainants who act in a vexatious or unfocused way which makes resolution of their complaints or data enquiries impossible, while taking up a disproportionate amount of Council resources.

The Policy sets out a set of principles and procedures for both staff and complainants in an attempt to either resolve the difficulties encountered or gain sufficient evidence to cease responding to the complaints or data access request by means of defining them as vexatious. It aids in assessment, monitoring and processing of the difficulties and attempts to resolve them.

Organising Principles

The Council recognises that a small minority of complainants and data access seekers cannot work within the Council's usual procedures. Therefore there needs to be an equitable 'due process' offering equivalent rights to either facilitate resolution of the issues raised or where this is not possible conclude ongoing contact with the complainant over the specific concerns.

There is a consistent need to obtain clarity and focus on complaints and enquiries. This is applicable to both complainant and Council.

The Council has an obligation to protect its staff and resources from the complainant's unjustifiable actions.

The formalised assessment process is an opportunity to verify the Council has listened to the complainant, and evaluated its options and rationale when responding. It should evidence a review by senior Departmental and Corporate Council managers of the circumstance, context, and sufficiency of communication with the complainant.

The complainant should not be under or over serviced by the Council in regard to the complaint or data access sought.

Anticipated Outcomes

A formalised assessment of the issues will be undertaken. This should be overseen by senior managers from the relevant Council Department, the Senior Information Risk Officer, and the Corporate Information Management & Governance Executive Group. The findings will be recorded and shared with the complainant.

Potentially sufficient agreement and focus have been created to enable a Council response to the applicant's request.

Potentially the Council may eventually decide to protect its resources and staff by refusing to deal with the set of issues raised by the complainant as they can evidence they are vexatious in nature.

An overview of the process is outlined in Appendix 1.

Definitions

Unfocused

Where the complainant's issues are either too vague, imprecise as to time, place or personnel or constantly shifting as to what is sought to be resolved.

Vexatious

The regulatory bodies – the Local Government Ombudsman and the Information Commissioner's Office - have itemised what they consider vexatious. While not exhaustive the examples below illustrate the variety of behaviours to which the Council will respond to protect its staff and resources:

- Persistent complaining over the same issue. Persistence will be defined as the same or similar complaint made, irrespective of to whom in the Council, on a number of occasions. Persistently seeking an outcome that the Council has already explained is unrealistic for policy, legal or other valid reasons.
- Complaining about or challenging an issue based on a historic and/or irreversible decision or incident.
- Making persistent and unreasonable demands on Council staff after the unreasonableness has been explained. An example would be a complainant who insists on immediate responses or sets the Council unreasonable deadlines.
- Taking a 'scatter-gun' approach to their complaints, for example within the Council or using MPs, elected members, or regulatory bodies.
- Refusing to specify the grounds of their complaint despite offers of assistance.
- Refusing to cooperate with the Council's investigation of the complaint, insisting on their demands being met without such an investigation.
- Refusing to accept that issues are not within the power of the Council to investigate, change or influence. An example would be a problem caused by the private sector rather than the Council.
- Insisting that the complaint be dealt with in ways other than the Council's complaints policy or equivalent. For example insisting there are no written records made of the complaint.
- Refusing to accept the outcome of the complaint or data access process after the Council's considered final response, repeatedly arguing the point, or denying that this was an adequate response.
- Insisting a minor variation in the original complaint means that it is a 'new' complaint requiring a new Council response.
- Where the complainant can be evidenced to be verbally or physical abusive, threatening or violent in their contact with the Council over the issue.
- Where the complainant keeps shifting the focus of the topic or relevant staff involved with the complaint.
- Where the complainant has been significantly partially or wholly untruthful in their complaint or data access request.

The Council's response to unfocussed or vexatious behaviours

Once sufficient evidence around seeming unfocused or vexatious behaviour is accrued by the relevant Council team/s the first step is take the issue with relevant evidence to the Corporate Information Management and Governance Executive Group. They will decide if the conditions are met to put one or other of the following two methods in place. Which method depends on the severity and longevity of the complainant's actions.

- Focussing and expectation agreement with complainant. Details provided below with a covering letter and template in Appendix 2.
- Where sufficient evidence already exists Council lawyers will be requested to draft a letter of vexatious status to the complainant. Template provided in Appendix 3.

A failure by the complainant to meet the focusing agreement requirements will lead to the vexatious status statement and be used as evidence of good will and intent by the Council to any subsequent regulator's investigation.

Focussing and expectation agreement with complainant

An agreement would be drawn up between the complainant and the Council. This will need to be visible to all parties and would ideally be signed.

The agreement should recognise that while the complainant has the same complainant rights as any other, there is a need for extra support to gain focus, clarity and structure. If these cannot be obtained the Council cannot resolve the complaint/s and will therefore not progress the complaint.

A central principle is the complainant should not be under or over serviced by the Council or its workforce.

The component elements of the agreement should be:

- Boundaries of relevant Council staff involvement
- Respective responsibilities of complainant and Council
- Forming realisable expectations with complainant
- Contact and authority structure for complainant
- Time frames, deadlines, key information required, communication methods, and closure steps
- List of options for action
- Mutual goals
- Signatures

Boundaries of Council staff involvement

There will be a single point of contact (SPOC) person for the complainant The SPOC will have a senior support supervisor for this specific case who overviews, reviews and supports the staff member.

Other organisation staff will keep to their specialist roles, but direct ALL communications relating to the complaint or data request via the SPOC. The SPOC may at times ask any Council staff to contact directly but the principle is that this is mainly the SPOC's decision. If the SPOC becomes unavailable the complainant will be informed of a replacement.

If the complainant complains about the SPOC, they will need to outline and evidence their complaint in writing, and send it to a specified senior manager. The senior manager will then communicate with the complainant as to whether they consider the complaint justified to the extent they replace the SPOC.

Respective responsibilities of complainant and Council

The complainant should:

- State their complaint in an organised manner without excessive or extraneous material. They should be signposted to advocacy services to support them to do this if necessary.
- Provide all required information in a timely and complete manner – not in dribs and drabs over time.
- Provide only factual and truthful material.
- Use the SPOC and not bring other organisational staff into responding to their complaint/s
- Refrain from personal remarks, offensive or threatening behaviour.

Council staff should:

- Respond via the SPOC in an accurate and timely and truthful manner.
- Unless agreed with the SPOC redirect all communications relating to the complaint back to the SPOC.
- Offer the complainant the same level of service as any other complainant.

Forming achievable expectations with complainant

A key function of the SPOC - with support from specialist staff - is to clarify WHAT the grounds for complaint are. Without this the complaint response cannot progress.

If the complainant subsequently compounds, confuses, or keeps adding complaints, they will explain this is not acceptable as it presents the Council with a shifting and unclear complaint.

