

# Public Document Pack

**Sefton Council** 

MEETING: CABINET  
DATE: Thursday 2nd November, 2017  
TIME: 10.00 am  
VENUE: Birkdale Room, Town Hall, Southport

DECISION MAKER: **CABINET**

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

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

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

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

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

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# A G E N D A

Items marked with an \* involve key decisions

<u>Item No.</u>	<u>Subject/Author(s)</u>	<u>Wards Affected</u>	
1	<b>Apologies for Absence</b>		
2	<b>Declarations of Interest</b>  Members 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	<b>Minutes of the Previous Meeting</b>  Minutes of the meeting held on 5 October 2017		(Pages 7 - 16)
* 4	<b>Early Intervention and Prevention Strategy Working Group - Final Report</b>  Report of the Head of Regulation and Compliance	All Wards	(Pages 17 - 34)
* 5	<b>Merger of South Sefton College with Hugh Baird College as recommended by the Liverpool City Region Area Review</b>  Report of the Head of Schools and Families	All Wards	(Pages 35 - 42)
* 6	<b>Procurement of a new information, advice and guidance service for NEET young people</b>  Report of the Head of Regeneration and Housing	All Wards	(Pages 43 - 50)
* 7	<b>Supply of Liquid Fuels</b>  Report of the Head of Commissioning Support and Business Intelligence	All Wards	(Pages 51 - 58)
8	<b>Transport for the North – Draft Regulations</b>  Report of the Head of Locality Services - Commissioned	All Wards	(Pages 59 - 64)

* 9	<p><b>Southport Town Centre - Townscape Heritage Lottery Application</b></p> <p>Report of the Head of Regeneration and Housing</p>	Dukes	(Pages 65 - 72)
* 10	<p><b>Strand Shopping Centre, Bootle - Update</b></p> <p>Report of the Executive Director</p>	All Wards	(Pages 73 - 82)
* 11	<p><b>Revenue and Capital Budget Plan 2017/18 - 2019/20</b></p> <p>Report of the Head of Corporate Resources</p>	All Wards	(Pages 83 - 98)
* 12	<p><b>Revenue and Capital Budget Plan 2017/18 - 2019/20: Asset Maximisation Procurement Report</b></p> <p>Report of the Head of Corporate Resources</p>	All Wards	(Pages 99 - 102)
13	<p><b>Armed Forces Memorandum of Understanding for the Local Authorities of the Liverpool City Region</b></p> <p>Report of the Head of Regulation and Compliance</p>	All Wards	(Pages 103 - 114)
14	<p><b>Exclusion of Press and Public</b></p> <p>To comply with Regulation 5(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012, notice has been published regarding the intention to consider the following matter(s) in private for the reasons set out below.</p> <p>No representations have been received on this matter and this agenda satisfies the requirements of Regulation 5(4).</p> <p>The Cabinet is recommended to pass the following resolution:</p> <p>That, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012, the press and public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972. The Public Interest Test has been applied and favours exclusion of the information from the Press and Public.</p>		

15 **Restricted Minutes of the Previous Meeting**

Restricted Minutes of the meeting held on 5 October 2017.

To Follow.

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**THE "CALL IN" PERIOD FOR THIS SET OF MINUTES ENDS AT 12 NOON ON MONDAY, 23 OCTOBER 2017. MINUTE NO.S 73 TO 75 AND 85 ARE NOT SUBJECT TO CALL-IN**

## **CABINET**

### **MEETING HELD AT THE COMMITTEE ROOM, TOWN HALL, BOOTLE ON THURSDAY 5TH OCTOBER, 2017**

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

**ALSO PRESENT:** Councillors McGuire and Thomas

#### **73. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

#### **74. DECLARATIONS OF INTEREST**

No declarations of any disclosable pecuniary interest were received.

#### **75. MINUTES OF THE PREVIOUS MEETING**

##### **Decision Made:**

That the minutes of the Cabinet meeting held on 7 September 2017 be confirmed as a correct record.

#### **76. AREA COMMITTEES WORKING GROUP FINAL REPORT**

The Cabinet welcomed Councillor Thomas to the meeting of Cabinet to present the report of the Area Committee Working Group in her capacity as Lead Member of the Area Committee Working Group.

Councillor Thomas reported that she had presented the report to the Overview and Scrutiny Committee (Regulation, Compliance and Corporate Services). The Committee recommended that the Cabinet be requested to consider the most appropriate course of action in respect of the submissions by Councillors Jamieson, McGuire and Thomas.

**Decision Made:** That the following recommendations be approved:-

- (1) that the current Area Committee system in Sefton cease;
- (2) that the current responsibilities of Area Committees be transferred to the Committees as detailed in [Appendix 1](#) attached to the report of the Head of Regulation and Compliance considered by the three Area Committees during the December 2015/January 2016 cycle;
- (3) that three Constituency Fora be established covering the Bootle, Sefton Central and Southport Constituencies with the following

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terms of reference:

- A. To engage with local residents, community groups, partners, businesses, private sector organisations, the voluntary, community and faith sector and Parish Councils particularly in relation to the Sefton 2030 vision for the borough;
  - B. In areas covered by Parish Councils, to work closely with such Parish Councils and the Sefton Area Partnership of Local Councils by promoting and enhancing the [Parish and Town Council Charter for Sefton](#)
  - C. To consider complaints from constituents if it can be demonstrated that none of their Ward Councillor(s) has responded at all to a request for action;
  - D. To meet a minimum of twice per year ; and
  - E. To determine, with the consent of the three Ward Councillors, the devolved allocation of Ward funds on local priorities that would not otherwise be funded by Council budgets; that this funding continue to be administered by the Head of Communities; and any Ward budget over £10,000 not allocated at the end of the Municipal Year be transferred to the Cabinet Member – Communities and Housing for inclusion in the Community Transition Fund;
- (4) that the Head of Communities to support the operation of the Constituency Fora;
  - (5) that the Head of Strategic Support to provide support on public engagement and consultation issues to the Constituency Fora;
  - (6) that subject to operational requirements the use of Council buildings be allowed to host the Constituency Fora; and
  - (7) that to assist the role of Constituency Fora Operational Groups be established if deemed necessary by local Ward Members (in those areas where currently none exist) to work with partner agencies in their localities.

## **Reasons for the Decision:**

The Working Group has recommended that the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) and the Cabinet consider the submissions detailed in paragraph 6 and Appendix 3 of the Final Report and determine the most appropriate course of action thereon.



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## **Alternative Options Considered and Rejected:**

No alternative options were considered. The Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) established the Working Group to review the findings of the public consultation exercise undertaken on the role of Area Committees, and the other issues set out in the report submitted to the Cabinet on 23 June 2016 and the Working Group has performed this task

## **77. LICENSING/CHILD SEXUAL EXPLOITATION WORKING GROUP FINAL REPORT**

The Cabinet considered the report of the Head of Regulation and Compliance including the final report of the Licensing/Child Sexual Exploitation Working Group.

Councillors Lappin and J.J.Kelly commended the work of the Overview and Scrutiny Committee to the Cabinet.

### **Decision Made: That:-**

- (1) Sefton's Members of Parliament be requested to lobby the Home Secretary to strengthen the existing Legislation regarding personal licences to Include:-
  - a) A national data base of personal licences
  - b) A fit and proper persons test
  - c) In particular provision to allow a Council to defer determination of a personal licence where the Individual is currently involved in a Police Child Sexual Exploitation investigation where a licenced premises is central to those investigations;
- (2) Sefton's Members of Parliament be requested to lobby the Secretary of State for Education to ensure that Care Providers who offer residential placements for 16 – 18 year old children and young people are inspected by a regulatory body;
- (3) in order to raise awareness of Child Sexual Exploitation issues with Sefton parents, the Head of Schools and Families promote the Child Sexual Exploitation e-learning tool with all schools and governing bodies and with a request that school e-newsletters contain a hyperlink to the e-learning tool;
- (4) Rather than the Merseyside local authorities dealing with licensing/CSE issues in a piecemeal or individual way, the Liverpool City Region be contacted to seek the adoption of

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pan-Merseyside standardised policies particularly bearing in mind the cross boundary nature of taxi/private hire journeys; and

- (5) the Head of Regulation and Compliance and the Head of Children's Social Care submit a joint monitoring report to the meeting of the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Resources) and the Overview and Scrutiny Committee (Children's Services and Safeguarding) to be held on 16 and 30 January 2018 respectively, setting out progress made against each of the recommendations set out in the report and that thereafter, monitoring reports be submitted to the Committees on a six monthly basis.

## **Reasons for the Decision:**

The Working Group has made a number of recommendations that require approval by the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services), the Overview and Scrutiny Committee (Children's Services and Safeguarding) and the Cabinet.

## **Alternative Options Considered and Rejected:**

No alternative options were considered. The Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) established the Working Group to review the topic of Licensing/Child Sexual Exploitation and the Working Group has performed this task.

## **78. REVENUE AND CAPITAL BUDGET UPDATE 2017/18**

The Cabinet considered the report of the Head of Corporate resources that informed Cabinet of; the current forecast revenue outturn position for the Council for 2017/18 as at the end of August; the current forecast on Council Tax and Business Rates collection for 2017/18; and the current position of the Capital Programme.

**Decision Made:** That the Cabinet:

- i) note the forecast deficit outturn position of £0.843m as at the end of August 2017;
- ii) note the progress to date on the achievement of approved Public Sector Reform savings for 2017/18;
- iii) note the forecast position on the collection of Council Tax and Business Rates for 2017/18; and,
- iv) note the current progress in the delivery of the 2017/18 Capital Programme.

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**Reasons for the Decision:**

To ensure that the Cabinet is informed of the forecast outturn position for the 2017/18 revenue and capital budgets as at the end of August 2017 and to provide an updated forecast of the outturn position with regard to the collection of Council Tax and Business Rates.

**Alternative Options Considered and Rejected:**

None

**79. REVENUE AND CAPITAL BUDGET UPDATE - TREASURY MANAGEMENT OUT-TURN 2016/17**

The Cabinet considered the report of the Head of Corporate Resources in relation to the performance against Prudential Indicators, and Treasury Management activities undertaken for 2016/17.

**Decision Made:**

That the Cabinet note the Council's outturn position and its performance against its 2016/17 prudential indicators.

**Reasons for the Decision:**

To ensure that the Cabinet is fully apprised of performance against prudential indicators, and of Treasury activity undertaken in 2016/17.

**Alternative Options Considered and Rejected:**

None.

**80. PARKING ENFORCEMENT CONTRACT**

The Cabinet considered the report of the Head of Regulation and Compliance that sought approval to invite tenders through the appropriate procurement route for the provision of parking and environmental enforcement services.

**Decision Made:** That:

1. the tender process to procure the provision of enforcement services as outlined in the report, be approved;
2. the contract period of 5 years from 1st April 2018 to 31st March 2023, be approved; and
3. delegated authority be granted to the Head of Regulation and Compliance, in consultation with the Cabinet Member – Regulatory, Compliance and Corporate Services, to award the Contract resulting from the procurement.

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## **Reason for the Decision:**

To secure delivery of the Council's statutory responsibility to enforce parking restrictions in Sefton. The contract would also include environmental enforcement and ambassadorial duties.

## **Alternative Options Considered and Rejected:**

The option to insource the service had been considered and discounted on the basis of the flexibility, economies of scale, expertise and cost benefits available from using an external supplier.

## **81. PURCHASING OF FOSTERING PLACEMENTS FOR CHILDREN AND YOUNG PEOPLE**

The Cabinet considered the report of the Head of Children's Social Care in relation to the contractual arrangements and future procurement of Fostering placements for children and young people.

### **Decision Made:** That:

- (1) participation in the regional Dynamic Purchasing System agreement to be procured by STAR on behalf of all participating authorities, for future purchasing of independent foster placements from 1st April 2018, be authorised; and
- (2) the regional work undertaken in 2017/18, to determine the best approach for procuring Fostering placements from April 2018, be noted.

### **Reasons for the Decision:**

Since April 2014, wherever possible and where no in house foster placements are available, fostering placements for children and young people have been procured through regional framework contracts.

When these regional framework contracts were originally entered into, they were entered into on the basis of a core contract period of 2 years with further optional extension periods of up to 2 years. It was anticipated at the outset that this extension would be taken up as part of the life of the contract, provided that the quality/price of services/goods provided under the contract are of a satisfactory standard and exercising the extension is considered to represent best value for the Council.

The primary purpose of building contracts around core and extension periods is to ensure that the quality of the contract is maintained throughout the life of the contract and to ensure that the Council, particularly at times of financial uncertainty has flexibility to bring contracts to a conclusion and/or is able to refine services and or goods received under the contract.

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There are opportunities for new and innovative ways of procuring placements, but these have a mixed evidence base for efficacy in fostering and must be balanced against the risk of rising costs through a new tender. These include multiple authorities purchasing jointly from the DPS. A regional task and finish group was established to review the current arrangements, test alternative models and apply the learning from the residential retender to the fostering market, in order to confirm the best option from April 2018.

These are important and costly services and the alternative options to the recommendations would be likely to incur greater cost and more variable quality, hence the need to determine the manner of purchasing these placements ahead of the next financial year.

### **Alternative Options Considered and Rejected:**

Instead of continuing to procure placements through the existing regional Framework Contracts and their replacements, the Council could carry out its own full EU compliant Tender exercise; adopt an alternative Framework, or “Spot Purchase” placements from the market as they are needed.

Undertaking a full EU compliant process alone is not recommended because: the time required to complete the process would be the same as procurement of a regional framework and in this market the Council is unlikely to obtain better prices than through collaborative procurement; and the burden and resource required to ensure quality and safety of provision would be increased, requiring additional resource. Additionally providers have given feedback that they do not want to join lots of separate frameworks but would rather the local authorities worked together.

An alternative Framework Agreement is not recommended as the strength of the current framework is that 23 authorities sign up to and use it. To procure as a single authority would disrupt the market, it is likely that providers would increase their prices and the burden and resource required to ensure quality and safety of provision would be increased, requiring additional resource. The prices available through the current Frameworks are competitive and/or better than prices within known alternative Frameworks

Spot purchasing is not recommended as it would increase costs and the burden and Resource required to ensure quality and safety of provision would be increased, requiring additional resource.

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## 82. APPROVAL OF LEGAL DOCUMENTATION FOR ACADEMY CONVERSIONS

The Cabinet considered the report of the Head of Schools and Families that informed Cabinet of the decision by the Secretary of State for Education to convert Shoreside Primary School, St Teresa's Catholic Infant School and Savio Salesian College to become sponsored academies in accordance with Government policy and that Litherland Moss Primary School, St Andrew's CE Primary School, Holy Trinity CE Primary School and St Thomas' CE Primary School had applied to become academies.

### **Decision Made:** That:

- (1) the statutory requirements regarding academy conversion, be noted;
- (2) the financial implications to the Council, be noted; and
- (3) the Head of Regulation and Compliance in consultation with the Head of Schools and Families, be authorised to complete the necessary agreements required as part of the academy conversion process for the following schools as outlined in the report: Holy Trinity CE Primary School; Litherland Moss Primary School; St Andrew's CE Primary School; St Teresa's Catholic Infant School; and St Thomas' CE Primary School; Savio Salesian College and Shoreside Primary School.

### **Reason for the Decision:**

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

### **Alternative Options Considered and Rejected:**

There are no alternative options. The Secretary of State has the powers to direct that the academy conversion process can continue if the agreements are not signed.

## 83. UPDATE ON REGIONALISATION OF ADOPTION - ADOPTION IN MERSEYSIDE

Further to Minute No. 6 of the meeting of the Cabinet held on 25 May 2017 the Cabinet considered the report of the Head of Children's Social Care that provided further details regarding the level of service provision within Sefton, for the proposed model for the Knowsley, Liverpool, Sefton and Wirral Regional Adoption Agency (RAA), known as AIM ( Adoption in Merseyside).

### **Decision Made:**

That a final report regarding the proposed establishment of the Regional

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Adoption Agency, Adoption in Merseyside be submitted to the Cabinet scheduled to take place on 2 November 2017.

**Reasons for the Decision:**

In June 2015 the Department for Education (DfE) published a White Paper that proposed local authorities should create Regional Agencies by 2020 (Regionalising Adoption- June 2015). The White Paper set out an expectation that local authorities should form firm proposals, in partnership with their voluntary partners, to align adoption services into a Regional Adoption Agency (RAA). The Government commitment to this approach was

developed further in the Education and Adoption Act 2016 which gave the government the power to direct a local authority to enter into a RAA if it has not done so by the end of 2017

**Alternative Options Considered and Rejected:**

None

**84. EXCLUSION OF PRESS AND PUBLIC**

RESOLVED:

That, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012, the press and public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The Public Interest Test has been applied and favours exclusion of the information from the Press and Public.

**85. SEFTON COUNCIL HOUSING DEVELOPMENT COMPANY**

The Cabinet considered the report of the Head of Regeneration and Housing in relation to Sefton Council Housing Development Company.

**Decision Made:**

That the recommendations contained within the report be approved.

**Reason for the Decision:**

To inform Cabinet of the proposals.

**Alternative Options Considered and Rejected:**

None.

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# Agenda Item 4

<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Early Intervention and Prevention Strategy Working Group - Final Report		
<b>Report of:</b>	Head of Regulation and Compliance	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Adult Social Care		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

## Summary:

To formally present the final report of the Early Intervention and Prevention Working Group.

## Recommendation(s):

The Cabinet is requested to approve the following recommendations:-

1. That the Head of Communities be authorised to:-
  - (a) Request the Chief Officer for NHS South Sefton Clinical Commissioning Group, and NHS Southport and Formby Clinical Commissioning Group, to:
    - (i) Consider the integration of primary care services into Sefton Council's hubs, or the adoption of a similar model; and
    - (ii) Consider encouraging Sefton General Practitioners to increase the use of social prescribing for patients, where appropriate.
  - (b) Request other public sector partners to consider integration into Sefton Council's hubs, or the adoption of a similar model.
  - (c) Request the Chief Executive of Sefton Council for Voluntary Service (CVS) to attend a future meeting of the Overview and Scrutiny Management Board, to discuss the role of Sefton (CVS) and its interactions with other smaller organisations.
  - (d) Explore the possibility of including a requirement for every future tender commissioned by the Council for other organisations to work together, co-operate and operate with an integrated approach, in the delivery of the services required.
2. That the Heads of Service for Communities, Regulation and Compliance, Locality

# Agenda Item 4

Services – Provision and Locality Services – Commissioned, be requested to explore the possibility of transforming “place-based” services into the locality-based model, in the future.

3. That the Senior Democratic Services Officer be requested to liaise with relevant officers in order to ensure that the Overview and Scrutiny Management Board receives a six-monthly monitoring report, setting out progress made against each of the recommendations outlined above.

## Reasons for the Recommendation(s):

The Working Group has made a number of recommendations that require approval by the Cabinet.

## Alternative Options Considered and Rejected: (including any Risk Implications)

No alternative options were considered. The Overview and Scrutiny Management Board established the Working Group to review Early Intervention and Prevention and the Working Group has performed this task.

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

### (A) Revenue Costs

There are potential revenue savings to the running costs of Council hubs if the CCGs and other public sector partners decided to integrate services with Sefton Council, however at this moment in time they cannot be quantified. Any integration would also provide the opportunity to develop new working arrangements that bring benefits to all partners along with Sefton residents who use these services.

### (B) Capital Costs

There are no financial implications arising for the Council as a direct result of this report.

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>
Not applicable
<b>Legal Implications:</b>
Not applicable
<b>Equality Implications:</b>
There are no equality implications.

## Contribution to the Council’s Core Purpose:

Protect the most vulnerable:
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The transformation process surrounding Early Intervention and Prevention is targeted towards protecting the most vulnerable members of Sefton’s communities.
Facilitate confident and resilient communities: The transformation process surrounding Early Intervention and Prevention is targeted towards facilitating confident and resilient communities.
Commission, broker and provide core services: The transformation process surrounding Early Intervention and Prevention is targeted towards the Council providing person-centred and localised services where possible. The Council will deliver services which can’t be duplicated elsewhere or where value can be added.
Place – leadership and influencer: The transformation process surrounding Early Intervention and Prevention is targeted towards the Council providing strong leadership and influencing partner organisations to work towards common goals and ensuring that what happens is in the best interests of Sefton and its residents.
Drivers of change and reform: The transformation process surrounding Early Intervention and Prevention is targeted towards change and reform within the Council, to improve outcomes for Sefton residents and continuously improve the borough.
Facilitate sustainable economic prosperity: Not applicable.
Greater income for social investment: Not applicable.
Cleaner Greener Not applicable.

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

**(A) Internal Consultations**

The Head of Corporate Resources (FD.4901/17.) and Head of Regulation and Compliance (LD4185/17.) have been consulted and any comments have been incorporated into the report.

**(B) External Consultations**

A number of external organisations have been consulted during the course of the review and are listed within the final Report.

**Implementation Date for the Decision**

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

<b>Contact Officer:</b>	Debbie Campbell
Telephone Number:	Tel: 0151 934 2254
Email Address:	debbie.campbell@sefton.gov.uk

**Appendices:**

The following appendices are attached to this report:-

# Agenda Item 4

- Final Report of the Early Intervention and Prevention Strategy Working Group

## **Background Papers:**

There are no background papers available for inspection.

### **1. Introduction/Background**

- 1.1 At its meeting on 19 July 2016 the Overview and Scrutiny Management Board, comprised of Chairs and Vice-Chairs of the four Overview and Scrutiny Committees, established a cross-cutting Working Group to review the topic of Early Intervention and Prevention, comprised of Members of the Management Board.
- 1.2 Terms of reference for the Working Group were as follows:-

“To review the emerging model of Multi-Agency Teams for early intervention and prevention, and to consider the new model in light of:

  - its impact for communities, individuals, staff and stakeholders
  - its ability to deliver both efficiently and effectively
  - additional potential
  - locality working
  - meeting increasing demand in a time of financial austerity
- 1.3 The final report is attached for consideration and has been agreed by Members of the Overview and Scrutiny Management Board,
- 1.4 The Cabinet is requested to approve the recommendations set out within the Final Report.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD



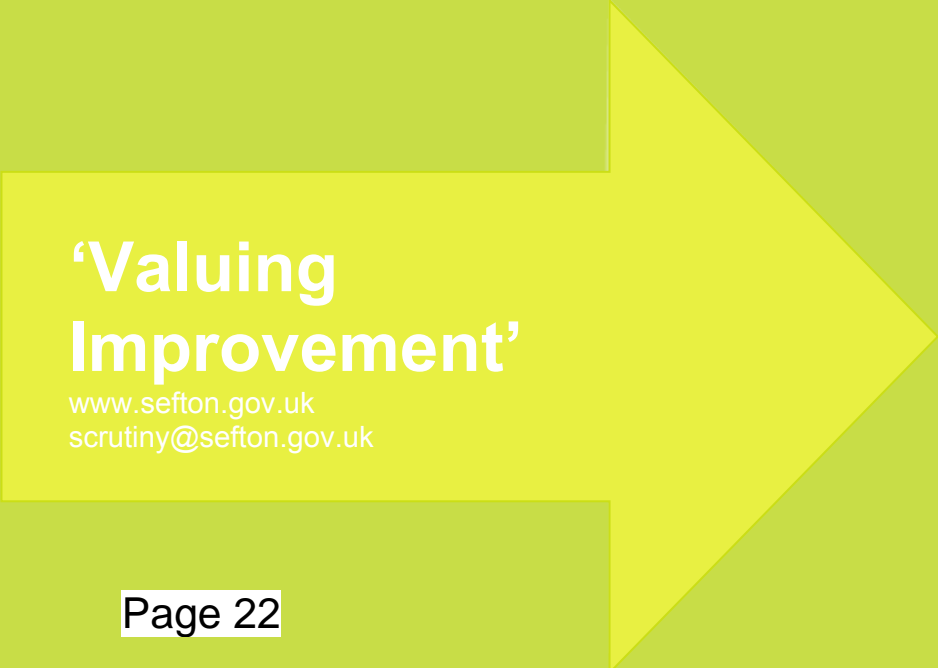
EARLY INTERVENTION & PREVENTION STRATEGY  
WORKING GROUP

FINAL REPORT  
OCTOBER 2017

Overview  
& Scrutiny



# Overview & Scrutiny



**'Valuing  
Improvement'**

[www.sefton.gov.uk](http://www.sefton.gov.uk)  
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## LEAD MEMBER'S INTRODUCTION

It is my pleasure to introduce this Overview and Scrutiny report into the Council's Early Intervention and Prevention Strategy.

At a time when resources within the public sector have been diminishing for some years, the Working Group was set up to consider public sector reform and early intervention and prevention in particular, with a view to spotting "gaps" we think could possibly be plugged. It is vital that we continue to protect our most vulnerable residents and ensure they receive the best standards of care. We need to be creative in our approach to future service provision and be proactive, targeting resources to provide interventions at the earliest opportunity and take preventative measures wherever possible to stop situations from escalating. This is important both financially and for service users. We recognise and support the excellent work already being undertaken in this field and are grateful to the Heads of Service within the Council, together with relevant Partners, who have shared their knowledge and experience with us throughout the course of this review. The visits we undertook to the Light for Life and Life Rooms facilities within the Borough have been particularly enlightening and we recognise and acknowledge these facilities as models of good practice, to be learnt from.

However, we cannot achieve as much as we would like to without the full co-operation and input of all our Partners within the public and voluntary sectors and I hope that our Partners feel able to support our aims and aspirations via the recommendations we have made.

I am grateful to my fellow Working Group members for their time and efforts on this piece of work and I would particularly like to thank our support officers, Andrea Watts and Debbie Campbell, for their regular contributions and also for their assistance in producing this Final Report.



**Councillor Catie Page**

**Lead Member of the Early Intervention and Prevention Strategy Working Group**

**Overview and Scrutiny Management Board**



# Agenda Item 4

## BACKGROUND TO THE REVIEW

### Public Sector Reform

In recent years local government has experienced significant national changes in both its funding and in its policy agenda. This has required the Council to adopt a transformational approach to service delivery, together with other public sector partner organisations. As a result the role of the Council is inevitably changing and new operating models are emerging. At the same time, communities, residents, visitors and local people continue to have high expectations of public services and for those services to continue to be delivered in a way that they recognise. These changes, together with the continued high expectations of local residents, have presented the Council with significant challenges and in order to drive the change agenda forward, a series of projects have been developed, which includes Early Intervention and Prevention.

### Early Intervention and Prevention (EIP)

The Council faces significant demographic and financial pressures. The purpose of this project is to create an approach that will enable early resolution to complex 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 multi-disciplinary teams that will work with the voluntary, community and faith sector and other partners to deliver early intervention and preventative support.

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

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

The intention is to move away from separate services and the proposed changes are outlined as follows:-

- Creation of geographical based multi-agency / multi-disciplinary teams that integrate services and provide a single service response.





- Further development of a consistent and co-ordinated community model that gives a universal self-service, together with voluntary, community and faith provision.
- Development of an asset based approach to social care (Personalisation).
- Introduction of Acute Wrap Around services.

This will be achieved as follows:-

- Centralising teams and activities.
- Creating acute wrap around services.
- Investigating new fostering models for Looked After Children.
- Dividing Sefton into 3 geographical patches and bringing services, contracts and support together in those patches.
- Introduction of 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.
- Jointly commissioning the voluntary sector in a different way to achieve an active approach to community capacity building and using data to focus resources.
- Mobilising people within their communities.
- 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 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 reducing duplication of service offer and activity.

Once developed, this approach will enable the Council to ensure the right people are supported at the right time in the right ways. Where appropriate, the new approach will help people move out of acute services and receive support from the multi-agency teams in their own community instead, with the ambition to help them become more independent and able to manage their own care, with the support of those around them. 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 means that the Council will:-

- Begin to reduce the number of children who are most vulnerable.
- Move children to in-house fostering or place them for adoption in a timely fashion.
- Further reduce the number of children who are in specialist placements out of borough.

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- Further reduce the number of adults requiring specialist support from the Council (both current and new demand).
- Reduce the number of children and young people transitioning into adult disability services.
- Further reduce the number of people relying on public services.
- Empower communities 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 services mentality”, rather optimising 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 sector Partners to participate and the Council will continue to influence an approach that is based on the wider public sector working together. Core Partners have already indicated a good level of commitment to move to this model and schools are keen to be involved.

## MEMBERSHIP OF WORKING GROUP

The Overview and Scrutiny Management Board agreed to review the cross-cutting topic of Early Intervention and Prevention and appointed the following Members of the Management Board to the Working Group, at its meeting on 19 July 2016:-

Councillors Les Byrom, Catie Page, John Sayers and Veronica Webster.

## TERMS OF REFERENCE AND OBJECTIVES

The Working Group has undertaken a review of the emerging model of Multi-Agency Teams for early intervention and prevention, and considered the new model in light of:-

- its impact for communities, individuals, staff and stakeholders;
- its ability to deliver both efficiently and effectively;
- additional potential;
- locality working; and
- meeting increasing demand in a time of financial austerity.

The Working Group has undertaken the following methods of enquiry:-

- Consideration of presentations and other relevant documents;



- Interviews with Multi-Agency Teams and relevant public sector representatives; and
- Site visits to models of good practice, e.g. Life Rooms and Light for Life.

## MEETINGS OF WORKING GROUP HELD

A summary of Working Group meetings and activity is outlined as follows:-

<b>Date</b>	<b>Activity</b>
• 8 November 2016	Appointment of Lead Member and a presentation on Early Intervention and Prevention: Developing a fit for the future way of working.
• 18 January 2017	Scoping of the review; discussion of theme(s) to be examined; discussion of key barriers to multi-agency working and how they could be overcome; consideration of background documents.
• 6 February 2017	Planning for meeting with potential witnesses and existing Multi-Agency Teams.
• 20 February 2017	Planning for meeting with Sefton Leadership Collaborative Multi-Agency Working Group and the Early Intervention and Prevention Overarching Programme Board; discussion of site visit to Light for Life premises, Southport.
• 6 March 2017	Attendance at Multi-Agency Working Group; receipt of a presentation on public sector hubs; and discussions with multi-project team.
• 23 May 2017	Attendance at Early Intervention and Prevention Overarching Programme Board and discussions with Officers on the Board regarding multi-agency teams.
• 12 June 2017	Presentation on “New Ways of Working”; feedback from site visit to Light for Life premises.
• 30 June 2017	Feedback discussion from the site visit to the Life Rooms, Southport.
• 19 July 2017	Information received on locality-based working and discussion on publicity for the Life Rooms, Southport.



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- 28 September 2017      Receipt of information on the EIP 3 Programme; formulation of recommendations; and discussion on publicity for the Life Rooms, Southport.

In addition, Working Group Members undertook site visits to establishments, as follows:-

- 18 April 2017      Site visit to Light for Life premises, Southport and Southport Police station.
- 30 June 2017      Site visit to the Life Rooms, Southport.

## BACKGROUND DOCUMENTS

Working Group Members considered the following documents during the course of their review:-

1. “Early Intervention and Prevention in Sefton – A Case for Change”.
2. “Senior Managers Conference: The Vision – Imagine Sefton 2030”.
3. “Early Intervention and Prevention: Developing a fit for the future way of working”.
4. “Delivering the Change”.
5. “One Borough, One Community – being London’s growth opportunity”.
6. “Pillars and Foundations: Next practice in children’s services”.
7. Litherland Prototype Update Report.
8. “The 21<sup>st</sup> Century Public Servant”.
9. Early Intervention and Prevention Programme EIP 3 - Update Report

## KEY WITNESSES

### Multi-Agency Working Group

Working Group Members attended a meeting of the Multi Agency Working Group in order to hear a presentation on public sector hubs and for discussions with the Multi-Agency Partnership Team. The Multi Agency Partnership Team was comprised of representatives and guests from the following organisations:-



- Sefton MBC;
- Merseyside Fire & Rescue Authority;
- South Sefton Clinical Commissioning Group;
- Department for Work & Pensions;
- Merseyside Police;
- Sovini;
- Sefton Council for Voluntary Service;
- Wigan Council; and
- Greater Manchester Police.

## Early Intervention and Prevention Overarching Programme Board

Working Group Members attended a meeting of the Early Intervention and Prevention Overarching Programme Board in order to ask questions and hold discussions on multi-agency working and mobile/agile working.

The Early Intervention and Prevention Overarching Programme Board was comprised of the following officers from the Council:-

- Executive Director;
- Head of Communities;
- Head of Children's Social Care;
- Head of Regeneration & Housing;
- Service Manager, Health & Wellbeing; and
- Head of Adult Social Care.

## Light for Life

Working Group Members attended a site visit to the Light for Life premises, Southport in order to obtain information about the work of the organisation, which was considered to be a model of good practice in terms of a multi-agency approach for early intervention and prevention. Members met with the Chief Executive and outreach workers of the Light for Life Organisation. Members also went on to Southport Police station to discuss the multi-agency approach for early intervention and prevention and met with a lecturer in Criminology at Southport College who worked with Merseyside Police via the Light for Life Organisation; the Chief Executive of the Light for Life Organisation; a Police Officer, an outreach officer from Light for Life; and a student from Edge Hill University who volunteered with the Light for Life Organisation.