If the complainant has further complaints these may await the outcome of the original complaint as this may answer all subsequent complaints.

It will be explained

- All further complaints around the same issue will not be considered until the initial one is completed
- The Council will not respond to a further complaint as this was outlined at the outset of the original complaint.
- It may be appropriate to bring complaints together at a later stage of the process.

Contact structure for complainant

Communications will be via

- Letter or email
- Phone calls
- In person interviews

The SPOC will be where the complainant is directed to go for ALL complaints – except a complaint about the SPOC. It will be explained while they may attempt to contact others in the organisation, including senior managers, they will only redirect them back to the SPOC.

Time frames, deadlines, key information required, communication methods and closure steps

The SPOC will outline in written form what these expectations are. They are clearly interdependent. For instance, until key information is acquired from the complainant, time frames and deadlines cannot be established. Given the SPOC may be contacting busy operational sites for information it is important to be realistic to the complainant about time scales. If they complain further about non-response they will be directed to the agreed time scales.

List of options for action by the Council

The Council may highlight a number of options for action including:

- To refuse to process complaints which are persistent, confused, and / or contain excessive or extraneous material after the Council's attempt to clarify them with complainant.
- Refusing to register and process further complaints about what it perceives as the same matter.
- Placing of limits on the number and duration of contacts per week or month.
- Offer restricted time slot for necessary calls.
- Limiting the complainant to one contact medium – letter, email, and phone.
- Requiring the complainant only contact one member of staff.
- Any personal contact takes place with a staff witness.

In brief, the implementation sequence for any of the above options starts with SPOC liaising with relevant service manager who will write to complainant outlining why their behaviour is of concern and what actions will follow if it does not cease.

Restrictions will be proportionate and appropriate and recognise individual circumstances and inform the complainant of their right to refer to the Ombudsman or the Information Commissioner.

If progress is impeded by the complainant's actions the matter will be returned to the Corporate Information Management and Governance Executive Group for decision whether to escalate to Vexatious status.

Mutual goals (mutual where possible with the complainant)

Where possible the Council is keen that the above are mutual goals and principles shared between the complainant and the Council. It is the obligation of the complainant to briefly and clearly state what they cannot agree with and why. The Council will decide if they can modify it accordingly.

The agreement and any complainant response to it will potentially be shared with any regulator such as the Ombudsman, Information Commissioner's Office and professional body to whom the complainant may turn. It should provide evidence of Council goodwill and openness while requesting structure and clarity from the complainant.

Signatures to agreement

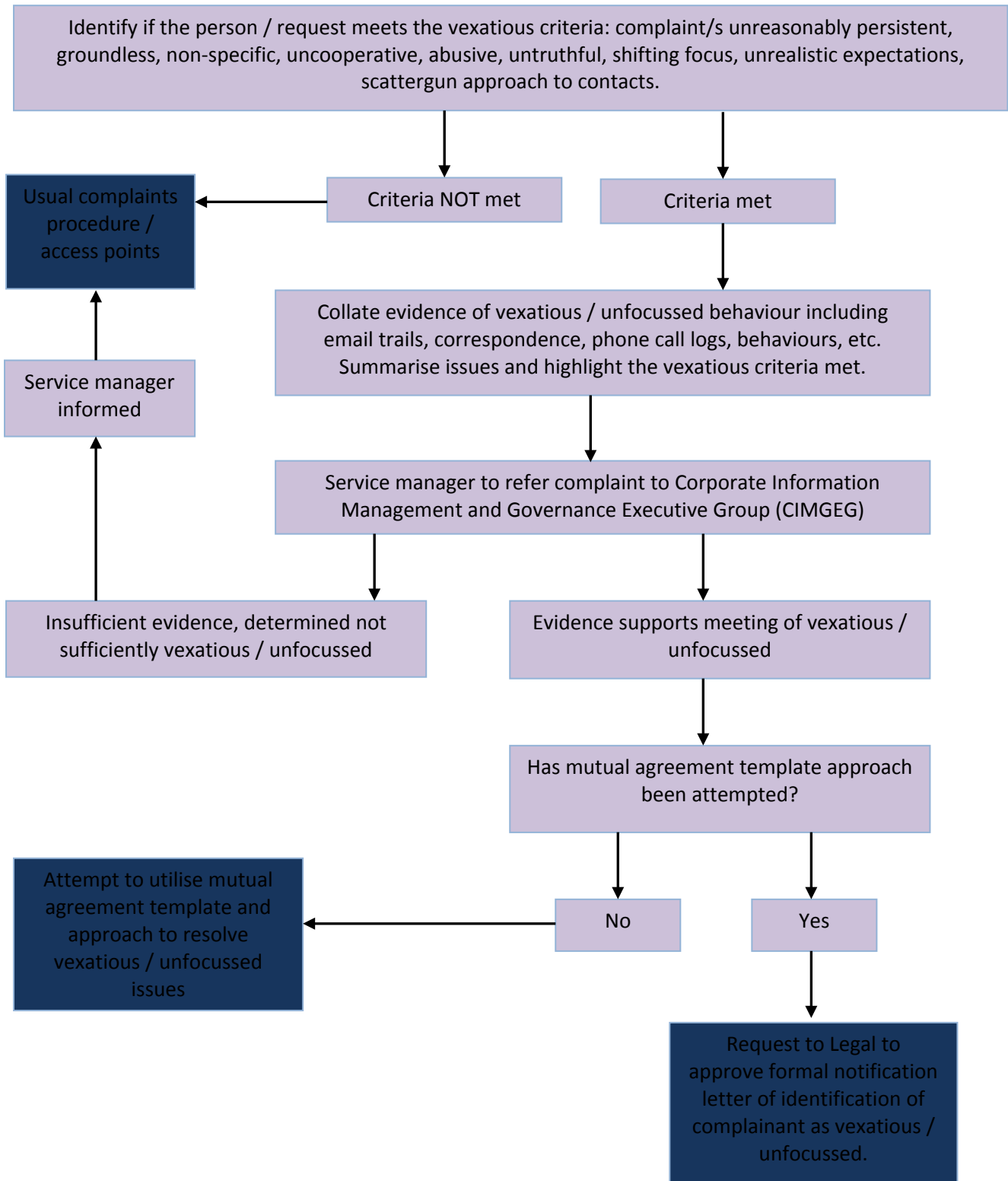
These will be sought where possible. If the complainant refuses to sign, it will be recorded for evidence to any regulatory body that they were offered the opportunity. It is acceptable for them to verbally agree to the agreement and the Council record such agreement.

DRAFT

Appendix 1

Background/Purpose

To ensure proportionate and appropriate response to citizen complaints when seemingly unfocused or compromising Council staff or resources.



Appendix 2 – Mutual Agreement Template

If it is decided that it might be possible for the complainant and Council to come to mutual agreement over a set of agreed components relating to their complaints/enquiries the following covering letter and agreement template should be used. The sections are described in more detail above. The following recognises while the complainant has the same complainant rights as any other, there is a need for extra support to gain focus, clarity and structure.

Covering letter to accompany Mutual Agreement Template

Re: Your Contact With Sefton MBC

I write with reference to your complaints to the Council/requests for information under the DPA /FOIA as detailed below:

- XXXX e.g email of 6 June 2016 addressed to XXX
- XXXX email of 10 June 2016 addressed to YYYY
- XXX
- XXXX

Your contact with the Council has been considered in line with the Council's policy on 'Vexatious or Unfocused Complaints and Data Requests' and to assist in resolving your complaints / requests, the Council consider it appropriate to enter into an agreement with you on how your contact with the Council will be managed in the future.

Please find enclosed a draft agreement for your consideration and if you are happy with the contents I shall be very grateful if you could sign a copy and return it to me at your earliest convenience. Alternatively, you could confirm your agreement via email to:

xxxxxxxxxxxxxx@sefton.gov.uk.

I trust you will view this as a positive development in your relationship with the Council which is advanced as a way in which your complaint / request can be appropriately resolved.

Yours sincerely

Mutual Agreement Template

Boundaries of Council staff involvement

The Council and complainant agree to work through a single point of contact in order to ensure consistency and appropriateness of contact.

Single Point of Contact Details

Add in contact details ...

Job title

Contact details

E-mail

Phone No

Address

Person to contact if you wish to complain about the single point of contact.

Add in contact details ...

Job title

Contact details

E-mail

Phone No

Address

Respective responsibilities of complainant and Council

Adjust the following to include complainant name and add / remove any criteria as necessary.

Complainant agrees to:

- *State my complaint in an organised manner without excessive or extraneous material*
- *Provide all required information in a timely and complete manner – not in dribs and drabs over time*
- *Provide only factual and truthful material*
- *Use the single point of contact and not contact other organisational staff regarding my complaint/s*
- *Refrain from personal remarks, offensive or threatening behaviour*

The Council agrees to:

- *Respond via the single point of contact in an accurate, timely, and truthful manner*
- *Unless agreed with the single point of contact, redirect all communications from the complainant back to the single point of contact.*
- *Offer the complainant the same level of service as any other complainant.*

Forming achievable expectations

Use this section to clarify what the complainant's key issues are and identify the grounds for the complaint.

The primary complaint is:

Contact structure for complainant

Outline the expected way that contact with the single point of contact will be made (letter, email, phone, in person, etc.)

Contact structure

Time frames, deadlines, key information required, communication methods and closure steps

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Protective Marking: **Unclassified**

Complete specific details relating to these areas that are realistic and specific. Particular effort should be made to closure steps and definition of when the complaint will be considered to be closed and no further action will be taken. These elements should be clear and unambiguous.

List of options for action

Where appropriate agree limitations to the actions to be taken by both parties when dealing with the complaint. These could include but are not limited to:

- To refuse to process complaints which are persistent confused and contain excessive or extraneous material after the agencies initial attempt to clarify them with complainant.*
- Refusing to register and process further complaints about what it perceives as the same matter.*
- Placing of limits on the number and duration of contacts per week or month.*
- Offer restricted time slot for necessary calls.*
- Limiting the complainant to one contact medium – letter, email, and phone.*
- Any personal contact takes place with a staff witness.*

Mutual goals

Where possible the Council are keen that the above are mutual goals and principles shared between the complainant and the Council. It is the obligation of the complainant to briefly and clearly state what they cannot agree with and why and the Council will decide if they can modify it accordingly.

The agreement and any complainant response to it will potentially be shared with any Council regulator such as the Ombudsman, Information Commissioner's Office and professional body to whom the complainant may turn. It should provide evidence of Council goodwill and openness while requesting structure and clarity from the complainant.

Signatures to agreement

Signature

Date

Complainant/s

*Senior Information Risk Owner on
behalf of Council's Corporate
Information Management and
Governance Executive Group*

Once completed the agreement should be copied to: Complainant/s, Senior Information Risk Officer and single point of contact.

Appendix 3 – Vexatious Status Letter

Template for letter of vexatious status to complainant – to be completed by Legal and approved by CIMGEG.

Re: Your Contact With Sefton MBC

I write in connection with your recent communications with Sefton Council which I consider to be vexatious. I will detail the action that we will take as a consequence of that decision.

I have reviewed the considerable amount / nature of communications and have summarised events in the attached document.

It is my decision that you should now be considered a vexatious complainant for the following reasons:

- You have made groundless complaints and claims against the Council and its officers
- You have made an unreasonable amount of contacts with the Council in relation to matters which have their origin in events of XXXXX
- You make the same complaints repeatedly
- You continually raise subsidiary issues / complaints
- Your complaints are often vague, not backed by evidence and / or difficult to comprehend
- You contact many officers within the Council
- You refuse to accept the outcome of the complaints process
- You refuse to accept documentary evidence
- Your repeated contacts with Council officers is placing unreasonable demands on staff time and resources
- You have threatened legal proceedings against the Council on a number of occasions but we have not been served with any court papers
- Your communication has included use of threats, intimidation or violence
- Your communication has included use of abusive, offensive or discriminatory language

Please note that in future Sefton Council will not reply to or acknowledge any further contact from you on any matter directly or indirectly related to the matters described above.

This decision will be reviewed by me in 6 months' time and you will be informed of the outcome of that review.

When making this decision I have considered the *Local Government Ombudsman's Guidance note on management of unreasonable complaint behaviour* issued in July 2014 and I consider this to be a just and proportionate response.

However, if you submit any further complaints not related directly or indirectly to matters referred to above those complaints will be considered on their merits according to the appropriate process.

Signed by relevant Senior Manager

Appendix 4

Background information from the Information Commissioner's Office and Local Government Ombudsman relating to vexatious requests.

Information Commissioner's Office

<https://ico.org.uk/media/for-organisations/documents/1198/dealing-with-vexatious-requests.pdf>

Local Government Ombudsman

www.lgo.org.uk/information-centre/reports/advice-and-guidance/guidance-notes/guidance-on-managing-unreasonable-complainant-behaviour

Report to: Audit and Governance Committee **Date of Meeting:** 7th December 2016

Council 2 March 2017

Subject: CCTV Policy Statement **Wards Affected:** All

Report of: Head of Regulation and Compliance

Is this a Key Decision? No **Is it included in the Forward Plan?** No

Exempt/Confidential No

Purpose/Summary

To consider a Policy Statement for the use of the Sefton Closed Circuit Television System and to make a recommendation to the Full Council

Recommendation(s)

That the Council be recommended to approve the CCTV Policy Statement attached at Annex A of this report

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

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

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Reasons for the Recommendation:

Operators of CCTV systems are encouraged by the Government to adopt a set of guiding principles so as to achieve a balance between public protection and individual privacy and to comply with statutory duties.