Light for Life was commissioned by the Council to provide the Rough Sleeper Service for Sefton. Clients often faced multiple difficulties, including homelessness; debt; legal issues with landlords regarding tenants' rights; problems with anti-social behaviour, often within houses in multiple occupation; drug abuse and addiction; being coerced into certain behaviour; benefits being paid into other people's accounts; and health and mental wellbeing issues.



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## Life Rooms

Working Group Members attended a site visit to the recently opened Life Rooms, Southport, and part of Mersey Care NHS Foundation Trust, in order to obtain information about the work of the organisation, which was considered to be a model of good practice in terms of a multi-agency approach for early intervention and prevention. Members met with the Director of Social Inclusion and Participation, Mersey Care NHS Foundation Trust. The Life Rooms operated the Recovery College where users could learn more about supported recovery, living with and managing mental health conditions, or explore creative opportunities.

## KEY FINDINGS AND CONCLUSIONS

1. At a time when GP practices are considering moves towards “super practices” or “super hubs”, and estates planning is currently being considered by the two Sefton Clinical Commissioning Groups (CCGs), the Working Group felt that a request should go to the Chief Officer for NHS South Sefton CCG, and NHS Southport and Formby CCG, to consider integration into Sefton Council’s hubs, or the adoption of a similar model. In many instances primary care services represent the first step for many of our most vulnerable residents in accessing services and shared facilities would assist in ensuring a more joined-up approach in future.
2. “Social prescribing” is a means of enabling primary care services to refer patients with social, emotional and/or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sectors. Through interviews, site visits and also through their surgeries, Working Group Members considered that where GPs have the ability to work with other organisations to deal with a patient’s problems, this usually produces benefits to the patient. Consequently, the Working Group would recommend the Sefton CCGs to encourage GPs to offer social prescriptions, wherever practicable.
3. Although some of our public sector Partners have committed to integration within the Council’s hub model, to be rolled out in the near future, more is likely to be achieved if further Partners would consider integration into Council hubs, or the adoption of a similar model. The Working Group would recommend Partners to consider this.
4. During the course of the review, the Working Group discussed the role of Sefton Council for Voluntary Service (CVS) and its interactions with other smaller organisations, particularly given that the faith, community and voluntary sector is now providing services that were originally under the remit of the Council. The Working Group would like Sefton CVS to report to the



Overview and Scrutiny Management Board, in the first instance, to discuss the role of Sefton CVS and its interactions with other smaller organisations.

5. The Working Group recognised that there was a danger of smaller organisations viewing each other as “competition”, which could represent a “risk” where the Council had commissioned organisations to provide specific services. As part of its commissioning role the Council could request future contracts to contain requirements for such organisations to work together, in an integrated approach. This would represent better, more efficient service delivery.
6. Working Group Members heard that locality-based working and the hub model to be adopted by the Council within the north, south and central areas of the Borough was transforming the way “people based” services would be delivered in the future. Members were advised that “place based” services were not currently part of the model and this could be considered in the future.
7. At the conclusion of the review the Working Group heard that there is usually a standard recommendation within all Working Group Final Reports for a six-monthly monitoring report, setting out progress made against each of the recommendations. Members agreed that such a report should be submitted to the Overview and Scrutiny Management Board.

## ACKNOWLEDGEMENTS AND THANKS

In producing this report on early intervention and prevention, acknowledgements and thanks are attributed to the individuals outlined below, for their time and input:

- ***The following officers from the Council:-***
- ***Charlotte Bailey, former Executive Director;***
- ***Andrea Watts, Head of Communities;***
- ***Various Heads of Service;***
- ***Debbie Campbell, Senior Democratic Services Officer;***

***The following organisations:-***

- ***Management and staff at the Light for Life premises;***
- ***Management and staff at the Life Rooms premises;***

Thanks must also go to the Members of the Working Group who have worked hard and dedicated a great deal of time to this review, namely:-



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***Councillor Catie Page  
(Lead Member)***



***Councillor John Sayers***



***Councillor Veronica Webster***





## RECOMMENDATIONS

1. That the Head of Communities be authorised to:-
  - (a) Request the Chief Officer for NHS South Sefton Clinical Commissioning Group, and NHS Southport and Formby Clinical Commissioning Group, to:
    - (i) Consider the integration of primary care services into Sefton Council's hubs, or the adoption of a similar model; and
    - (ii) Consider encouraging Sefton General Practitioners to increase the use of social prescribing for patients, where appropriate.
  - (b) Request other public sector partners to consider integration into Sefton Council's hubs, or the adoption of a similar model.
  - (c) Request the Chief Executive of Sefton Council for Voluntary Service (CVS) to attend a future meeting of the Overview and Scrutiny Management Board, to discuss the role of Sefton (CVS) and its interactions with other smaller organisations.
  - (d) Explore the possibility of including a requirement for every future tender commissioned by the Council for other organisations to work together, co-operate and operate with an integrated approach, in the delivery of the services required.
2. That the Heads of Service for Communities, Regulation and Compliance, Locality – Provision and Locality Services – Commissioned, be requested to explore the possibility of transforming “place-based” services into the locality-based model, in the future.
3. That the Senior Democratic Services Officer be requested to liaise with relevant officers in order to ensure that the Overview and Scrutiny Management Board receives a six-monthly monitoring report, setting out progress made against each of the recommendations outlined above.

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## Overview & Scrutiny



For further Information please contact:-

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**Sefton Council** 



# Agenda Item 5

Report to:	Cabinet	Date of meeting:	2 November 2017
Subject:	Merger of South Sefton College with Hugh Baird College as recommended by the Liverpool City Region Area Review		
Report of:	Head of Schools & Families	Wards Affected:	Ford and neighbouring wards where pupils reside
Is this a Key Decision:	Yes	Included in Forward Plan:	No – Rule 27
Exempt / Confidential Report:	No		

## Summary

Following a consultation on the proposed merger of South Sefton College and Hugh Baird College Cabinet approved the proposal for the colleges to merge. However, the proposed merger with Hugh Baird did not proceed in accordance with the original timetable due to a significant drop in student numbers in September which impacted on the business plan which had been agreed with the Council.

The purpose of this report is to consider the revised business plan which has been updated to take into account the current position and the revised financial implications for the Council.

## Recommendation(s):

Cabinet are recommended to:

- (1) Note the latest position on the merger of South Sefton College with Hugh Baird College as recommended by the Liverpool City Region Area Review of post 16 education and training institutions contained in the report; and the reduced student numbers.
- (2) Note the commitment of Hugh Baird and South Sefton Colleges towards the merger in agreeing a memorandum of understanding to enable joint working in anticipation of the formal merger.
- (3) Note that the alternative to progressing the merger would be closure which would have an adverse impact on students, staff and affect educational opportunities for young people in the south Sefton area.
- (4) Agree the revised financial implications associated with the merger with Hugh Baird as set out in the report and authorise Officers to finalise the merger with Hugh Baird and South Sefton College as soon as practicable,
- (5) Note that the proposal was a Key Decision but had not been included in the Council's Forward Plan of Key Decisions. Consequently, the Leader of the Council and the Chair of the Overview and Scrutiny Committee (Children's Services and Safeguarding) had been consulted under Rule 27 of the Access

# Agenda Item 5

to Information Procedure Rules of the Constitution, to the decision being made by Cabinet as a matter of urgency on the basis that it was impracticable to defer the decision until the commencement of the next Forward Plan because the merger needs to take place before the end of term to avoid further uncertainty and increasing cost.

## **Reasons for the Recommendation(s):**

Given the change in student numbers the Local Authority need to agree the revised financial implications following a review of the merger proposal

## **Alternative Options Considered and Rejected:** (including any Risk Implications)

The alternative option would be to close South Sefton College because it is no longer viable. This would have a major impact on current staff and students as well as future educational opportunities for young people in South Sefton.

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

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

As part of the merger discussions, agreement was reached whereby the Council would provide interim financial support to Hugh Baird. This support is based upon a business plan that covers the next 3 years and represents the Councils maximum exposure.

The council holds a reserve that is in place to support the costs associated with the closure or transfer of schools, where the costs of deficits fall due to the local authority. This balance will not be sufficient to meet the costs included within this report therefore the Council will need to identify additional resources from its other reserves and balances. The Funding implications of this are detailed in the body of the report.

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

N/A

## **Implications of the Proposals:**

### **Resource Implications (Financial, IT, Staffing and Assets):**

As part of the consultation process meetings have been held with staff in the school and their trade union representatives

### **Legal Implications:**

The consultation on the proposal to merge the school and publication of the statutory notice has been carried out in accordance with the requirements of the Education and Inspections Act 2006 and specifically the School Organisation (Establishment and Discontinuance of Schools) Regulation 2013/3109 as amended.

**Equality Implications:**

There are no equality implications.

**Contribution to the Council’s Core Purpose:**

Protect the most vulnerable:
Facilitate confident and resilient communities: <b>retention of local post 16 provision in a deprived area of the borough</b>
Commission, broker and provide core services:
Place – leadership and influencer: <b>the merger of South Sefton College with Hugh Baird College was recommended by the Liverpool City Region Area Review of post 16 education and training institutions</b>
Drivers of change and reform: <b>the merger of South Sefton College with Hugh Baird College was recommended by the Liverpool City Region Area Review of post 16 education and training institutions</b>
Facilitate sustainable economic prosperity: <b>providing local post 16 educational opportunities in a deprived part of the borough where travel may potentially be a barrier to participation</b>
Greater income for social investment:
Cleaner Greener:: <b>local provision means local people do not have to travel as far.</b>

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

**(A) Internal Consultations**

The Head of Corporate Resources (FD 4900) and Head of Regulation and Compliance (LD 4184.) have been consulted and any comments have been incorporated into the report.

**(B) External Consultations**

Public consultation on the proposal has taken place through the statutory notice and consultation regarding staff transfer as part of the merger has taken place with staff and trade unions. The merger was the preferred option.

**Implementation Date for the Decision**

Immediately following the expiry of the “call-in” period for the Minutes of the Cabinet meeting

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## **Appendices:**

None

## **Background Papers:**

There are no background papers available for inspection.

### **1. Background**

- 1.1 Members will recall that Cabinet approved the merger of South Sefton College and Hugh Baird College following a detailed statutory consultation, and all of the necessary legal documentation was ready for completion.
- 1.2 However, the merger between South Sefton College and Hugh Baird did not proceed as planned or in accordance with the original timetable because of a significant drop in pupil numbers which meant Hugh Baird's business plan was no longer viable.
- 1.3 Hugh Baird's Board have subsequently met and following a comprehensive review of their business plan have resolved that they are still keen on the merger and would like to take over running of the College via a memorandum of understanding in advance of a formal merger. Following the review of the business plan they also have asked the Council to re-negotiate the financial support that will be provided over the next 3 years to ensure their business plan is viable. If A-level student numbers did not increase Hugh Baird would want to run alternative FE courses to provide an offer from the site.
- 1.4 It should be noted that the financial detail contained within this report represents the maximum exposure that the Council will be exposed to, with an support being subject to an 'open book' review of financial performance. Based upon the work undertaken in recent weeks the increase in cost for the Council, above what has already been approved is £1.4m.

### **2 Discussions with Hugh Baird and South Sefton**

- 2.1 Despite the low student intake there is a joint commitment from both organisations to making the partnership work into the longer term. The organisations have agreed a memorandum of understanding which will enable Hugh Baird to provide essential support to South Sefton in advance of the formal merger taking place particularly around student recruitment and marketing for next year.

- 2.2 There is a strong commitment from Hugh Baird to A levels as the core purpose of the curriculum, however recognising that this would be continuously reviewed based on numbers to ensure the right mix of offer in the best location for students.
- 2.3 Hugh Baird is keen to develop the potential for apprenticeship degrees and good A level and BTech provision is essential for this to happen.
- 2.4 The College will be re-branded to make it more attractive with a Campus model being developed which is based on other successful FE Colleges. This is important given the current key stage 5 outcomes in South Sefton are significantly below the national average.

### **3. Options**

#### **3.1 Merger Option**

- 3.1.1 Previous reports have set out the significant benefits associated with the merger of the two colleges as set out in the Liverpool City Region Area Review of post 16 education and training institutions.
- 3.1.2 From a strategic perspective the merger would provide clear, high quality professional and technical routes to employment, alongside robust academic routes, which allow individuals to progress to high level skills valued by employers. As well as being more responsive to local employer needs and economic priorities, which will help give the sector the agility to meet changing skills requirements in the years ahead.
- 3.1.3 The decision of the two Colleges to propose a merger is based on a strategy to offer the very best post 16 education for the South Sefton area. Both Hugh Baird College and South Sefton College have a distinctive offer. The proposed merger keeps the two existing campuses and builds on the strengths of the two institutions to ensure the best quality provision.
- 3.1.4 The merger will ensure a broad curriculum offer for school-leavers with high quality A Level and vocational provision for South Sefton. The merger will also ensure that all school leavers in South Sefton and the surrounding area can be guaranteed a place in a specialist centre on a course that is right for them and their career ambitions. This is important as key stage 5 outcomes for South Sefton are significantly below national averages.
- 3.1.5 In order to ensure the viability of the merged college, given the low student intake in September, Hugh Baird have revised their business plan to take into account the loss of income from these students over the next two academic years. The maximum additional cost to the Council of agreeing this option would be £1.4m. The agreement would put a ceiling on the Council's financial contribution as per the previous agreement and any payment would be based upon an open book review of financial performance.

#### **3.2 Closure Option**

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- 3.2.1 During the consultation on the merger proposal it was made clear that if the merger did not proceed, South Sefton College was not viable as a standalone setting any longer and would have to close.
- 3.2.2 Closure would have an impact on current students and staff (who would be made redundant) and on future students who would not have local independent A-level provision.
- 3.2.3 The cost of closure is estimated to be around £1.9m but the Council would incur ongoing costs in terms of rates (£125k per year) and security/mothballing until an alternative use can be found. There is likely to be a call for the local authority to provide financial support to other schools for the current year 12 students who will have to move to alternative settings for their final year as these settings will not receive any funding directly from the EFA for transferring students.
- 3.2.4 If Members wished to defer the closure until August 2019 to minimise the effects of closure on student mid-course the financial deficit at the point of closure would increase significantly to approximately £2.82m and with other exit costs added would mean a total cost in excess of £3.2m that the Council would need to support.

## 4. Financial Implications

- 4.1 In considering the two options that are available, a financial evaluation of each has been undertaken to determine the cost to the Council. A summary of this is shown as follows:

### Option 1 – Support for Hugh Baird Business Plan to merge the Colleges

	£
2017/18 Operating Deficit 31st July 2017 revised to reflect actual position (write off by the Council)	- 529,037
Academic Year 2017/18 Operating deficit Aug 2017 – July 2018	- 704,261
Academic Year 2018/19 Operating deficit Aug 2018 – July 2019	-1,229,727
Academic Year 2019/20 Operating deficit Aug 2019 – July 2020	-1,100,044
<b>Total Support to Hugh Baird</b>	<b>-3,034,032</b>
<b>Total Support to underwrite deficit until 31<sup>st</sup> July 2020</b>	<b>-3,563,069</b>

### Option 2a – Closure of South Sefton Sixth Form College 31<sup>st</sup> August 2018



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	£
2017/18 Operating Deficit 31st July 2017 (actual)	- 529,037
2017/18 Operating Deficit Aug - March 2018 (-£73,185 per mth)	-585,480
2018/19 Operating Deficit April - Aug 2018 (-75,280 per mth) - 1% uplift on Price / Pay	-376,400
<b><u>Estimated Severance Costs -31st August 2018</u></b>	-419,160
Total Cost of Closure – known at this point in time	<b>-1,910.077</b>
<b>Other Costs which will need to be met</b>	
Transitional Support - Current Year 12 Students placed at other schools	Not known at this point
Mothballing Costs / upkeep of playing field	125,000 rates per year but additional costs not known at this point
Any Contractual / Leasing arrangements that need finalising	Not known at this point

- 4.2 From the work undertaken it can be seen that the cost of closure would be a minimum of £1.9m with the support to Hugh Baird as part of a merger being a maximum £3.6m over 3 years.
- 4.3 As discussed, Members in agreeing to the Merger with Hugh Baird, have previously approved that the associated costs would be met from the use of the closed schools reserve of £1.48m together with a contribution from its earmarked reserve.
- 4.4 The additional maximum financial contribution that is required following the review of the business plan is £1.4m as set out earlier in this report. At present there is no budget provision for this within the Councils revenue budget and the funding required will represent a 'one-off payment to Hugh Baird. It is therefore proposed that if required the Council utilises additional 'one-off' Business rates receipts that are anticipated in 2018/19 and 2019/20.
- 4.5 In the event that the merger proceeds the Council will work with Hugh Baird to continually monitor financial performance, with the outcome of these exercises being presented to the Cabinet Member

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# Agenda Item 6

<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Procurement of a New Information, Advice and Guidance Service for Not in Education, Employment or Training (NEET) Young People		
<b>Report of:</b>	Head of Regeneration and Housing	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Regeneration and Skills		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

## Summary:

To seek Cabinet approval to invite tenders through the appropriate procurement route for the provision of information, advice and guidance services for young people not in education, employment or training (NEET).