Alternative Options Considered and Rejected:

The alternative would be to not adopt the Policy and Codes of Practice which could lead to inappropriate use of CCTV systems.

What will it cost and how will it be financed?

[A] Revenue Costs – No additional costs

(B) Capital Costs – No additional costs

Implications:

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

Financial	
Legal : The legal implications are included within the report	
Human Resources	
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:

Adoption of the Policy and Codes of Practice will ensure that the service is delivered in a compliant manner

What consultations have taken place on the proposals and when?

The Head of Corporate Resources (FD 4420/16) and Head of Regulation and Compliance (LD 3703/16) have been consulted and any comments have been incorporated into the report.

Implementation Date for the Decision

Immediately following the Council Meeting.

Contact Officer: Peter Cowley, Senior Lawyer

Tel: 0151 934 2288

Email: peter.cowley@sefton.gov.uk

Background Papers:

There are no background papers available for inspection

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- 1.0 Introduction/Background
- 1.1 Surveillance systems, specifically Closed Circuit Television Systems [CCTV], are used to monitor or record the activities of individuals or both. As such they process individuals' information – their personal data – and are therefore covered by the Data Protection Act 1998 (DPA).
- 1.2 Sefton Council uses CCTV systems in public spaces, within car parks and at several Council owned sites.
- 1.3 It is therefore essential that the Council has appropriate Policies and Codes of Practice in place, in relation to the use of CCTV, which ensure that it complies with the DPA and other relevant statutory obligations, including:
 - (a) Regulation of Investigatory Powers Act 2000 (RIPA) which governs the use of covert surveillance by public authorities.
 - (b) The Human Rights Act 1998.
 - (c) The Protection of Freedoms Act 2012 (POFA) . The POFA Code provides guidance on the appropriate and effective use of surveillance camera systems.
- 1.4 The use of CCTV and other forms of surveillance cameras is regulated by:
 - (a) the Information Commissioner's Office (ICO) in relation to data protection
 - (b) the Office of Surveillance Commissioners (OSC) in relation to the use of covert surveillance
 - (c) the Surveillance Camera Commissioners (SCC) in relation to operational requirements and technical standards.
- 1.5 On 4th July 2016, the Council was inspected by a Surveillance Inspector from the Office of Surveillance Commissioners. The Inspector was provided with a draft of the Council CCTV Policy Statement and noted that it was due to be approved by the Audit and Governance Committee.
- 1.6 The draft CCTV Policy Statement is attached .The Policy is intended to give clear guidelines on the Council's use of CCTV and the purposes for which it may be used.The purpose of the Policy is to seek to achieve an appropriate balance between protecting the public [by deterring and detecting crime and anti-social behaviour] and protecting the privacy of individuals.
- 1.7 The Policy incorporates [in Clause 3.1] the "12 Guiding Principles" to be adopted by the operators of CCTV Systems. These originate from the Home Office's "Surveillance Camera Code Of Practice". The inclusion, in the Policy ,of these Guiding Principles will allow the Council to establish a clear rationale for any overt surveillance camera deployment in public places and to ensure its compliance with its legal duties under the legislation referred to in paragraph 1.3 above.

- 1.8 The Policy is designed to protect the Council and its staff from allegations of misuse of the CCTV System and to protect the public from any abuse of the system.

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Sefton Metropolitan Borough Council

CCTV POLICY STATEMENT

Agenda Item 13

1. Introduction

- 1.1 Sefton Council uses Closed Circuit Television (CCTV) systems in public spaces, within car parks and at several of Council owned sites.
- 1.2 This document along with individual systems Codes of Practice are designed to give clear guidelines on the Council's use of CCTV and to protect it and its CCTV operators from allegations of misuse of the system and to protect staff and the public from any abuse of the CCTV system.
- 1.3 This policy covers the purchase and use of CCTV equipment and the gathering, storage, use and disposal of visual data. This policy applies to all staff employed by Sefton Council and should be the standard expected from any external agencies or persons who operate CCTV systems on its behalf.
- 1.4 This document should be read in conjunction with the CCTV systems Code of Practice and Operational Manual. Failure to comply with these documents could lead to disciplinary action, which may lead to dismissal and in certain circumstances criminal proceedings against the individuals concerned.

2. Objectives of CCTV Systems

- 2.1 It is important that everyone and especially those charged with operating the CCTV systems on behalf of Sefton Council understand exactly why each of the systems has been introduced and what the cameras will and will not be used for.
- 2.2 Each CCTV system will have its own site or task specific objectives. These will include some or all of the following:
 - **Protecting areas and premises used by staff and the public;**
 - **Deterring and detecting crime and anti-social behaviour;**
 - **Assisting in the identification of offenders leading to their arrest and successful prosecution or other appropriate action;**
 - **Reducing violent or aggressive behaviour towards staff;**
 - **Reducing fear of crime, anti-social behaviour and aggression;**
 - **Protecting property and assets owned by Seftonarc Sefton Council;**
 - **Assisting in staff disciplinary, grievance, formal complaints and Health and Safety Investigations.**
- 2.3 The systems will not be used for any other purpose than those set out in this document without prior consultation with the senior manager responsible for CCTV – and where appropriate notification to staff and following consultation with the Trade Unions and also where appropriate, residents who live in the property. Any novel or non standard use of the CCTV cameras are to require the approval of the above manager.

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- 2.4** Cameras will not be used to monitor the progress of staff or individuals in the ordinary course of lawful business in the area under surveillance. Nor are managers permitted to use the cameras to observe staff working practices or to assist them in the day-to-day management of their staff.
- 2.5** Individuals will only be monitored if there is reasonable ground to suspect a serious criminal offence. In any case where CCTV has witnessed such incidents, (and officers wish to use footage as part of any investigation) officers should consult the heads of legal service, Human Resources and where appropriate Trades Unions.
Any requests to use CCTV other than for incidents that are historical will only be considered if RIPA, (Regulation of Investigatory Powers Act 2000) is applied. Without such authorisation CCTV will not be used under any circumstances.
- 2.6** **Since 1st November 2012, local authorities are required to obtain judicial approval from a justice of the peace, prior to using covert techniques, including covert surveillance. Also, from that date, the use of covert surveillance by local authorities is limited to the investigation of crimes which attract a 6 month or more custodial sentence, with the exception of offences relating to the under-age sale of alcohol and tobacco.**
- 2.7** Body worn cameras
1. The expectation is that the BWV device will only be used where there is an evidence gathering opportunity.
 2. Users should only commence recording as soon as they become aware that the encounter is likely to necessitate the need to gather evidence.
 3. On commencement of any recording the user should make a verbal announcement, where practicable, to indicate why the recording has been activated, the nature of the incident to which deployed or confirmation to those present that the incident is now being recorded using both video and audio.
 4. If the recording has commenced prior to arrival at the scene of an incident the user should, as soon as is practicable, announce to those persons present at the incident that recording is taking place and that actions and sounds are being recorded. Specific words for this announcement have not been prescribed in this guidance, but users should use straightforward speech that can be easily understood by those present, such as, "I am video recording you", "I am video recording this incident" or "everything you say and do is being recorded on video".
 5. In so far as is practicable, users should restrict recording to areas and persons necessary, in order to obtain evidence relevant to the incident and should attempt to minimise collateral intrusion to those not involved.
 6. There should always be a valid reason for the viewing of all captured body worn video.
 7. Any 'non-evidential' BWV footage recorded is only retained for 31 days in accordance with the ACPO guidelines and the Data Protection Act.
 8. BWV footage is restricted and cannot be disclosed to third parties without their express authority unless prescribed by law.