## Recommendation(s):

That Cabinet:

- (1) Approves the decision to procure and tender for the provision of IAG services; to be published on The Chest using an EU compliant Open Tender process, as outlined in the report;
- (2) Authorises the contract period of 2 years from 1<sup>st</sup> September 2018 to 31<sup>st</sup> March 2020, with an option to extend annually for a further two years based on successful performance.
- (3) Authorises delegated authority to the Cabinet Member for Regeneration and Skills in conjunction with the Executive Director to award the Contract subject to a satisfactory and compliant tender process;
- (4) Approves the extension of the current contract in place for 2017/18 for a period up to six months (from 1 April 2018) to secure continuity of service to young people in the transition to a newly configured, outcomes based offer.

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## **Reasons for the Recommendation(s):**

The Council is fully committed to supporting its young residents to achieve and sustain their full potential in terms of their skills, aspirations, economic prosperity and life chances. Vision 2030 sets out the ambition for the Borough and the priority strategic outcomes, three of which are:

- Resilient people and places;
- Growing, living and ageing well;
- A great place to live, work and play.

The proposed approach to Information Advice and Guidance will make a significant and positive contribution to these outcomes and to the Vision overall.

In order to support this aim, there is a clear intention to achieve a step-change in value and impact in the advisory and engagement services through the Council's direct investment and to the future of our young people.

The Council's current service delivery has been procured using established methods. This contract is now ready for renewal and in the changing context the Council now operates in, a new service offer needs to better reflect our Vision 2030 principles.

This investment will be designed to give closer alignment with the Council's Framework for Change priorities and will reflect community based co-design and delivery together with an emphasis on early intervention and prevention (EIP) to ensure that potentially vulnerable young people make a successful transition to the adult world of work.

The objective through the procurement is to ensure young people are actively engaged and supported to make choices and achieve progression based on well informed intelligence about local opportunities available to them.

## **Alternative Options Considered and Rejected:** (including any Risk Implications)

1. Procure a contract for IAG using the similar approach as previous exercises.

This option has been fully considered and has been rejected on the grounds that the Council has moved on with its own approach to early intervention and prevention and requires suppliers able to flex and adapt to this new operating environment in a way that optimises the role of IAG alongside other services targeting young people offered by the Council. It is felt highly likely that using the approach used previously would yield a similar set of results under current circumstances. There is a strong appetite among relevant members to bring about change and innovation in this policy area.

2. Procure a jointly commissioned service alongside the LCR Local Authority partners.

This option has been considered on the grounds that at least four of the LAs have been working together on commissioning for some years and their approach has led to changes in the pattern of service delivery which have not featured in Sefton. In particular, the data tracking/reporting and engagement /support activities have been undertaken by

in- house LA staff while the professional careers guidance has been sourced externally. In Sefton, we have not to date run services such as these in-house

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

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

The contract will be procured within the current budget provision of £0.743m per year. .

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

There are no capital costs associated with this service

## **Implications of the Proposals:**

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>
<b>Legal Implications:</b> As determined by the Council's Contract Procedure Rules, the contract will need to be sealed as its total value will be in excess of £100,000.
<b>Equality Implications:</b> There are no equality implications.

## **Contribution to the Council's Core Purpose:**

<b>Protect the most vulnerable:</b>  The focus of this procured activity will be to ensure that young people facing significant challenges in their lives will be well supported , enabling them to access impartial and high quality advice about developing their plans to progress in learning and employment, thereby improving their future prosperity
<b>Facilitate confident and resilient communities:</b> IAG for young people is a key element in developing their personal resilience and their capacity to deal positively with challenges in their lives that may influence their choice of career and their aspirations. The focus on NEET young people and their re-engagement in meaningful learning contributes significantly to their individual skillsets but also impacts upon their parents, families and communities.

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Commission, broker and provide core services: There are statutory elements of this procurement that the Council needs to secure, including (but not limited to) the destination tracking and reporting of young people aged 16 and 17 years old.
Place – leadership and influencer:  The re-engagement of young people who are NEET has a key role to play in place-making within neighbourhoods where anti-social, disruptive or criminal behaviour is associated with high rates of youth disengagement.
Drivers of change and reform: Not applicable
Facilitate sustainable economic prosperity: High quality careers guidance for young people assists them to make choices at pivotal stages in their lives. Positive engagement with employers and training providers to advocate for the needs of young people with complex issues is central to ensuring that young people in Sefton can achieve their career aspirations and lead independent, prosperous lives.
Greater income for social investment: This proposal will incorporate a requirement to secure social investment as part of the procurement exercise to deliver additional investment from other sources to augment the level of impact for young people from the Council’s own spending.
Cleaner Greener Travel planning for young people is a key part of the decision making process for them to make their choices regarding learning and employment options and this activity will be included within the procured service

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

### **(A) Internal Consultations**

The Head of Corporate Resources (FD4888/17) and Head of Regulation and Compliance (LD4172/17) have been consulted and any comments have been incorporated into the report.

The Head of Commissioning Support & Business Intelligence has also been consulted on the proposal for an extension of the current contract and has given an endorsement of this recommendation to Cabinet in light of the innovation the Council is seeking in this new procurement.

### **(B) External Consultations**

## **Implementation Date for the Decision**

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

<b>Contact Officer:</b>	Claire Maguire
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## **Appendices:**

There are no appendices to this report

## **Background Papers:**

There are no background papers available for inspection.

### **1. Introduction/Background**

- 1.1 Sefton places a strong emphasis on the provision of engagement, participation, advice and guidance services for young people and the rates of NEET and participation in learning and employment for young people have remained positive over the last few years. Sefton wishes to continue this pattern by securing a new service offer that can deliver improved outcomes for those young people needing assistance to secure a more prosperous future through positive engagement with skills, learning and employment.
- 1.2 The Council recognises that there are many factors which can affect the progress and prosperity of our young people within their communities. It is in this context that the Council is seeking a new service offer that can maximise the impact of service delivery for young people through closer alignment with the wider transformation agenda of the Council. The successful supplier or suppliers of this service will work in collaboration with the Council to ensure the new delivery reflects the evolving priorities within Sefton’s Economic Growth and Public Sector Reform Programmes.
- 1.3 The focus of the new service offer will be on delivering an appropriate blend between:
  - Community-based contact and support for NEET young people ( or those at risk of becoming NEET ) who have with multiple or complex challenges including SEND young people;
  - Assisting the Council meet its statutory duties in relation to young people who are NEET;

# Agenda Item 6

- The delivery of timely, high quality, impartial, professional careers guidance services to assist the transitions of NEET young people into positive participation;
- The needs of the local economy for a skilled workforce and in particular the opportunities available for young people working with local employers;
- Working in collaboration with the Council's own employment and learning offer to ensure wider employer engagement benefits young people.

## 2. Procurement Process

2.1 It is proposed to procure a 2 year contract, which focus on the achievement of positive outcomes and include elements of:

- A payment by results approach, and;
- A payment for direct services provided for through specified schedules of activity.

All Subject to the satisfactory contract performance of the supplier/s, it is proposed to include the option to extend the contract for a further two years annually.

2.2 A provider (whom could be a consortia) will be procured via The Chest portal using an EU compliant Open Tender process in accordance with the Council's Contract Procedure Rules. The basis of evaluation will utilise the principles of MEAT (i.e. Most Economically Advantageous Tender) taking into consideration a balance between Quality and Cost. As the contract is expected to be for two years, there will be a strong emphasis on Quality as part of the tender evaluation.

2.3 The performance of the procured supplier/s will be reviewed in line with a published contract management procedure and the Council will include a provision to terminate the contract if the performance of the supplier/s does not meet the agreed performance indicators. The contract will include a set of Minimum Service standards which suppliers will have their performance measured against, in addition to PBR (Payment by Results) triggers.

The Council will target optimal impact from its investment. The service specification therefore will include an invitation for providers to source suitable partners and investors willing to work with Sefton Council to maximise the social impact of this activity through additional social investment. It is proposed that the evaluation of tenders will include a rationale for rating the social investment mechanism proposed by suppliers.

2.4 The range of services that are expected to be included in the contract are (but not exclusive):

- Provision of a NEET data tracking and reporting service offer to meet the Council's statutory duties;



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- Provision of pro-active engagement service for young people with complex challenges including NEET, young people with offending behaviours, young people affected by drug and alcohol, young people affected by poor mental health and other health issues in their families, Looked After Children and Care Leavers, teenage parents and members of families known to Council child and family welfare services including Troubled families. This engagement service will be focused on achieving a set of outcomes related to sustained participation in learning, progression and making successful transitions to the adult world of work;
- A careers information offer, informed by local employer engagement and a sound intelligence base regarding the prominent employment sectors in Sefton;
- Provision of personalised careers advice and guidance to young people by suitably trained and qualified advisers utilising a range of media and techniques including face to face interviewing;
- Services for young persons with special educational needs and disability aged up to 25;

2.5 The contract will include provision for annual business planning, where the resource available for each contract period can be altered in accordance with the funding resource available for this activity. Annual priorities, targeting and volumes will be informed by an in-house stake holder panel drawn from relevant services within the Council (and where appropriate wider partners).

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# Agenda Item 7

<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Supply of Liquid Fuels		
<b>Report of:</b>	Head of Commissioning Support and Business Intelligence	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

## Summary:

To agree the approach for the procurement of Liquid Fuels for the period from 1<sup>st</sup> December 2017 to 30<sup>th</sup> September 2019.

## Recommendation(s):

That Cabinet considers the contents of this report, the options for the procurement of Liquid Fuels and:

1. Agrees to procure Liquid Fuels for the period 1<sup>st</sup> December 2017 to 30<sup>th</sup> September 2019 through an existing EU compliant Framework;
2. Authorise officers to award a contract for the supply of Liquid Fuels for the period 1<sup>st</sup> December 2017 to 30<sup>th</sup> September 2019 to the winning tender obtained through the mini-competition already undertaken under the Yorkshire Purchasing Organisation (YPO) Liquid Fuels Supply Framework.

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## Reasons for the Recommendation(s):

Sefton Council needs to procure substantial quantities of liquid fuels (automotive and heating oils) in order to operate its daily business and the level of expenditure (approximately £950k per annum) requires Cabinet approval. It is considered that the Council can best be assured of value for money in terms of price and security of supply by procurement through the YPO Framework.

## Alternative Options Considered and Rejected: (including any Risk Implications)

The Council could decide not to procure Liquid Fuels through the YPO Liquid Fuels Framework and instead either procure through an alternative Framework or undertake its own procurement process. Officers have run mini-competitions through two major OJEU compliant Frameworks and, for the reasons set out in this report, judge that the YPO Framework provides the best value for money. A Sefton specific procurement process would need to be an EU compliant procurement process and would take approximately 6 months to complete. The main risk and the reason this option has not been recommended is it is considered that the separate procurement of lower volumes of fuel (i.e. Sefton procuring fuel alone) is likely to result in a higher price, potentially greater fluctuation in price and potentially less reliable supply. If Council was to decide to undertake its own procurement process, it is still recommended that procurement continues through the YPO Framework whilst that procurement is undertaken, for the reasons stated above.

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

### (A) Revenue Costs

The total cost of procuring through a Framework is made up of Commodity Cost (which changes on a weekly basis and is driven by the industry specific Platts Index), YPO Framework Management Fee and Supplier Profit Margin (both of which will remain fixed until during the period of supply). Therefore cost comparisons can only be regarded as indicative given the potential weekly fluctuation in the commodity cost. Based on current market conditions and current levels of fuel usage the anticipated Liquid Fuel costs are approximately £948k per annum. This compares with approximate costs of £952k in the last 12 months under the previous agreement. This cost of procuring fuel will be funded through existing supplies and services budgets with the relevant service areas.

### (B) Capital Costs

None

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>
<b>Legal Implications:</b>
The report has been prepared in accordance with Section 5A of the Local Government and Housing Act 1989.

**Equality Implications:**

There are no equality implications

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**Contribution to the Council's Core Purpose:**

Protect the most vulnerable: Not applicable

Facilitate confident and resilient communities: Not applicable

Commission, broker and provide core services: The Council uses substantial quantities of Liquid Fuel Oils (Biodiesel, Kerosene and Heating Oils) to deliver core services, i.e. operation of its vehicular fleet and heating some schools. Agreeing to the recommendation is considered the best way of securing value for money in terms of price and security of supply for liquid fuels essential for service delivery.

Place – leadership and influencer: Not applicable

Drivers of change and reform: Not applicable

Facilitate sustainable economic prosperity: Not applicable

Greater income for social investment: Not applicable

Cleaner Greener: The Council requires substantial quantities of Liquid Fuel Oils (e.g. Biodiesel and Kerosene) to fuel its vehicular fleet delivering core recycling, refuse collection, street scene and greenspace services. Agreeing to the recommendation is considered the best way of securing value for money in terms of price and security of supply for liquid fuels essential for service delivery.

**What consultations have taken place on the proposals and when?****(A) Internal Consultations**

The Head of Corporate Resources (FD 4904/17) and Head of Regulation and Compliance (LD 4188/17) have been consulted and any comments have been incorporated into the report.

**(B) External Consultations**

None

**Implementation Date for the Decision**

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

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# Agenda Item 7

<b>Contact Officer:</b>	Peter Moore
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## **Appendices:**

There are no appendices to this report

## **Background Papers:**

There are no background papers available for inspection.

## **1. Introduction/Background**

- 1.1 Sefton Council needs to procure substantial quantities of liquid fuels (automotive and heating oils) in order to deliver core service, fuelling its vehicular fleet and heating a number of schools that have oil-based heating systems. On the basis of historic usage and market prices at 18<sup>th</sup> September 2017, the annual level of expenditure is approximately £950k, consequently Cabinet approval is required.
- 1.2 The level of expenditure is above the EU threshold and so requires the use of an EU compliant procurement process. There are three approaches that the Council could choose to adopt: a Sefton Council only procurement; a collaborative procurement; or procurement from an externally managed supply Framework.
- 1.3 Sefton Council has historically sourced its Liquid Fuel requirements via an externally managed supply framework. This approach provides the advantages of another organisation resourcing the procurement process and ongoing framework management, usually recovered through charging an access or management fee to those using it (see below); a swifter procurement for participating organisations; and more competitive prices and service provision due to the attraction of supplying much larger quantities. A number of EU compliant Frameworks do exist and the Council uses different ones for the procurement of different goods, works and services, subject to an assessment as to which offers the best value for money for the Council for the period and goods, works or services to which the procurement relates. In recent years The Council has utilised a Framework managed by Crown Commercial Service (CCS) for Liquid Fuels and this covers an annual spend on Liquid Fuels in the region of £240m across over 400 organisations across Government and the UK Public Sector.
- 1.4 The cost of Liquid Fuel (both Automotive and Heating fuel) through a Framework typically consists of three elements :
  - i) Commodity Cost
  - ii) Framework Owner's Management Fee
  - iii) Supplier's Profit Margin
- 1.5 The framework owner's management fee and the supplier's profit margin are fixed for the period of supply but the commodity cost, which is controlled by the industry

specific Platts Index, is set on a weekly basis and fluctuates over the course of the supply period. As the extent of these fluctuations is not known at the beginning of that period, cost comparisons and historical spend can only be regarded as indicative of future actual spend.

- 1.6 A Sefton Council only procurement is unlikely to provide the best approach for the Council, as the much lower value/volumes being procured are likely to result in less competitive offers on price and service provision. It would also require the Council to resource the procurement exercise in entirety. Such a process would typically take approximately 6 months to undertake.
- 1.7 The Council could consider leading or participating in a specific collaborative procurement exercise, for example with other LCR authorities. However, there is not understood to be any appetite for this across the LCR footprint at this point in time as other authorities are also currently procuring fuels through national Frameworks such as the CCS Framework or Yorkshire Purchasing Organisation (YPO) Framework. Whilst collaboration across the LCR would increase the value/volume of fuel being procured, it would still fall far short of the value/volumes procured through national frameworks. The cost of resourcing the process and Framework Management would fall to the participating authorities. Such a process would typically take approximately 6-8 months to undertake.

## Procurement Activity Undertaken

- 1.8 Due to the value of liquid fuel procured, the Council's Contract Procedure Rules (CPR) require approval to commit expenditure, and so commence a procurement process, be given by Cabinet prior to commencement of that procurement activity. This should also be done in timely manner, such that the permission is given, the procurement activity completed and the new arrangement implemented in line with the expiration of any existing arrangement. Cabinet is asked to note that, due to an administrative error, the fact that an earlier report was not submitted to Cabinet as intended was not recognised and procurement processes (i.e. mini-competitions on two existing EU compliant national Frameworks) have already been undertaken. These processes have involved limited Council staff time and do not commit the Cabinet to any particular decision/procurement option. Cabinet should note that, whilst the failure to obtain timely pre-procurement approval from Cabinet is contrary to the Council's CPR, it is not a breach of public procurement legislation and the procurement activity undertaken (mini-competitions on two national frameworks) is wholly compliant with public procurement legislation and EU rules. As procurement is an executive function, this oversight has been brought to the Executive's attention accordingly. Processes have been reviewed and in order to ensure better tracking of report progress and prevent a recurrence, earlier use will be made of the ModGov report management system.
- 1.9 The activity already undertaken has consisted of mini-competitions run through two separate Frameworks, one operated by Crown Commercial Services (CCS) and the other by Yorkshire Purchasing Organisation (YPO). A mini-competition comprises of a bidding process, open to providers on the Framework, to identify the best available option at that point in time. The method of evaluation is normally prescribed within the Framework and in these cases consists of an assessment of MEAT (Most Economically Advantageous Tender) taking into consideration a balance between Quality and Cost. This approach is the approach that was to be

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recommended to Cabinet through the earlier pre-procurement report, referred to above, that unfortunately was not submitted to Cabinet as intended. For this reason officers are still recommending that this represents the most appropriate approach for the procurement of liquid fuels.

- 1.10 The evaluations identified the same provider as the bidder with the most economically advantageous tender through both Framework mini-competitions. Cost comparisons between the previous CCS Framework agreement and the prices obtained through the two mini competitions, utilising historical usage volumes at 18/9/2017 across the products of Gas Oil, Kerosene and Biodiesel are as follows:

Cost through previous CCS Framework agreement:

Gas Oil	£200,997.07
Kerosene	£370.10
Biodiesel	<u>£751,528.26</u>
	£952,895.43 per annum

Cost through new CCS Framework agreement

Gas Oil	£194,200.65
Kerosene	£352.60
Biodiesel	<u>£755,108.86</u>
	£949,662.11 per annum

Cost through new YPO Framework agreement

Gas Oil	£192,592.03
Kerosene	£349.60
Biodiesel	<u>£754,711.02</u>
	£947,652.65 per annum

- 1.11 On the basis of the above cost comparisons, If Cabinet were to decide to procure Liquid Fuels through an existing Framework Agreement in line with the mini-competitions already undertaken, the adoption of the YPO framework would yield an annual saving of approximately £5242.00, subject to weekly commodity cost fluctuations and the Council's product usage going forward.
- 1.12 Sefton Council is an Associate Member of YPO and consequently also benefits from an annual rebate back from YPO dependent upon the volume of spend via their frameworks. Channelling the Council's Liquid Fuel expenditure through the YPO Liquid Fuels framework should generate a further annual rebate of between £1500 and £2000 back to the Council, dependent upon product usage and overall performance of YPO.
- 1.13 For the reasons set out in this report, officers consider that the best approach for the procurement of Liquid Fuels for the period to 30<sup>th</sup> September 2019 continues to be procurement through a national Framework and, on the basis of the information in paragraphs 1.10-1.12 above, the YPO Framework in particular, but it remains open for Cabinet to decide upon a different approach.
- 1.14 Cabinet are asked to note that, in order to prevent any impact upon services through a disruption to supply and to ensure the Council benefits from the most competitive prices currently available, a Waiver of CPR 1.10.1 has been approved



at officer level. The effect of this waiver is to waive the requirement for pre-procurement approval to commence a procurement process, solely for the period from 1<sup>st</sup> October 2017 to 30<sup>th</sup> November 2017, so as to enable utilisation of the most competitive Framework price obtained, and only until such time as Cabinet are able to consider the matter and agree the approach to be adopted. The value of fuel likely to be procured over that time period is below the EU spend threshold and so this action is compliant with public procurement legislation. The purpose of this report is to secure Cabinet approval for the procurement of Liquid Fuels for the period 1<sup>st</sup> December 2017 to 30<sup>th</sup> September 2019, prior to that period commencing, and to recommend that because the exercises already undertaken are fully EU compliant that Cabinet agree to award a contract in accordance with the most favourable outcome from those exercises.

- 1.15 That if Cabinet were to decide not to Procure liquid fuels in accordance with paragraph 1.13 above and instead implement an alternative procurement approach, officers would recommend Cabinet to approve use of the above Framework until such time as an alternative arrangement is in place (subject to the agreement of the Framework organisation and Liquid Fuel supplier).

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# Agenda Item 8

<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Transport For The North – Draft Regulations		
<b>Report of:</b>	Head of Locality Services - Commissioned	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Locality Services		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

## Summary:

This report seeks consent to the making of regulations by the Secretary of State to facilitate the establishment of Transport for the North (TfN) as a Sub-national Transport Body.

TfN has been advised by the Department for Transport that the consent of all constituent Councils is required in order to process the order.

## Recommendation(s):

That the Cabinet be requested to:

1. note that consent to the making of regulations by the Secretary of State to establish Transport for the North as a Sub-national Transport Body, under section 102J of the Local Transport Act 2008 is required by Government.
2. agree that the required consent of the Cabinet be provided to Government
3. note that any subsequent revisions to requirements regarding this consent will be the subject of a further report to Cabinet.

## Reasons for the Recommendation(s):

Failure to support the recommendation could prevent Transport for the North from becoming a Sub-national Transport Body, contrary to the consent provided by the Liverpool City Region Combined Authority.

Consent to the making of regulations by the Secretary of State is an important mechanism to support Transport for the North's ambition to transform the transport system across the North of England, providing the infrastructure needed to drive economic growth.

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## **Alternative Options Considered and Rejected:** (including any Risk Implications)

The recommendation set out in this report presents little risk to the Council. The draft regulations, when taken together, provide that Transport for the North will not be able to exercise any of the highway powers which they hold concurrently with the Council as Highway Authority. This is unless the manner in which it proposes to exercise the function has been approved by the Council, if the highway in question passes through the borough.

Furthermore there is no intention that TfN will itself become a Highway Authority and the draft regulations make it clear that before any highway powers may be exercised Transport for the North will need to obtain the express consent of the Council as Highway Authority to the manner in which the powers would be exercised. These powers would therefore only be exercised in circumstances where all the local Highway Authorities consider that there would be a benefit in Transport for the North carrying out any work.

It is also anticipated that before Transport for the North exercises any transport powers or functions it holds concurrently with any of the constituent authorities and highway authorities, they will enter into a written Protocol covering the way in which the functions will be exercised.

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

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

There are no financial implications arising from this report.

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

There are no financial implications arising from this report.

## **Implications of the Proposals:**

### **Resource Implications (Financial, IT, Staffing and Assets):**

There are no human resource or information technology implications arising from this report.

At this time there are no direct implications for the Council's physical assets arising from this report.

### **Legal Implications:**

Failure to support the recommendation could prevent Transport for the North from becoming a Sub-national Transport Body, contrary to the consent provided by the Liverpool City Region Combined Authority. Alternatively, it could mean that Sefton loses the benefit of TfN if it fails to consent to this request

### **Equality Implications:**

There are no equality implications.

**Contribution to the Council’s Core Purpose:**

Protect the most vulnerable: Not Applicable
Facilitate confident and resilient communities: Not Applicable
Commission, broker and provide core services: Not Applicable
Place – leadership and influencer: The Council, through the Liverpool City Region Combined Authority will be placed to influence the direction of travel for Transport for the North
Drivers of change and reform: The Council, through the Liverpool City Region Combined Authority will be placed to influence the direction of travel for Transport for the North
Facilitate sustainable economic prosperity: Opportunities may present themselves in the future through the Councils association with Transport for the North
Greater income for social investment: Not Applicable
Cleaner Greener Not Applicable

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

**(A) Internal Consultations**

The Head of Corporate Resources (FD.4891/17.....) and Head of Regulation and Compliance (LD 4175/17.....) have been consulted and any comments have been incorporated into the report.

**(B) External Consultations**

None

**Implementation Date for the Decision**

Immediately following the Committee / Council meeting.

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**Appendices:**

There are no appendices to this report

**Background Papers:**

Nil

# Agenda Item 8

Additional Information:

Frequently Asked Questions: Transport for the North Sub-national Transport Body status linked to this report.

## 1. Introduction/Background

1.1 Transport for the North has produced a note which sets out the history and the current position in respect of the making of requisite regulations by the Secretary of State to establish Transport for the North as a Sub- National Transport Body.

1.2 At its meeting of 18 August 2017 the Liverpool City Region Combined Authority provided consent to the Secretary of State to prepare regulations for Transport for the North to become a Sub-national Transport Body (minute item 58 relates).

1.3 The Secretary of State has now formally responded to the proposal and has indicated that he is minded to make Regulations creating TfN as the first Sub-national Transport Body with the following functions:-

- The preparation of a Northern Transport Strategy;
- The provision of advice on the North's priorities, as a statutory partner in the Department's investment processes; and
- The coordination of regional transport activities (i.e. smart ticketing) and the co-management of the TransPennine Express and Northern rail franchises through the acquisition of Rail North Ltd.

1.4 Regulations have now been drafted which, once they are passed, will confer on Transport for the North the majority of the functions and powers requested in the proposal. Before the Secretary of State can make the regulations he must obtain consent from each of the 19 constituent authorities and also consent to the granting of concurrent highway powers from each of the highway authorities within Transport for the North's area. The Liverpool City Region Combined Authority is not a highway authority and therefore the Council's consent is required to the granting of highway powers within the regulations.

1.5 The draft regulations firstly relate to the following current powers of the Secretary of State (relating to the construction of trunk roads), which may be delegated down to Transport for the North:-

- Section 6(5) Highways Act 1980 (power to enter into agreements for works relating to trunk roads);
- Sections 105A – 105C Highways Act 1980 (functions relating to environmental impact assessments);
- Sections 239 to 240 and 246 Highways Act 1980 (powers to acquire land in connection with highways); and
- Section 250 Highways Act 1980 (powers relating to the acquisition of powers over land).

1.6 Secondly the following powers (under the Highways Act 1980) would be conferred on Transport for the North concurrently with the local Highway Authority:-

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- Section 8(1) (power to enter agreements with local highways authorities etc. for doing certain works);
- Section 24(2) (power of local highway authority to construct new highways);
- Section 25(i) (powers to enter into agreement for creation of footpath etc.);
- Section 26 (i) (compulsory powers for creation of footpaths etc.); and
- Various functions in Sections 239, 240, 246 and 250 relating to the acquisition of land for highway purposes.

1.7 Consent to the making of regulations by the Secretary of State is an important mechanism to support Transport for the North's ambition to transform the transport system across the North of England, providing the infrastructure needed to drive economic growth.

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# Agenda Item 9

<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Southport Town Centre - Townscape Heritage Lottery Application		
<b>Report of:</b>	Head of Regeneration and Housing	<b>Wards Affected:</b>	Dukes;
<b>Portfolio:</b>	Planning and Building Control		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

## Summary:

To seek approval from Cabinet to resubmit the Stage 1 application (of a 2 stage process) to the Heritage Lottery Fund (HLF) for the Townscape Heritage (TH) funding stream for Southport Town Centre including Lord Street and the Promenade Conservation Areas.

## Recommendation(s):

1. Cabinet agrees to the resubmission of a Stage 1 application for Heritage Lottery Funding for Southport Town Centre;
2. that subject to approval of the Stage 1 application:
  - a) the Chief Planning Officer, in consultation with Cabinet Member for Planning and Building Control, is granted delegated authority to Develop the Project for a Stage 2 application and that
  - b) prior to submission of the Stage 2 application, a further report is presented to Cabinet seeking its approval to proceed with the application and setting out the Partnership Funding arrangements and any required Council contribution.
  - c) £30,000 revenue funding is earmarked from within the Councils Economic Growth Programme to support the application.
  - d) Note that based upon the current financial forecast for the £2.3m programme of works, that gap funding of £200,000 currently exists. In the event that this sum cannot be identified from external sources, the Council will be required to provide for this from its future years capital programme.

## Reasons for the Recommendation(s):

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At the meeting of 21<sup>st</sup> July 2016 Cabinet agreed to the initial recommendations above to submit the Stage 1 bid and this was submitted in August 2016. This report rolls forward that authorisation for endorsement by Cabinet once again, to submit via the current and final TH funding stream.

## **Alternative Options Considered and Rejected:**

The two Conservation Areas highlighted within the report were selected over others within the borough as they are currently classified as being "at risk" and so are in priority need of investment. The other four Conservation Areas "at risk" within the authority are not located within any Town Centre and do not have the identified need that that would suit the individual eligibility criteria and outcomes required as part of TH funding stream.

The TH funding stream was selected as a funding option, as there are currently no other grant funding streams available.

It should also be noted that this is the last opportunity to apply for the TH funding stream, which will be disbanded by HLF following this round of applications

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

The total cost of the scheme is estimated to be in the region of £2.3m with a bid to the Lottery for £1.7m over 2 phases (Stage 1 & 2). Private Sector contributions of £0.475m are anticipated, leaving a further £0.2m to be secured. In the event that this sum cannot be secured it will be a call against the Councils future years capital programme.

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

The council will be required to provide £30,000 to develop the application. This will be provided from existing revenue budget provision

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

As stated, there is currently a funding gap within the overall £2.3m project budget. In the event that additional contributions or funding cannot be sourced, the Council will need to provide this from its future years capital programme. This assessment and confirmation of any Council funding requirement will be made in advance of the stage 2 submission being made and will be the subject of Cabinet approval

## **Implications of the Proposals:**

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

### **Resource Implications (Financial, IT, Staffing and Assets):**

Funding to progress a Stage 2 application has been secured from existing Council resources, no additional resources are required.

A Stage 2 submission would require match funding, the exploration and securing of match funding forms part of the Stage 2 development process.

Additional staff resource will be required to develop the Stage 2 application and if successful its delivery over a 5 year period. This will be resourced by the grant.

**Legal Implications:**

No legal support required for Stage 1. Should the Stage 2 application be successful, agreements would need to be drawn up between the authority and local businesses. There is sufficient in-house expertise to undertake this task. Capacity will need to be reviewed at the appropriate time.

**Equality Implications:**

There are no equality implications.

**Contribution to the Council’s Core Purpose:**

Protect the most vulnerable: N/A
Facilitate confident and resilient communities: Effective physical regeneration significantly contributes to promoting community resilience through improved associations between people and place.
Commission, broker and provide core services:
Place – leadership and influencer: Heritage conservation work and associated built assets helps create a restored sense of Place.
Drivers of change and reform: Physical built regeneration provides a significant contribution to system change, assets often being the catalyst for reform.
Facilitate sustainable economic prosperity: Inward investment to heritage assets contributes to the local economy in both the short and longer term.
Greater income for social investment: Creating a greater sense of place stimulates social investment and contributes towards behaviour change.
Cleaner Greener: An improved physical environment means that our spaces that are occupied are cleaner.

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

**(A) Internal Consultations**

The Head of Corporate Resources (FD4832/17) has been consulted and has included all financial comments and implications within the body of the report.

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The Head of Regulation and Compliance (LD4118/17) has been consulted and has no comments on the report.

## **(B) External Consultations**

An extensive consultation exercise was undertaken in June 2016. This was supplemented with further consultation in August and September 2017 to reaffirm and help gauge the likely level of interest in the scheme and ensure that the outline proposals meet the aims and aspirations of Stakeholders.

- Initial consultation was carried out June 2016 .
- A public display was provided at the Atkinson during the month of June. 74 written responses were received, 76% of respondents acknowledged the decline in heritage within the town and the need to take action.
- Only 2 respondents out of the 74 submitted believe that the council should have no role in protecting the heritage of Southport, with 78% of respondents feeling that the Council's role is to provide grant (this would form part of the bid).
- Overall, 93% of respondents are in support of the council making an application for Heritage lottery to improve Southport Town Centre.

The further consultation undertaken in August and September 2017 was part of the Lord Street and Promenade Conservation Area Appraisals public consultation.

If the Stage 1 application is successful then the Stage 2 development process would require a more detailed and in depth consultation programme. Please note that a review of the Councils position will be undertaken post successful application and completion of Stage 1, including all commitments.

## **Implementation Date for the Decision**

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

<b>Contact Officer:</b>	Daniel Byron
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<b>Email Address:</b>	daniel.byron@sefton.gov.uk

## **Appendices:**

There are no appendices to this report

## **Background Papers:**

There are no separate background papers available for inspection.

## **1. Introduction/Background**

- 1.1 The Chief Planning Officer has already begun a suite of measures seeking improvements in both the Lord Street and Promenade Conservation Areas and to help address, in part, the measures required to result in removal from the national "at Risk" register.