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9. Recorded data is 'Sefton Council Information' and it can be accessed on request in writing in accordance with Section 7 of the Data Protection Act 1998 and/or Section 8 of the Freedom of Information Act.
10. Staff operating BWV should be aware that an infringement of this protocol may be dealt with through the council's disciplinary procedure. Additionally, the recordings made on a device may be used to provide evidence in internal disciplinary proceedings relating to misconduct.

Dashcams

1. Although Sefton Council uses dashcams some vehicles they are not used to carry passengers. However, staff using any vehicles fitted with these devices should be made aware of their presence.
2. All data from dashcams will be managed in accordance with the general use of CCTV throughout this protocol.

3. Legislation

3.1 The Council's use of CCTV is subject to the following legislation:

3.1.1 The Data Protection Act 1998 (DPA).

3.1.2 The Human Rights Act 1998 (HRA).

3.1.3 The Freedom of Information Act 2000 (FOIA).

3.1.4 The Regulation of Investigatory Powers Act 2000 (RIPA).

3.1.5 The Protection of Freedoms Act 2012

Additionally, the Home Office has published the "Surveillance Camera Code of Practice" which sets out the 12 "Guiding Principles" to be adopted by CCTV system operators. These "Guiding Principles" are:-

1. Use of a surveillance camera system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.
2. The use of a surveillance camera system must take into account its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.
3. There must be as much transparency in the use of a surveillance camera system as possible, including a published contact point for access to information and complaints.
4. There must be clear responsibility and accountability for all surveillance camera system activities including images and information collected, held and used.

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5. Clear rules, policies and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.
6. No more images and information should be stored than that which is strictly required for the stated purpose of a surveillance camera system, and such images and information should be deleted once their purposes have been discharged.
7. Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.
8. Surveillance camera system operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.
9. Surveillance camera system images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.
10. There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.
11. When the use of a surveillance camera system is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and information of evidential value.
12. Any information used to support a surveillance camera system which compares against a reference database for matching purposes should be accurate and kept up to date.

The Council adopts the 12 “Guiding Principles” as part of this Policy.

3.2 It is important that the operation of all Council run CCTV systems comply with all relevant legislation [including the above] and Codes of Practice. This is to ensure that staff running the CCTV systems, the public and the Council itself are protected from abuses of the CCTV systems. The Responsible Officer will be responsible for reviewing all CCTV documentation relating to their system annually (or as changes occur) and ensuring the information in those documents is up to date. The CCTV Manager who acts as the Single Point of Contact (SPOC) will assist in this process.

4. Responsibility

4.1 Heads of Service have overall responsibility for CCTV systems used within their departments. Close supervision rests with the Heads of Service. The Responsible Officer for the purposes of this Policy Statement is the Head of Security Services.

4.2 The Security Services Manager is also the SPOC/CCTV Manager and is responsible for ensuring all users are kept up to date on legislation and changes in procedures and will review Sefton Councils Policy and Codes of Practice documents annually, and maintain a central database of all documents relating to the Councils CCTV system.

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4.3 The CCTV Manager

Is responsible for:

- 4.3.1 The day-to-day operation of the CCTV system within their charge and the security and accountability of all equipment and media used by their system. This includes any system owned by the Council but which is in the possession of third parties such as those cameras deployed in shopping precincts, commercial properties and swimming pools.
- 4.3.2 Making sure that authorised staff using the CCTV system are properly trained in the use of the equipment and comply with the Code of Practice and policies and procedures. They are not to permit any other staff to operate the equipment or view images without authorisation.
- 4.3.3 Acting as the first point of contact for enquires, complaints and requests for evidence and as the liaison officer for all external and internal contacts.
- 4.3.4 The CCTV Manager may not hold the positions of Designated Officer and an Officer role for Safeguarding as set out in the Safeguarding Children and Vulnerable Adults Policy.

4.4 CCTV Staff Operating CCTV Systems

- 4.4.1 Staff operating CCTV systems are responsible for operating the equipment in accordance with requirements set out in current legislation, this policy document, guidelines, confidentiality certificates, Codes of Practice and local Operational Manuals.
- 4.4.2 They must ensure that their training is up to date.
- 4.4.3 They are responsible for bringing any faults or misuse of the equipment to the Responsible Officer's attention immediately.

4.5 CCTV in Third Party Occupied Buildings

- 4.5.1 A number of CCTV systems may exist in council owned buildings where the service is provisioned by another organisation. These organisations will appoint a responsible officer who is responsible for the CCTV systems. A 'letter of understanding' should be produced and signed by the third party responsible officer and the council's CCTV Manager and will clearly state the responsibilities and accountability on both parties.

5. Purchase and Deployment of CCTV Cameras

- 5.1 Sefton Council is committed to respecting people's rights to privacy and supports the individual's entitlement to go about their lawful business. This is a primary consideration in the operation of any CCTV system, although there will inevitably be some loss of privacy when CCTV cameras are installed.