## 1.2 Measures include;

- the formulation of the draft Lord Street and Promenade Conservation Area Appraisals
- implementation of the Lord Street Verandah enforcement project aimed at owners undertaking physical improvements
- formulation of guidance documents and investigation of a long term maintenance and management scheme
- further enforcement work to improve the physical appearance of buildings within these areas
- increasing awareness and visitor numbers through Heritage Trails
- discussions with Highways and other Council Departments to ensure work undertaken is well considered.

1.3 To support this work, in January 2015, the Chief Planning Officer made enquiries about securing Heritage Lottery Funding for Southport Town Centre. An unsuccessful Stage 1 was submitted in August 2016 and detailed feedback given in January 2017 which HLF invited the Council to resubmit for the following year.

## 2. Townscape Heritage (TH) Lottery Funding

- 2.1 TH Lottery funding is aimed at supporting projects that have the potential to regenerate and transform those conservation areas in need of investment and areas where there is a mixture of buildings and uses; including residential, retail and other business uses. Southport Town Centre meets this criteria and has received positive feedback from both HE and the HLF, of which HLF invited the Council to submit and latterly resubmit a Stage 1 application.
- 2.2 At Stage 1, applicants are requested to provide an outline of their proposed project, explain why funding is needed, what the funding will be used for, and what will happen if funds are not provided. Up to £2million is available and applications are required to be submitted by 8<sup>th</sup> December 2017.
- 2.3 More detailed work on the overall approach to Heritage Assets has recently been completed and has been considered in the preparation of the THI bid and other heritage priorities.

## 3. Outline Project Proposal

- 3.1 If approved the Southport TH Scheme would seek to improve the town centre by;
- providing grant funds to owners of buildings to facilitate building repairs
  - reinstate lost or damaged features
  - bring vacant floor space back into use
  - upgrading the public realm and providing skills
  - education and training in regard to the conservation of the historic environment.

The bid will focus on those routes linking the Lord Street and The Promenade Conservation Areas and in turn Kings Gardens with the Town Centre.

# Agenda Item 9

- 3.2 The total value of the proposed scheme is £2.3m and it is anticipated that £2.1m will be secured via Heritage Lottery Funding and Private sector contributions. As a result gap funding of £200,000 currently exists. In the event of the phase 1 application being successful, the Council will endeavour to secure this additional sum, however should this not be successful, this would need to be a call on the future years capital programme.
- 3.2 If approved the proposal would allow building owners on Bold Street, Nevill Street, Scarisbrick Avenue, Waverley Street and Coronation Walk to apply for grant funding. These roads constitute a key east west gateway from Lord Street to Kings Gardens.

## 4. Project Costs and Work Programme

- 4.1 . As stated the total costs for delivery of the project, which is anticipated to last 5 years, are estimated to be in the region of £2.3 million. The key financial contributions to this sum in addition to the cost of submitting the application are shown at Table 1 .
- 4.2 As indicated above during the Development Phase and prior to submission of the Stage 2 application the project will need to identify and secure Partnership Funding. Early indications from the consultation exercise indicate significant support from Stakeholders. A review of the project and the Councils position will be taken if Stage 1 application is successful. This will include a full evaluation of all financial contributions and any Council funding requirement.
- 4.3 Table 1 below provides an over view of the potential programme the associated costs and funding

Table 1 Outline Programme and anticipated financial contributions

General Activity	Financial Commitment	Date
Submission of 1 <sup>st</sup> Round Application		
Formulation of 1 <sup>st</sup> Round Application that includes: <ul style="list-style-type: none"> <li>• Public Consultation</li> <li>• Draft Conservation Area Appraisals</li> <li>• Outline scheme plan identifying potential projects and estimated costs</li> <li>• Detailed development work for stage 2</li> <li>• Outline public engagement, skills and education Plan</li> <li>• Initial breakdown of capital works</li> </ul>	£0	8 <sup>th</sup> December 2017
Decision on 1 <sup>st</sup> Round Application		May 2018
If Approved Development Phase of 2 <sup>nd</sup> Round Application		
12 months of development that includes: <ul style="list-style-type: none"> <li>• Detailed education and skills Activity Statement</li> <li>• Detailed funding strategy including investigation and commitment of match funding resource</li> </ul>	£30,000 – Sefton council £71,000 - Heritage Lottery Fund	May 2018 – May 2019

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<ul style="list-style-type: none"> <li>• Detailed Conservation Area Management Plan</li> <li>• Detailed condition surveys to fully establish costs of Capital work</li> <li>• Detailed public and stakeholder consultation</li> <li>• Detailed timetable, costs and cash flow of delivery Phase</li> <li>• Detailed Maintenance Plan</li> <li>• Detailed Scheme Plan for work, High, Medium and reserve building projects</li> <li>• Detailed Plan including costings for Public Realm Scheme</li> <li>• Detailed partnership and governance agreement of how joint funding pot will be managed for third party grants</li> <li>• Detailed building surveys and valuations</li> </ul>		
Submission of 2 <sup>nd</sup> Round Application		May 2019
Decision on 2 <sup>nd</sup> Round Application		August 2019
If Approved Delivery Phase of Project		
<ul style="list-style-type: none"> <li>• Delivery of detailed scheme plan including bringing vacant floorspace back into use</li> <li>• Delivery of Public Engagement Activity Plan</li> <li>• Delivery of education and skills training Plan</li> </ul>	£1,640,800 -HLF £200,000 – Unsecured* £475,000 – Premises Owners	August 2019 – August 2024 (Approximately, depends on detailed nature of the scheme)

\*The £200,000k Phase 2 funding will need to be reviewed, Cabinet's Commitment to this funding is included for noting within the recommendations

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<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Strand Shopping Centre, Bootle - Update		
<b>Report of:</b>	Executive Director Sarah Kemp	<b>Wards Affected:</b>	Linacre/Derby
<b>Portfolio:</b>	Cabinet Member - Regeneration and Skills		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

## Summary:

Framework for change is comprised of four Programmes, one of which is Strategic Investment which includes, investment that deliver a net new revenue stream to the Council. Two other Programmes, Public Service Reform Programme and Economic Growth also reflect the need for the Council to maximise its asset portfolio, to improve its yield and to deliver service transformation and operational efficiency.

On April 28<sup>th</sup> 2017, Cabinet made the decision to acquire 100% shares in G.L. Europe Bootle S.a.r.l. and through this structure the Council became the owner of the Strand Shopping Centre. Cabinet, acting as the Shareholder of the Company, has approved the hive-up of the asset to the Council's balance sheet as a dividend in specie – a distribution/dividend to shareholders in a form other than cash. The existing shares will be extinguished and the corporate structure dissolved such that the Company acquired no longer exists.

From this point on, the business of the Strand requires an appropriate interface within the Council that fulfils the commercial demands of this asset. It is proposed that a new and additional form of governance is required to provide an agile and commercial interface, operating within existing delegations: the Investment Board, Chaired by the Chief Executive. This interface will also act as a working group of senior officers to direct and govern the activities of Framework for Change that are specifically “commercial” in nature.

## Recommendation(s):

- 1) To agree the formation of a new additional governance structure – the Investment Board
- 2) To agree membership of the Investment Board (Chair – CEX; Executive Director; Head of Corporate Services; Head of Regulation and Compliance, Head of Regeneration and Economic Development; Head of Commercial)
- 3) To note that the Investment Board will act as the commercial interface with the asset, the Strand Shopping Centre

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- 4) To note that the Investment Board will guide and direct the activities of Strategic Investment across Framework for Change that are commercial in nature and that those decisions may be commercially confidential in nature
- 5) To note that delegations to the Investment Board will remain as set by the Constitution
- 6) To note that the Investment Board will work in consultation with the Strategic Capital Investment Group and that formal decisions to be made, above the delegations of the Investment Board, will be made by Cabinet or by Council, as the Constitution determines.
- 7) To note that the Terms of Reference of the Investment Board and its delegations will be reviewed by Cabinet on a frequent basis to ensure that this form of governance is responsive and effective to the needs of the business, acting in the best interests of the Council

## **Reasons for the Recommendation(s):**

The day to day running and investment decisions of commercial investment, including the Strand Shopping Centre, require an agile and commercial interface within the Council in order to competently transact its business, particularly where that commercial activity is not governed by a Company Board or other structure.

## **Alternative Options Considered and Rejected:** (including any Risk Implications)

One alternative option was considered – to provide an interface within a single service area of the Council such as Regeneration and Economic Development or Corporate Services. This option was rejected based upon the need to provide an interface with a broader reach of commercial determination and corporate responsibility, which has delegated power to make day-to day decisions that respond appropriately to the needs of the business. Council processes and the speed and frequency of execution may hinder or reduce the competitive and operational integrity of the business.

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

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

There is no direct cost to the Council of establishing an Investment Board

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

There are no capital costs associated with this decision

## **Implications of the Proposals:**

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>
<b>Legal Implications:</b> The terms of reference will need to be carefully considered so that

they align with the requirements of the constitution. If alignment is not possible due to the commercial nature of the Board, then this will need to be identified and varied through usual Council procedures.

**Equality Implications:**

There are no equality implications.

**Contribution to the Council’s Core Purpose:**

An Investment Board will provide the governance required to act as an interface on appropriate commercial activity across the Council. The output of the business cases commissioned, developed and approved for recommendation to Cabinet, will make its most significant contribution to the following elements of the Council’s core purpose – Place Leadership and Influencer; Facilitate Sustainable Economic Prosperity. This will manifest most likely as built assets (but not exclusively) in regeneration, new housing, new development sites, and create new revenue streams to the Council, which in turn can be used to sustain vital services which fulfil Council’s core purpose.

<b>Protect the most vulnerable:</b> As above
<b>Facilitate confident and resilient communities:</b> As above
<b>Commission, broker and provide core services:</b> As above
<b>Place – leadership and influencer:</b> As above
<b>Drivers of change and reform:</b> As above
<b>Facilitate sustainable economic prosperity:</b> As above
<b>Greater income for social investment:</b> As above
<b>Cleaner Greener:</b> As above

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

**(A) Internal Consultations**

The Head of Corporate Resources (FD 4890/17) and Head of Regulation and Compliance (LD 4174/17) have been consulted and any comments have been incorporated into the report. In addition the report author has worked closely with a range of officers in the Council including, the Head of Regeneration and Housing.

**(B) External Consultations**

Not applicable

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## Implementation Date for the Decision

Following call-in

**(Please delete as appropriate and remove this text)**

<b>Contact Officer:</b>	Sarah Kemp
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## Appendices:

None

## Background Papers:

There are no background papers available for inspection.

## Introduction/Background

For the past eighteen months, Cabinet have been considering how best to use the Council's assets, to deliver new revenue streams and generate better yields i.e. return on investment. The acquisition of the Strand represents a first step towards a new approach to strategic investment. This approach will deliver new revenue streams to pay for services, maximise yield from Council owned assets, develop and acquire new assets and dispose of redundant and de-commissioned assets. At the same time, the approach will support new economic growth and regeneration in the Borough.

This new approach requires a different governance model, one that will be tested and trialled on the recently acquired Strand Shopping Centre, to find the optimal mechanisms to enable the full ambition of the Council to be achieved, within an appropriate legal, financial and constitutional framework. It will be developed in consultation with Strategic Capital Investment Group and will require the supporting activity of an Asset Review and production of an Investment Strategy – processes already agreed with Cabinet and in development.

The Strand Shopping Centre will not be subsumed into Council services and will require the Council to provide an interface between the Asset Managers (currently Ellandi) and the Property Services Manager (Savills) and the Council, for day to day operational decision making and development of longer-term strategic investment proposals at the Strand.

This paper addresses the immediate needs of governance around the Strand, but sets out how this new approach to Strategic Investment might be further developed and delivered, such that other projects, that are commercial in nature, may also be directed and governed by the Investment Board.

## 1.0 **PURPOSE**

- 1.1. A Strategic Investment approach is being considered in the light of the significant changes to how the Council is currently funded and how it will be funded in the future. This is requiring the Council to take greater ownership of its own financial and Sefton borough's economic sustainability. Further, the Council's role within the public sector as a whole is changing with the reform of services, whereby the Council is acting as the key enabler to integration of services and is taking the lead in provision of estates solutions to support integration, e.g. multi-agency hubs.
- 1.2. The Council has a significant property asset base much of which delivers a certain, but not optimised, income stream into the Council. It can also access further capital, with no limits on prudential borrowing, provided there is a clear mechanism to service that borrowing and repay the capital.
- 1.3. The Strategic Investment approach considers the capital locked up in the existing asset base, the income stream it delivers, capital required to deliver against other Council priorities and seeks to optimise the overall financial and service outcomes.
- 1.4. This change of emphasis and change in risk requires the adoption of a modified approach and appropriate governance, to effectively manage that risk. Ultimate decision making will clearly remain within existing Council governance arrangements, but day to day operations and advice should draw upon the resources, knowledge and expertise that exist within the Council or from partners, for the benefit of the Council.

## 2.0 **CONTEXT**

- 2.1 Strategic Investment was introduced under Framework for Change as a mechanism to manage, monitor and drive key future income streams and operational savings, broadly described as Invest to Save, Invest to Grow and Invest to Thrive. Proposed increases in business rates, council tax and developer contributions are also expected to increase as a consequence of this approach.
- 2.2 Framework for Change drives the organisational approach to Economic Growth, Public Service Reform (PSR), Corporate Services and Strategic Investments. One particular project, PSR 8 Asset Maximisation, seeks to maximise all of the Council's assets to ensure that assets are deployed to enable transformation of Council services, create new revenue streams and stimulate economic growth. In this regard, it acts as an enabler of Framework for Change as a whole, against which the MTFP has been determined and agreed. To-date the projects within PSR8 have largely been focused on the Council's own operational foot-print.
- 2.3 A single whole Council approach to the development of a Capital Programme that meets all of the Council's strategic objectives and requirements is underway. An allocation of revenue "Growth budget" has been made available to support in part, the development of the Capital Programme. From this same budget, approval has been given to commence an Asset Review of approximately 200 assets out of a potential 1100, in order to categorise them to:

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- Inform the development and subsequent delivery of the Investment Strategy
- Understand the commercial value of those assets in variable scenarios
- Define options for future consideration which might be:

Assets held for operational purposes

Assets held for heritage reasons or other designated reasons

Assets held to be developed or re-purposed

Asset to be disposed of to create a capital receipt

- 2.4 The Asset Review will look to identify the assets that could be disposed of and replaced with better yielding investments. Once identified these are deemed to be relatively straightforward and marketable. This will also include potential residential and other development site disposals which are deemed to be more complex and require further preparation for sale.
- 2.5 It is also important to conduct a review of all income generating assets not currently within the existing 'property budget / investment portfolio' structure to ensure all incomes are captured and recorded, potentially moving under the Strategic Investment approach for consideration e.g. Atkinson Theatre and Southport Theatre and Convention Centre.
- 2.6 At this stage it is proposed that the Investment Board would only consider investments to be 'in-scope' by exception i.e. the Strand Shopping Centre, until the Asset Review has been completed, the Investment Strategy developed and approved, setting out a clear portfolio of assets for re-purposing and therefore "in-scope" and a clear set of deliverables to be achieved.
- 2.7 At the beginning of 2017, the existing investment portfolio was currently estimated to be about £55m. The Asset Review will assess realisable market value and set out potential options for the purpose of the asset and its role in delivering any part of the Council's agenda.
- 2.8 The assets that will ultimately be considered as being in-scope of the Strategic Investment portfolio will potentially be pre-determined in the main, by the amount of existing development, regeneration, and other similar projects already in-flight within the Borough. The approach is likely to display the following characteristics:
- Maintain or increase the net income from the portfolio whilst maintaining or increasing its value
  - Realising capital from the portfolio whilst having a strategy to maintain or increase net income
  - Reducing management costs whilst maintaining gross income
  - Maintaining net income whilst delivering other wider outcomes such as delivery of residential development or wider regeneration
  - Have in place suitable risk management strategies or considerations, e.g. agreed levels of liquidity.

- 2.9 The Investment Strategy will set out in much greater detail, how those characteristics will be reflected and how pre-categorised assets will be used in order to:
- Deliver Framework for Change – all Programmes
  - Identify future development and acquisition opportunities
  - Manage a new and emerging risk profile
  - Identify appropriate sources of investment finance and how they will be used

The nature of Strategic Investment may be reflected as both capital and revenue investment.

## 3.0 **GOVERNANCE**

- 3.1 New additional governance is therefore required to direct and manage the activities of Strategic Investment and respond appropriately to the nature of the commercial activities within the overall Strategic Investment Programme. This is particularly necessary where an operational or commercial investment interface is required, drawing on commercial and often, asset management and built environment skillsets. It is proposed that the Investment Board will also guide the Asset Review and development of the Investment Strategy to provide the governance of investment decisions that are commercial in nature.
- 3.2 The Investment Board will need to be agile in its management of the portfolio, as local market opportunities or trends develop at pace. The Executive will agree, following the Asset Review, which assets are to be held for investment purposes and which assets will be disposed of to raise a capital receipt that may be subsequently invested to acquire or develop new and existing assets.
- 3.3 It is expected there will be an element of the Investment Strategy that would require a continual recycling of investment. There will need to be continual opportunity scanning that will lead to the ongoing disposal and investment into assets to achieve either improved income, or risk positions, for the Council. However in the immediate short-term, decisions will be made on a case by case basis, until the Asset Review and Investment Strategy have been completed and approved and wholly aligned to the Capital Strategy and Treasury Management Strategy.
- 3.4 It would be anticipated, due to the nature of the activity of Strategic Investment that Delegated Authorities for this 'Board' will likely be higher than, tailored and different to others in the Council governance framework. Member reporting is therefore also essential. The Board will report to Cabinet and will work in consultation with the Strategic Capital Investment Group, particularly relating to the Capital Programme. Normal democratic processes will not be replaced, but continue through Cabinet and Cabinet Member delegations of Portfolios.
- 3.5 The Investment will take both a holistic and strategic view across the whole portfolio to maximise all opportunities for the Council, recognising a broad base of assets and strategies, as well direct the diligence of project specific opportunities.

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## 4.0 **MEMBERSHIP**

4.1 It is proposed the Investment Board will be constituted from the following Council Officers:

- Chief Executive (Chair)
- Executive Director (Growth & Strategic Investment)
- Head of Regulation and Compliance
- Head of Corporate Services
- Head of Regeneration and Economic Development
- Head of Commercial Services (not yet appointed)

## 5.0 **DELEGATED AUTHORITIES**

5.1 The usual Delegated Authorities apply initially, e.g. over £100k is a key decision. The Investment Board will seek to confirm the authorities required by Council Officers to enable the effective management and operation of the approach of Strategic Investment, so as to be flexible and pre-emptive within ever changing economic, political, policy and local marketplace environmental factors.

## 6.0 **TERMS OF REFERENCE**

6.1 Full I&D Board terms of reference will be developed which will align fully with the Terms of Reference for SCIG and the Capital Strategy approved in March 2017.

6.2 Investment decisions that do not require a degree of immediacy to expedite a commercial transaction, for example, the redevelopment of the Strand, will be considered accordance with the Capital Strategy and Cabinet's delegation as the Executive or Shareholder.

6.3 In outline below, the intent of Board is to work in consultation with SCIG to review and ultimately maintain oversight of:

- The Investment Strategy including financial return, regeneration and risk
- The Investment Programme (including the governance of investment business cases and evaluation)
- Property disposals process where this has been agreed as being within the Investment Portfolio, for the purpose of raising a capital receipt and/or to reduce holding costs
- Strategic land acquisition/land assembly
- The oversight and interface with the day to day management of commercial and investment activity which sits within the Investment Portfolio e.g Strand Shopping Centre to be able to act quickly and with flexibility within its delegations e.g. agreement to a new tenancy agreement
- To submit quarterly updates and an annual report on Strategic Investment activities against plan and Investment Strategy (including a proposed action plan for a rolling look ahead; short, medium and long term) to SCIG and Executive



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- To determine remedial action in respect of any significant market factors and its impact on Council Investments

The execution of decisions made by the Investment Board is mostly likely to fall within the Service areas of Regeneration and Housing and Property Services, but may on occasion be delivered through a combination of other service areas.

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<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Revenue and Capital Budget Plan 2017/18 - 2019/20		
<b>Report of:</b>	Head of Corporate Resources	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Leader of the Council		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

**Summary:**

To inform Cabinet of: -

- i) The current forecast revenue outturn position for the Council for 2017/18 as at the end of September. This forecast will be informed by the latest analysis of expenditure and income due to the Council, in addition to the progress in delivering approved savings;
- ii) The current forecast on Council Tax and Business Rates collection for 2017/18; and,
- iii) The current position of the Capital Programme.

**Recommendation(s):**

Cabinet is recommended to:-

- i) Note the forecast deficit outturn position of £0.978m as at the end of September 2017;
- ii) Note the progress to date on the achievement of approved Public Sector Reform savings for 2017/18;
- iii) Note the forecast position on the collection of Council Tax and Business Rates for 2017/18; and,
- iv) Note the current progress in the delivery of the 2017/18 Capital Programme.

**Reasons for the Recommendation(s):**

To ensure Cabinet are informed of the forecast outturn position for the 2017/18 revenue and capital budgets as at the end of September 2017 and to provide an updated forecast of the outturn position with regard to the collection of Council Tax and Business Rates.

**Alternative Options Considered and Rejected:** (including any Risk Implications)  
None

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

### (A) Revenue Costs

Any under-achievement of the approved revenue budget savings for 2017/18 will need to be financed from within any surplus identified within other areas of the 2017/18 budget, or from the Council's general balances.

The current financial position on approved Public Sector Reform savings indicates that approximately £1.922m of 2017/18 savings are at risk of not being achieved in the year. Due to anticipated net underspends elsewhere within the budget a deficit position for the year of £0.978m is currently forecast.

### (B) Capital Costs

The Council's capital budget in 2017/18 is £26.610m. As at the end of September 2017, expenditure of £6.358m has been incurred and a full year outturn of £23.601m is currently forecast.

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b> Should the forecast deficit position for 2017/18 (£0.978m) be realised at the year end, the Authority would have to utilise reserves in order to finance the shortfall.
<b>Legal Implications:</b> None
<b>Equality Implications:</b> None

## Contribution to the Council's Core Purpose:

Protect the most vulnerable: Not applicable
Facilitate confident and resilient communities: Not applicable
Commission, broker and provide core services: Not applicable
Place – leadership and influencer: Not applicable
Drivers of change and reform: Not applicable
Facilitate sustainable economic prosperity: Not applicable
Greater income for social investment: Not applicable
Cleaner Greener: Not applicable

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

### **(A) Internal Consultations**

The Head of Corporate Resources (FD 4899//17) and Head of Regulation and Compliance (LD 4183/17) have been consulted and any comments have been incorporated into the report.

### **(B) External Consultations**

None

## **Implementation Date for the Decision**

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

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## **Appendices:**

The following appendix is attached to this report:

Appendix A – PSR Savings 2017/18 – Current Forecast Achievement

## **Background Papers:**

There are no background papers available for inspection.

# Agenda Item 11

## **1. Introduction**

- 1.1 At Budget Council in March 2017, Members approved a 3 year budget package that would seek to address the funding shortfall of £64m that had been reported throughout 2016. Following a review of all financial assumptions and the proposals contained within the Framework for Change programme, savings of £24.922m were identified that would need to be delivered in 2017/18. This position included a number of measures that were approved to phase the delivery of the Public Sector Reform savings over the course of the 3 year period.
- 1.2 This report therefore presents an assessment of the forecast revenue outturn position for 2017/18 and the latest position on the achievement of the agreed Public Sector Reform savings for 2017/18 (£4.573m) (Section 2).
- 1.3 The report also outlines the current position regarding other key income streams for the Authority, namely Council Tax and Business Rates, as variations against expected receipts in these two areas will also affect the Council's financial position in future years (Sections 3 and 4).
- 1.4 An updated position with regard to the 2017/18 Capital Programme is also provided as at the end of September (Section 5).

## **2. Budget Plan 2017/18 – 2019/20**

- 2.1 The Council has a history of excellent financial management during the period of austerity that has been in place within local government since 2010. Up until 2016/2017 the Council has addressed a funding gap of £169m since 2010. In that period the Council has met the financial challenge and ensured that a sustainable budget position is delivered.
- 2.2 It is against this backdrop of decreased funding from Central Government and an increased reliance on local funding streams that the Council, in March 2017, set out a three year budget package to deliver its key priorities whilst remaining within the reduced funding envelope. The further £64m of savings agreed, thus brought the total value of savings over a 10 year period to £233m. This value should be considered against the Council's 2017/18 net budget of £203.2m.
- 2.3 This programme of activity, the scale of the financial challenge facing the Council over the 3 years and the level of transformation required, (as set out in the Framework for Change) means that the Council will need to continually manage the risks presented from both a service delivery and financial sustainability point of view.

- 2.4 The financial environment that local government, and Sefton in particular, operates within continues to present a number of challenges. In addition to the severe funding reductions that will continue up until 2020, the demand pressures facing the Council across a range of services continue to increase with no long term sustainable funding solutions being offered by central government. This is particularly important in respect of the demand upon Adult Social Care services and the unpredictability of demand in Children's Social Care.
- 2.5 Despite the level of savings agreed for 2017/2018, in addition to the demand pressures being faced, careful financial management across the Council means that the forecast outturn position (outlined in Section 3) shows a net overspend of £0.978m (0.5% of the Council's net budget). This forecast highlights a slightly worsening (£0.135m) compared to the August position. Whilst this position is encouraging at this stage of the financial year, due to the demand led pressures that are faced, particularly in Adults and Children's Services, careful financial management will need to continue throughout the year in order to try to achieve a year-end balanced position, in line with that achieved in previous years.

### **3. Summary of Forecast Outturn Position as at the end of September 2017**

- 3.1 At the end of September 2017, a forecast financial position on approved Public Sector Reform savings indicates that approximately £1.922m of 2017/18 savings are highlighted as "red" i.e. at risk of not being achieved in the year. A summary of these is as follows and further details of all PSR savings are provided at Appendix A.
- Asset Maximisation (£0.503m) – this saving will need to be re-phased into future years as a result of additional work on staff accommodation planning;
  - Locality Teams & Personalisation (£0.389m) - a variety of consultations are leading to a slight delay in this project with the shortfall requiring to be re-phased into 2018/19;
  - Commercialisation, Traded Services & Income (£0.332m) – timing delays to the restructure of building cleaning staffing and the development of the potential options for Crosby Lakeside Adventure Centre are leading to a delay in the implementation of this saving; and
  - Commissioning and Shared Services (£0.763m) - delays to the proposed Liverpool City Region Procurement Programme, Sefton Contract Savings and Contract Compliance Audit mean that a full review of the savings proposed via this project is currently underway.
  - Partially offsetting the above, two projects are currently forecast to achieve additional savings earlier than expected (£0.079m), these are the Acute Wrap-around Services and All Age Disability Pathway projects.

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3.2 Due to anticipated net underspends elsewhere within the budget a net deficit position for the year of £0.978m is currently forecast. This is shown in the table below:

	<b>Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	<b>Position previously reported</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b><u>Services</u></b>				
Strategic Management	2.923	2.884	(0.039)	(0.039)
Strategic Support Unit	3.827	3.849	0.022	0.055
Adult Social Care	87.070	85.947	(1.123)	(1.063)
Children's Social Care	27.487	28.307	0.820	0.708
Communities	10.347	10.232	(0.115)	(0.008)
Corporate Resources	5.015	4.743	(0.272)	(0.283)
Health & Wellbeing	23.321	23.245	(0.076)	(0.076)
Inward Investment and Employment	2.643	2.787	0.144	0.075
Locality Services - Commissioned	18.426	18.203	(0.223)	(0.176)
Locality Services - Provision	9.640	10.380	0.740	0.465
Regeneration and Housing	4.532	4.264	(0.268)	(0.280)
Regulation and Compliance	3.598	3.185	(0.413)	(0.318)
Schools and Families	25.317	25.384	0.067	0.070
<b><u>Total Service Net Expenditure</u></b>	<b>224.146</b>	<b>223.410</b>	<b>(0.736)</b>	<b>(0.870)</b>
Public Sector Reform Savings not allocated to services	(2.134)	(0.477)	1.657	1.656
Reversal of Capital Charges	(13.376)	(13.376)	0.000	0.000
Council Wide Budgets	(2.076)	(2.019)	0.057	0.057
Levies	31.555	31.555	0.000	0.000
General Government Grants	(34.932)	(34.932)	0.000	0.000
<b><u>Total Net Expenditure</u></b>	<b>203.183</b>	<b>204.161</b>		
<b><u>Forecast Year-End Deficit</u></b>			<b>0.978</b>	<b>0.843</b>

3.3 This revised forecast deficit of £0.978m compares to the deficit of £0.843m that was previously forecast, an increase of £0.135m.



3.4 The key changes that have led to this revised position are as follows:-

- **Communities** – The forecast is showing an increased underspend on repairs and maintenance on golf courses £0.051m; alley-gate repairs and community safety within the Neighbourhoods Service (£0.038m) and additional Arts car park income £0.010m.
- **Children's Social Care** – The forecast overspend has increased by a further £0.112m since August, due mainly to increased costs arising from 2 residential agency care placements from September.
- **Locality Services - Provision** – Projected overspend has increased by £0.275m due to Cleansing £0.145m (additional weed removal, additional bins for new properties and reduced income from leaves recycling), Burials £0.070m (further loss of income due to private competition) and Security Services £0.060m (delay to restructure).
- **Regulation and Compliance** – The forecast underspend has increased now that savings arising from the Service restructure have been fully realised.

3.5 As stated previously this report reflects the financial position for the Council half way through the year and as such will be the subject to change over the next six months. Key risks facing this position will continue to be demand led pressure in both Adult's and Children's Services and the potential impact of winter weather conditions.

3.6 In previous years, when overall deficit positions have been forecast, services have reviewed all areas of expenditure in order to contribute to a year end balanced position. In light of the current year end forecast, it is proposed that this process is continued in order that improvements can be made to the forecast outturn position. This will be reported throughout the year to Members.

#### **4. Council Tax Income – Update**

4.1 Council Tax income is shared between the billing authority (Sefton Council) and the two major precepting authorities (the Fire and Rescue Authority, and the Police and Crime Commissioner) pro-rata to their demand on the Collection Fund. The Council's Budget included a Council Tax Requirement of £118.748m for 2017/18 (including Parish Precepts), which represents 85.8% of the net Council Tax income of £138.431m.

4.2 The forecast outturn at the end of September 2017 is a surplus of £0.426m (£0.381m reported in August). This is primarily due to:-

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- The surplus on the fund at the end of 2016/17 being lower than estimated at +£0.173m;
- Gross Council Tax Charges in 2017/18 being higher than estimated at -£0.633m;
- Council Tax Reduction Scheme discounts being lower than estimated at - £0.879m;
- Exemptions and Discounts (including a forecasting adjustment) being higher than estimated at +£0.913m.

4.3 Due to Collection Fund regulations, the Council Tax surplus will not be transferred to the General Fund in 2017/18 but will be carried forward to be distributed in future years.

## **5. Business Rates Income – Update**

5.1 Since 1 April 2013, the Council has retained a share of Business Rates income. The Council's share has increased from 49% in 2016/17 to 99% in 2017/18 as a result of its participation in the Liverpool City Region Business Rates 100% Retention Pilot Agreement. The Government's share of business rates has reduced from 50% in 2016/17 to 0% in 2017/18; however, they continue to be responsible for 50% of the deficit outstanding at the 31 March 2017. The Fire and Rescue Authority retain the other 1%.

5.2 The Council's Budget included retained Business Rates income of £62.955m for 2017/18, which represents 99% of the net Business Rates income of £63.591m. Business Rates are subject to appeals which can take many years to resolve. Settlement of appeals can have a significant impact on business rates income making it difficult to forecast accurately.

5.3 The forecast outturn at the end of September 2017 is a deficit of £0.704m on Business Rates income (£0.733m reported in August). This is due to:

- The deficit on the fund at the end of 2016/17 being higher than estimated £1.215m;
- Minor in year budget variations to date in 2017/18 of -£0.511m.

5.4 Due to Collection Fund regulations, the Business Rates deficit will not be transferred to the General Fund in 2017/18 but will be carried forward to be recovered in future years.