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- 5.2 Therefore it is crucial that serious consideration is given to the necessity for cameras in a given location and their impact on the privacy of individuals using the areas where cameras are to be installed.
- 5.3** Cameras are not to be installed in such a way that they can look into private space such as houses. If cameras are required in these areas they must only be installed if they can be fitted with privacy zones, which block out private areas so that they cannot be viewed or recorded.
- 5.4 Covert cameras are not to be deployed into areas used by staff or the public. Cameras should be clearly visible and clearly signed.
- 5.5 Concealed and unsigned cameras within property may on rare occasions be deployed in areas of high security where there is no legitimate public access and where staff access is controlled and restricted. Staff who normally work in these areas should where appropriate be informed of the location of these cameras, their purpose and where the monitor is kept.
- 5.6 Sefton Council will not use CCTV cameras if there are less intrusive and more effective methods of dealing with the problem.
- 5.7 No individual department or service will be permitted to purchase or install CCTV cameras until a full Operational Assessment and Privacy Impact Assessment have been completed and presented to the CCTV Evaluation Panel for approval.
- 5.8.1 Before deciding on CCTV, departments will be required to look at less intrusive alternatives. Each alternative is to be documented in the documents in paragraph 5.7 above, along with the reasons for its unsuitability to resolve the issue.
- 5.9 If after looking at all the alternatives it is decided that CCTV is the only suitable solution a clear operational objective for the system and each camera must be identified and an assessment on the impact on privacy must be carried out. A record of these decisions must be retained for inspection and review every year. A copy of these documents should be sent to the CCTV Manager and will need to be presented to the Evaluation Panel before any purchase is authorised.
- 5.8 Authorisation for the purchase and installation of CCTV cameras must be approved by the Evaluation Panel who will consult the CCTV Manager. Proof where appropriate of consultation with staff, Trade Union representatives and other stake holders has taken place will also be required by the Evaluation Panel before a final recommendation is made.
- 5.9 How the system will be paid for and its annual revenue costs and how they will be met must also be identified.
- 5.10 The CCTV Manager will be available to give advice at each stage of the above process.
- 5.11 Once authorisation is given to purchase CCTV cameras, advice should be sought from the Council's Procurement Team to ensure that correct procedures are followed.
- 5.12 It is a requirement under the Information Commissioners Code of Practice and the National CCTV Strategy that any equipment purchased is fit for purpose and will meet the objectives set down for the scheme. There is also a clear requirement for all CCTV schemes to have

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an effective maintenance schedule and Code of Practice. Officer's purchasing new CCTV equipment need to ensure these requirements are met.

- 5.13 This organisation does not deploy 'dummy' cameras as these give a false sense of security. Neither are officers to purchase cameras that can monitor conversation or be used to talk to individuals as this is seen as an unnecessary invasion of privacy.
- 5.14 Once new cameras have been installed a copy of a map or building plan showing the location of the CCTV cameras should be sent to the CCTV Manager for inclusion in the central CCTV library.

6. Monitoring

- 6.1 CCTV monitors sited in reception areas are intended to provide live monitoring of reception areas by departments. It is the responsibility of the Responsible Officer in the departments concerned to ensure those observing the monitors are properly trained in their duties and responsibilities and that the ability to view the monitors is restricted to those authorised to see it.
- 6.2 Monitoring of other cameras where required will only be carried out by persons authorised by the Responsible Officer.

7. Viewing Images and the Provision of Evidence

- 7.1 The casual viewing or trawling of images is strictly forbidden. Viewings must only be undertaken for a specific, legitimate and documented purpose.
- 7.2 The provision of evidence or viewings will normally be requested either by the police, other enforcement agency or another department conducting an investigation into criminal activities, potential; disciplinary matters, complaints, grievance or health and safety issues.
- 7.3 Enforcement agencies such as the police have a legal requirement to 'seize' any relevant evidence when investigating a crime and the CCTV Manager must comply with their request. But the enforcement agencies are bound by the same rules as everyone else.
- 7.5 Enforcement agencies are not permitted to trawl the CCTV system on the off chance of detecting a crime or wrong doing. They are required to provide the CCTV Manager or operator acting on his/her behalf with suitable information to cover the council's responsibilities under s29(3) of the Data Protection Act.
- 7.6 The release of evidence or permission to view images may only be authorised by the CCTV Manager or duty Control Room Operator in his/her absence. Where an enforcement agency requests copies of an image, one copy is to be made but there is no requirement for the CCTV Manager or duty Control Room Operator acting on his/her behalf to retain or produce any further copies.
- 7.7 If the matter concerns a member of staff, there will be no automatic right to viewing or the release of images. Viewings will be permitted and images will only be released to a properly authorised investigating officer after they have submitted a formal request to the Departmental Director.
Where it is decided that CCTV images will be used as part of an investigation staff will be given a copy in order to mount a defence. Please note section 7.11

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- 7.8 The CCTV Manager or duty CCTV operator acting on his/her behalf will then hold the relevant footage on the computer's hard drive (but not copy it to disc) and then seek authority to release the images from the Head of Service. The Head of Corporate Resources and where appropriate the Head of Regulation and Compliance should also be consulted before the images are released to the Investigating Officer.
- 7.9 **This process should take place as quickly as reasonably possible** so that the investigation is not unnecessarily delayed. To ensure the images are not lost due to retention time, the Investigating Officer can formally ask the CCTV Manager to retain the images until the viewing/ release of evidence process has been completed.
- 7.10 Once authorised, arrangements will be made to enable the Investigating Officer to view the images and if necessary be issued with two copies of recorded material on suitable recording media. Note: Only the Investigating Officer is permitted to view the images at this stage.
- 7.11 The reason for the second disc is that if it is decided to use CCTV images in an employment related hearing the employee being investigated must be given a copy of the images to permit them and their representatives to mount a defence. If a decision is made not to use the images then the data will destroyed immediately. At the end of the hearing ALL copies of the images are to be collected by HR, held on file and destroyed once the appeals process and any Employment Tribunal processes have been completed.
- 7.12 Staff who are subject to disciplinary, complaints or grievance procedures have the right to request that footage be retained if they believe it will support their defence. The process will be exactly the same as that shown above for the Investigating Officer.
- 7.13 **Sefton Council will not permit viewings or release images to people being investigated by an enforcement agency or in an internal investigation, which may be handed over to an external agency such as the police.** The responsibility for investigating and disclosing images to those involved in the investigation are covered by the Police and Criminal Evidence Act (PACE) and the Evidence and Disclosure Act and the prosecuting authorities are required to follow the procedures set out in these Acts. It should be noted that other enforcement agencies will operate under other legislation but the use of and disclosure of the evidence rests with them.
- 7.14 It is critical that a full and detailed record is kept of all viewings of the systems and all instances when images are issued. This information must include:
- Date, time, camera number and location of the incident
 - The name of the authorising officer
 - The date time, name and contact details of the person viewing or removing images
 - The reason for the viewing/ issue of images
 - The person who released and the received the images signatures
 - Any media containing images should be uniquely marked and the number recorded for ease of identification

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8. Insurance Claims

- 8.1 CCTV involvement in insurance claims fall into two categories. First, incidents which may result in claims against Sefton Council and secondly claims involving third parties, normally traffic accidents.
- 8.2 CCTV cameras may be able to assist in incidents that could result in a claim against Sefton Council. When a report is received which may result in a claim, the officer responsible for dealing with the incident should consider whether CCTV covers the area. If so they should then ask the CCTV systems Responsible Officer to hold images for that period but this must be done within 28 days from the date of the incident. The officer dealing with the incident should then follow the procedures for viewing and obtaining evidence, which is set out in section 7 above.
- 8.3 If evidence is issued to the officer dealing with the incident, they become responsible for the security, safety and integrity of the images. All recorded media must be stored in a secure place with access limited only to those people involved in the subsequent claim. At the end of the waiting period or after any claim has been dealt with this officer will be responsible for the destruction of the recorded media by shredding and a record in the form of a signed memo to that effect will be kept for a period of 12 months.
- 8.4 Requests for assistance from CCTV cameras in third party claims are increasing especially with regard to traffic accidents. Often it is the person involved in the accident who will contact CCTV and ask either if we have any images or if they can come and view the images. Members of the public should be advised to make a 'subject access request' (SAR) through the normal corporate procedure. If the footage only contains images of the data subject this can be considered for disclosure. If the footage also involves images of third parties, the data subject should be provided with a written summary of what can be seen in the footage. If on receipt of this information the data subject or their insurance company feel a copy of the images would be useful in the investigation of their accident the data subject can then give consent to their insurance company to access the images on their behalf for the purposes of the investigation.
- 8.5 If the correspondence arrives within the recording period, the CCTV Manager or duty operator acting on his/her behalf should view the images. If the incident was not caught on camera the insurers or solicitor can be called and informed and the case can be closed. If the letter arrives after the recording period, there will be no relevant images and again the person requesting the images should be informed in writing.
- 8.6 If relevant images are found on the recorder, the insurance company/ solicitor should be informed and asked if they want a copy. (And include evidence they are acting on behalf of the subject). If they do, then they need to be informed that there will be a fee. The fee should be based on the amount of time spent by staff viewing, copying and processing the images based on the hourly salary rate rounded up to the nearest hour. It should also include post and packaging and the cost of the media supplied. This should then be sent as an invoice to the recipient. No charges will be raised against internal requests for assistance.
Please note that the maximum fee, (set by legislation) for *viewing* the footage is £10.
- 8.7 The images may then be copied and sent to the relevant person accompanied by two copies of a letter reminding them that the Council retains 'copyright' over the images, that they are responsible for the security and destruction of the images and that the images may not be used for any other purpose other than the one they were released for. The details of

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the media released should be included (i.e. media number) in the letter and they should be asked to sign one copy of the letter confirming they have received the images and accepting the conditions of release. A detailed record of all actions must be maintained. Failure to comply with the conditions of release may result in legal action being taken against the person who signed the acceptance letter.

9. Signage

- 9.1 All areas where CCTV is in use should be clearly signed to comply with the Data Protection Act. This is to warn people that they are about to enter an area covered by CCTV cameras or to remind them that they are still in an area covered by CCTV. The signs will also act as an additional deterrent. CCTV signs should not be displayed in areas, which do not have CCTV cameras.
- 9.2 Where 'covert' cameras have been authorised for deployment, signage will not normally be erected.
- 9.3 The signs should have a yellow background with all writing in clear black print. The sign should carry the CCTV camera and organisations logo. The information on the sign should explain why the CCTV cameras are there, who runs them and a contact number. The signs, position and the message needs to be big enough to enable people to easily read the information on it. For pedestrians the sign should be A4 size and for vehicle access A3 size

10. Requests for Information

- 10.1 Under the Data Protection Act and the Freedom of Information Act members of the public and other organisations have the right to ask to see data held by local authorities and other public bodies. This data includes visual images captured by CCTV. Any such request should be directed to:

information@sefton.gov.uk

There are certain circumstances when it will not be possible to provide images from CCTV - for example, when the images form part of a criminal investigation. Advice on these exemptions can be obtained from the Information Governance Team. In all instances where Subject Access Requests and Freedom of Information requests are received, they should be passed onto the Information Governance Team for logging and validating, before CCTV images are released.

- 10.2 In certain circumstances a summary of events will be provided to the requester so they can make a judgement on whether to instruct their insurance provider/solicitor for the full record.

11. Recording Systems

- 11.1 All staff required to operate CCTV equipment are to receive training in the use of the equipment and must conform to this policy document and their systems Code of Practice at all times. Staff who operate the recorders will be required to sign a 'confidentiality statement', which prohibits them from making any material available for purposes other than those stated in the Code of Practice. Any other staff having access to the equipment will also sign a confidentiality statement. Once signed, the confidentiality statement should be placed in the individual's personnel file.
- 11.2 Except for evidential purposes images will not be copied in whole or in part.

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- 11.3 Recorded material will not be sold or used for commercial purposes or the provision of entertainment. Images provided to the police or other enforcement agencies or for internal investigations shall at no time be used for anything other than the purposes for which they were originally released.
- 11.4 Recording equipment and recording media will be kept in a secure location and no access will be granted to unauthorised staff.
- 11.5 All images will remain the property and copyright of Sefton Council.
- 11.6 Each new recording media must be clearly marked with a unique reference number in indelible ink before it is brought into operation.
- 11.7 Each use of media will be documented. Unused media or media awaiting issue will be held in a secure cabinet in such a way that completeness of the archive is immediately apparent. Images will be retained for a period of 30 days. The CCTV register will be stored in a secure place.
- 11.8 All media will be disposed of securely in line with the council's Corporate Retention and Disposal Schedule
- 11.9 All recording protocol should be an 'open' protocol. This enables the Police and other agencies to view evidence on their own systems without having to preload operating software. This is important because most police computers are unable to download unauthorised software, which means they will be unable to use the CCTV images for their investigations.

12. Disciplinary Offences and Security

- 12.1 Tampering with or misuse of cameras, monitoring or recording equipment, images or recorded data by staff may be regarded as misconduct/gross misconduct and could lead to disciplinary action, which may result in dismissal or criminal prosecution.
- 12.2 Any breach of this policy document or the CCTV Code of Practice will be regarded as a serious matter. Staff who are in breach of this instructions will be dealt with according to the Councils disciplinary procedures.
- 12.3 The responsibility for guaranteeing the security and proper use of the system will rest with the Responsible Officer of the system concerned. These officers will, in the first instance, investigate all breaches or allegations of breaches of security or misuse and will report his/her findings their Service Manager or Head of Service.

13. Statistics

- 13.1 CCTV installation like any other purchase by a public body is spending public money and this needs to be justified. CCTV systems are required is to show how effective the cameras are in dealing with the objectives set out for them.
- 13.2 The Responsible Officer will be required to submit an annual set of statistics showing the effectiveness of their systems to their Head of Service with a copy being sent to the Service Manager. The statistics will cover the previous financial year (1st April – 31st March).

14. Inspections/ Visits

14.1 All CCTV system may be subject to inspections or visits by a member of the Information Commissioners Office or the Regulation of Investigatory Powers Commissioner. In addition, systems may also be subject to visits/ inspections by members of the organisation and the CCTV Manager.

14.2 These visits/ inspections are designed purely to ensure that the systems are being run in accordance with current legislation, this policy guideline and their own Codes of Practice and to offer advice for improvement where required.

15. Health and Safety

15.1 The Responsible Officer is to ensure that staff are made aware of and comply with all Sefton Councils policies on health and safety. In particular they are to be aware of policies relating to working with electrical equipment, VDU Regulations.

16. Complaints

16.1 Complaints about the operation of a CCTV system should be addressed initially to the CCTV Manager. Complaints will be dealt with in accordance with Sefton Council's complaints procedure. Details of how to complain can be found at :-
www.sefton.gov.uk/your-council/consultations,-complaints-feedback.aspx

17. Further Advice/ Information

17.1 Further advice on CCTV related matters may be obtained from the individuals and organisations shown below:

Operations Manager
Seftonarc
Sefton Council
209 Linacre Lane
Bootle
L20 6AD

Data Protection Officer
Sefton Council
7th Floor
Merton House, Stanley Road
Bootle
L20 3UU

Head of Security Services
Seftonarc
Sefton Council
209 Linacre Lane
Bootle
L20 6AD

Security Services Manager
Seftonarc
Sefton Council
209 Linacre Lane
Bootle
L20 6AD

Agenda Item 13

Report to: Council **Date of Meeting:** 2 March 2017

Subject: Liverpool City Region Combined Authority Mayoral Election – Appointment of Local Returning Officer **Wards Affected:** All

Report of: Head of Regulation and Compliance

Is this a Key Decision? No **Is it included in the Forward Plan?** No

Exempt/Confidential No

Purpose/Summary

The purpose of the report is to enable the Sefton Metropolitan Borough Council to appoint a Local Returning Officer in respect of the Liverpool City Region Combined Authority Mayoral Election on Thursday 4 May 2017.

Recommendations

Council is requested to appoint Margaret Carney (Chief Executive) to act as the Local Returning Officer (LRO) in respect of the Liverpool City Region Combined Authority Mayoral Election which will take place on Thursday 4 May 2017;

Reasons for the Recommendation:

The Combined Authorities (Mayoral Elections) Order 2017 provides that each constituent authority must appoint one of its officers to act as the Local Returning Officer for the combined authority mayoral election.

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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What will it cost and how will it be financed?

(A) Revenue Costs

All costs associated with the election, including the estimated £500,000 printing and postage costs referred to in the report, will be met by the Combined Authority. Any costs associated with the functions of Sefton's Returning Officer will be contained within the allocated funding from the Combined Authority.

(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 – The cost of the election is to be funded by the Combined Authority	
Legal	
Human Resources	
Equality	
1. No Equality Implication	<input type="checkbox"/>
2. Equality Implications identified and mitigated	<input checked="" type="checkbox"/>
3. Equality Implication identified and risk remains	<input type="checkbox"/>

Impact of the Proposals on Service Delivery:

Each constituent council must appoint an officer of the council to be the local Returning Officer for the combined authority mayoral election. Local Returning Officers are personally responsible for running the combined authority mayoral election at a local level.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources (FD 4514/17) has been consulted and comments have been incorporated into the report and Head of Regulation and Compliance (LD.3797/17) have been consulted and have no comments on the report.

Implementation Date for the Decision

Immediately following the Council meeting on 2 March 2017

Contact Officer: Neil Middlehurst

Tel: 0151 934 2269

Email: neil.middlehurst@sefton.gov.uk

Background Papers:

None

1. Introduction/Background

- 1.1 The Combined Authorities (Mayoral Elections) Order 2017 provides that each constituent authority within the Liverpool City Region must appoint one of its officers to act as the Local Returning Officer for the combined authority mayoral election to take place on 4 May 2017.
- 1.2 It is proposed that the Chief Executive, Margaret Carney be appointed as the Local Returning Officer for the Borough of Sefton
- 1.3 The Department of Constitution and Local Government has stated that the costs of the election will be met by the Combined Authority which is in accordance with the regulations. Estimated costs of the election have been estimated based on the “maximum recoverable amounts” allocated to the each constituent council in respect of the Police and Crime Commissioner Election and EU referendum held in 2016.
- 1.4 Each Local Returning Officer shall be allocated a proportion of the proposed budget, again based on the allocation for the Police and Crime Commissioner Election and EU Referendum. In addition to the above costs there is a legal requirement for a separate candidate booklet to be produced and delivered to every registered elector in the region. The postage and printing costs for this are estimated to be approximately £500,000.

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Report to: Council **Date of Meeting:** 2 March 2017

Subject: Local Government Act 1972 – Section 85 - Attendance at Meetings

Report of: Head of Regulation and Compliance **Wards Affected:** All

Is this a Key Decision? No **Is it included in the Forward Plan?** No

Exempt/Confidential No

Purpose/Summary

This report requests authority to approve and authorise the absence of Councillor Ball from attendance at Council and Committee Meetings pursuant to Section 85 of the Local Government Act 1972.

Recommendation(s)

That the current absence from all Council and Committee Meetings of Councillor Ball due to ill health be authorised and approved for the period until the scheduled meeting of the Council to be held on 21 September 2017, pursuant to Section 85 of the Local Government Act 1972.

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

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

Reasons for the Recommendation:

To comply with the provisions of Section 85 of the Local Government Act 1972.

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What will it cost and how will it be financed?

(A) **Revenue Costs** – Not applicable

(B) **Capital Costs** – Not applicable

Implications:

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

Legal – The effect of the legislation is contained within the contents of the report.	
Human Resources – Not applicable	
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 on Service Delivery:

None.

What consultations have taken place on the proposals and when?

The Head of Corporate Resources (FD 4530/17) has been consulted and has no comments on the report.

The Head of Regulation and Compliance (LD 3813/17) have been consulted and any comments have been incorporated into the report.

Are there any other options available for consideration?

No

Implementation Date for the Decision

With immediate effect following the Council meeting

Contact Officer: Steve Pearce

Tel: 0151 934 2046

Email: steve.pearce@sefton.gov.uk

Background Papers:

There are no background papers available for inspection.

1. Introduction/Background

- 1.1 Section 85 of the Local Government Act 1972 provides that if an Elected Member fails to attend any Council or Committee Meeting for a period of six months, he or she ceases to be an Elected Member, unless the absence was approved by the Council before the expiry of the six month period.
- 1.2 Unfortunately Councillor Ball is unable to attend any meeting due to ill health. She last attended a Council Meeting on 19 May 2016 and the Council on 22 September 2016 approved her absence from all Council or Committee Meetings for a six months period until 21 March 2017. A further period of authorised absence from all Council or Committee Meetings has been requested to enable additional time for Councillor Ball to return to good health.
- 1.3 Members are requested to approve the absence of Councillor Ball from all Council or Committee Meetings for the period from the date of this meeting until the scheduled meeting of the Council to be held on 21 September 2017.

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