## 6. Capital Programme 2017/18

- 6.1 The approved capital budget for 2017/18 is £28.034m. This has increased by £1.424m from the previous month, which is due to the addition of schemes and amendments that were approved by Cabinet on 21<sup>st</sup> September 2017.
- 6.2 As at the end of September, expenditure of £6.358m (23%) has been incurred within the approved Capital Programme. It should be noted that these figures do not include the cost of the Council's strategic investment in the Bootle Strand Shopping Centre.
- 6.3 As part of the monthly review project managers are now stating that £23.601m will be spent by year end. This would result in an under spend on the year of £4.433m on the whole programme with an overall delivery rate of 84%. This is summarised below as follows:-

2017/18 Full Year Budget	Actual Expenditure as at September 2017	Forecast Actual Expenditure	Full Year Budget Variance
£m	£m	£m	£m
<b>28.034</b>	<b>6.358</b>	<b>23.601</b>	<b>4.433</b>

- 6.4 In order to achieve the revised forecast of £23.601m, expenditure of £17.243m will need to be incurred between now and the end of the year.
- 6.5 Key Variations on Overall Programme

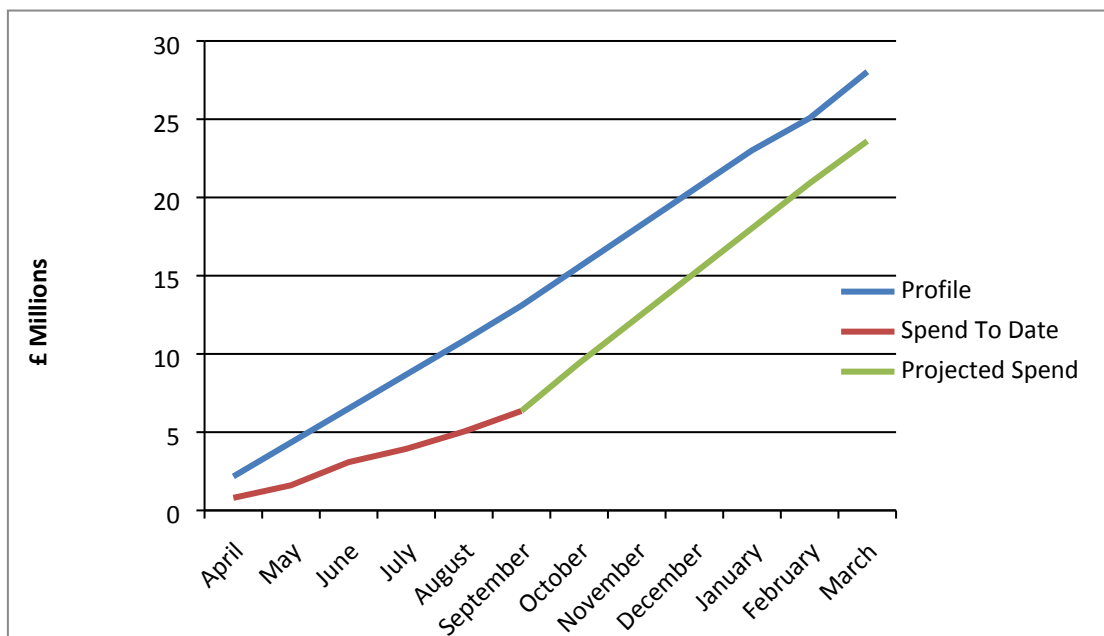
It can be seen from the current forecast position that approximately £4.433m of expenditure will not be delivered in the current year. The key variations to this forecast are as follows:-

Scheme	Key Variation £'m	Explanation
<b>Potential Overspends Identified (key items)</b>		
M58 Junction 1 Improvements	-0.260	Scheme re phased with slight increase in expenditure in Year 1. No change in overall cost of the scheme.
<b>Resources to be carried forward into next year (key items)</b>		
Vehicle Replacement Programme	1.725	A request will be made to re phase this budget in order to meet actual vehicle

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		replacement requirements.
Adult Social Care – Better Care Fund Allocation Balance	1.068	A request will be made to re-phase this budget that will be used for wider social care capital projects.
Flood Defence – CERMS 2016/21 Sefton	0.300	A request will be made to re phase this budget as surveys delayed due to difficulties of capture.
Crosby Lakeside – High Ropes	0.244	A request will be made to re-phase this budget as scheme on hold awaiting heritage assessment and planning.
Adult Social Care IT Infrastructure	0.161	A request to re-phase this budget will be made due to delays in the scheme.
Crosby Library	0.345	Funding requested to be carried forward
<b>Total</b>	<b>3.843</b>	
<b>Resources no longer required (key items)</b>		
Maghull Leisure Centre	0.181	This balance had been held to fund additional car parking by prudential borrowing but no further expenditure is envisaged.

6.6 The graph below therefore shows the 2017/18 Capital Programme expenditure to date against the profiled budget.



6.7 A service by service breakdown of expenditure, forecast actual expenditure and full year budget variation as at September 2017 is shown in the following table:

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	Full Year Budget	Expenditure to Date	Expenditure to Date as a % of Budget	Forecast Actual Expenditure	Forecast Full Year Budget Variation
	£m	£m	%	£m	£m
<b>Corporate Resources</b>	<b>0.498</b>	<b>0.045</b>	<b>9.0</b>	<b>0.384</b>	<b>0.114</b>
Previous Year Schemes	0.498	0.045	9.0	0.384	0.114
<b>Locality Services – Commissioned</b>	<b>8.309</b>	<b>2.022</b>	<b>24.3</b>	<b>8.155</b>	<b>0.154</b>
<u>New Schemes 2017/18</u>					
STEP Schemes.	0.410	0.000	0.0	0.410	0.000
LTP – New Schemes	1.880	0.501	26.6	1.880	0.000
Previous Year Schemes	6.019	1.521	25.3	5.865	0.154
<b>Locality Services – Provision</b>	<b>2.471</b>	<b>0.064</b>	<b>2.6</b>	<b>0.728</b>	<b>1.743</b>
Previous Year Schemes	2.471	0.064	2.6	0.728	1.743
<b>Regeneration and Housing</b>	<b>1.162</b>	<b>0.851</b>	<b>73.2</b>	<b>1.162</b>	<b>0.000</b>
Previous Year Schemes	1.162	0.851	73.2	1.162	0.000
<b>Regulation and Compliance</b>	<b>0.015</b>	<b>0.002</b>	<b>13.3</b>	<b>0.015</b>	<b>0.000</b>
Previous Year Schemes	0.015	0.002	13.3	0.015	0.000
<b>Health &amp; Wellbeing</b>	<b>1.271</b>	<b>0.157</b>	<b>12.4</b>	<b>0.832</b>	<b>0.439</b>
<u>New Schemes 2017/18</u>					
Renovation of Changing Facilities at Bootle and Dunes.	0.349	0.153	43.8	0.349	0.000
Netherton Activity Centre Fitness Suite Refurb	0.150	0.000	0.0	0.150	0.000
Previous Year Schemes	0.772	0.004	0.5	0.333	0.439
<b>Adult Social Care</b>	<b>2.339</b>	<b>0.590</b>	<b>25.2</b>	<b>0.998</b>	<b>1.341</b>
<u>New Schemes 2017/18</u>					
Integration of Health & Social Care IT Systems	0.040	0.000	0.0	0.000	0.040
Approved Better Care Funding	1.400	0.000	0.0	0.350	1.050
Previous Year Schemes	0.899	0.590	65.6	0.648	0.251

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<b>Schools and Families</b>	<b>5.292</b>	<b>1.251</b>	<b>23.6</b>	<b>5.157</b>	<b>0.135</b>
<u>New Schemes 2017/18</u>					
Great Crosby Primary Phase 3 increase half a form.	0.217	0.119	54.8	0.217	0.000
Linaker Primary Temp Class.	0.150	0.056	37.3	0.114	0.036
Linacre Primary Refurb Class.	0.170	0.000	0.0	0.170	0.000
Waterloo Primary Fire Alarm.	0.050	0.004	8.0	0.050	0.000
Previous Year Schemes	4.705	1.072	22.8	4.606	0.099
<b>Communities</b>	<b>2.330</b>	<b>0.449</b>	<b>19.3</b>	<b>1.823</b>	<b>0.507</b>
Previous Year Schemes	2.330	0.449	19.3	1.823	0.507
<b>Inward Investment &amp; Employment</b>	<b>1.947</b>	<b>0.017</b>	<b>0.9</b>	<b>1.947</b>	<b>0.000</b>
<u>New Scheme 2017/18</u>					
Southport Pier Refurbishment	1.947	0.017	0.9	1.947	0.000
<b>Total New Schemes 2017/18</b>	<b>6.763</b>	<b>0.850</b>	<b>12.6</b>	<b>5.637</b>	<b>1.126</b>
<b>Total Previous Year Schemes</b>	<b>18.871</b>	<b>4.598</b>	<b>24.4</b>	<b>15.564</b>	<b>3.307</b>
<b>Disabled Facilities Grant</b>	<b>2.400</b>	<b>0.910</b>	<b>37.9</b>	<b>2.400</b>	<b>0.000</b>
<b>Total Capital Programme</b>	<b>28.034</b>	<b>6.358</b>	<b>22.7</b>	<b>23.601</b>	<b>4.433</b>

NB Previous Years Programme includes additional resources approved for previously approved schemes and approved resources that were phased over a number of years.

## 6.8 Financing of the 2017/18 Capital Programme

	Budget
	£m
Government Grants*	21.179
Borrowing	3.060
S106	1.884
Contribution	1.885
Capital Receipt	0.026
<b>TOTAL</b>	<b>28.034</b>

\*Includes capital receipts used to supplement government grants as detailed below.

Within the funding profile for schemes approved in 2016/17 it was assumed that £1.5m of capital receipts will be generated. As at the end of March 2017, £0.791m has been received leaving a balance due of £0.709m which it was anticipated will be received in 2017/18. As at the end of September 2017, £0.189m has been received that relates to the Kew overage adjustment, leaving a balance required of £0.520m.

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Analysis of 2017/18 Public Sector Reform Savings

APPENDIX A

	Project Phasing			Total Saving (£ 'm)	Saving Analysis 2017/2018		
	2017/18 £'m	2018/19 £'m	2019/20 £'m		Red £'m	Amber £'m	Green £'m
<b>PSR1- Most Vulnerable</b>							
Looked After Children Reform Programme	-	-	0.539				-
Acute wrap around services	0.275	0.275	-	0.024			0.299
	<b>0.275</b>	<b>0.275</b>	<b>0.539</b>	<b>0.024</b>	<b>-</b>	<b>-</b>	<b>0.299</b>
<b>PSR2- Locality Teams and Personalisation</b>							
Locality teams	1.000	8.000	-	0.389			0.611
Personalisation and asset based approach	0.300	1.000	1.700				0.300
	<b>1.300</b>	<b>9.000</b>	<b>1.700</b>	<b>0.389</b>	<b>-</b>	<b>-</b>	<b>0.911</b>
<b>PSR4- SEND &amp; Home to School Transport</b>							
All age disability pathway	-	0.443	0.444	0.055			0.055
Home to School Transport	-	0.365	0.365				-
	-	0.808	0.809	0.055	-		0.055
<b>PSR5- Education Excellence Everywhere</b>							
Traded School Improvement Service	0.318	0.319	-				0.318
	<b>0.318</b>	<b>0.319</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.318</b>
<b>PSR6- Commercialisation, Traded Services &amp; Income</b>							
Sefton Arc	0.021	0.356	0.419		0.021		
Commercial Fleet Management	0.028	0.028	-	0.018			0.010
Crosby Lakeside Adventure Centre	0.064	-	0.122	0.064			
Atkinson	0.074	0.270	0.070				0.074
Tourism	-	0.110	0.225				-
School Meals	0.100	0.200	-				0.100
Building Cleaning (alternative delivery model)	0.250	-	-	0.250			-
Building Control	0.183	0.183	-				0.183
	<b>0.720</b>	<b>0.781</b>	<b>0.836</b>	<b>0.332</b>	<b>0.021</b>	<b>-</b>	<b>0.367</b>
<b>PSR7- Environment</b>							
Integration of Land Asset Management Services	0.450	0.445	-				0.450
Car Parking	-	0.250	-				-
	<b>0.450</b>	<b>0.695</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.450</b>
<b>PSR8- Assets &amp; Property Maximisation</b>							
Operational efficiency, Agile and lean, Re-designation, Uplift in yield, Facilities Management Services	0.503	1.538	1.259	0.503			
	<b>0.503</b>	<b>1.538</b>	<b>1.259</b>	<b>0.503</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PSR9- ICT and Digital</b>							
Council ICT	-	-	1.950				-
ICT staffing reductions	-	-	0.689				-
Transactional Services staff reductions	-	-	0.800				-
Customer Interface (includes One Front Door approach)	-	0.300	-				-
	-	0.300	3.439	-	-	-	-
<b>PSR10- Commissioning and Shared Services</b>							
Integration of resources	0.130	0.130	-				0.130
SMBC Contract Review	0.353	0.220	0.143	0.253			0.100
LCR Procurement	0.125	0.500	0.875	0.125			-
Shared Services	-	-	0.250				-
Contract Compliance Audit (potential for a mix of one off and re)	0.399	0.133	-	0.399			-
	<b>1.007</b>	<b>0.983</b>	<b>1.268</b>	<b>0.777</b>	<b>-</b>	<b>-</b>	<b>0.230</b>
<b>Total PSR</b>	<b>4.573</b>	<b>14.699</b>	<b>9.850</b>	<b>1.922</b>	<b>0.021</b>	<b>-</b>	<b>2.630</b>

Comments Relating to the 2017/2018 Financial Year
No saving due in 2017/18 Saving will be overachieved in 2017/18
£0.611m of the in year £1m target has been achieved. The remaining balance of £0.389m is at present showing as at risk due to further consultation that is required with regard to subsidy and staffing proposals in the Early Intervention and Prevention programme  Saving will be achieved within the Adults & Social Care budget
A saving of £0.055m has been achieved in advance of 2018/19 No saving due in 2017/18
Savings in respect of £0.170m School Improvement, £0.070m Governor Services and £0.050m School Admissions are all on target to be delivered.
Sales target expected to be achieved by the end of the financial year. One off saving achieved from the procurement of Tachograph works and equipment. The permanent saving will need to be rephased into financial year 2018/19 and may be positively influenced by increased take-up of Tachograph calibration. Project on hold pending development of the Crosby Coastal Park Plan and Supplementary Planning Document and subsequent consultation.  On target. Saving identified through staff vacancies. No saving target in 2017/18, business plan to achieve targeted savings in 2018/19 and 2019/20 is being developed. On target. Increase in price will achieve saving alongside increasing sales. Targeted saving in 2017/18 unachievable due to the time needed to implement reduction in posts and for pay protection period. Specific service budgets will need to be reduced to realise the overall saving. Confidence of achieving the saving is high however it is difficult to track as this is demand lead. It is expected that by the end of Q3 the service area will know exactly what will be achieved this year (+/-). A new levy to be introduced in Q4 should encourage developers to have planning applications agreed before then in order to reduce their costs.
£0.277m worth of savings is identified and achieved. Of the remaining £0.173m plans have been developed for introduction. Some of these proposals are one-off in nature therefore permanent solutions will be required in 2018/19. No saving due in 2017/18
This saving will need to be rephased into 2018/19 and 2019/20.
No saving due in 2017/18 No saving due in 2017/18 No saving due in 2017/18 No saving due in 2017/18
There is a delay in the implementation of these savings due to the time required to identify staff in scope and develop and consult on a new structure. The 2017/18 saving has been met through staff vacancies. Saving achieved on the reprocurement of the printing contract £0.100m. Remaining savings will be harvested when contacts have been renewed, but at the present time and until tendered, it is unknown which contracts will generate the required saving.  This saving will need to be rephased into 2018/19 due to delays in progress being made across the city region. No saving due in 2017/18 An LGA bid submitted to support delivery of this workstream, which has recently been approved. Saving unlikely to be achieved in 2017/18 and will need to be rephased into 2018/19.

Project deliverables will not meet agreed outcomes	Red
Project deliverables are not currently at the required standard but plans are in place to improve	Amber
Project deliverables will meet agreed outcomes	Green

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<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	2 November 2017
<b>Subject:</b>	Revenue and Capital Budget Plan 2017/18 - 2019/20: Asset Maximisation Procurement Report		
<b>Report of:</b>	Head of Corporate Resources	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

**Summary:**

In accordance with the contract procedure rules, this report seeks Cabinet approval for the proposed method of procurement and the basis of tender evaluation in connection with the proposed creation of Community Bases that will support the delivery of the Early Intervention and Prevention programme. In addition works are also required to support the wider staff accommodation project that will be centred upon Magdalen House. This work is required in order to support the delivery of the Council's future operating model and the 2017/18 to 2019/20 budget package and delegated authority for acceptance of the most advantageous bid received is requested.

**Recommendation(s):**

Cabinet are asked to:

1. Approve the proposal to proceed to tender for the procurement of building works required for the creation of the Community Bases and the adaptation of Magdalen House;
2. Approve the proposed method of procurement and evaluation as set out within the Report;
3. Delegate authority to the Head of Corporate Resources in consultation with the Cabinet Member, Regulatory, Compliance & Corporate Services to award the contracts to the highest scoring bidder; and
4. Authorise the Head of Regulation and Compliance to enter into Contracts with the successful Tenderers.

**Reasons for the Recommendation(s):**

The Councils Public Sector Reform Programme, specifically Early Intervention and Prevention, Locality Teams, has progressed over the summer period 2017. Analysis and the design of what are referred to Larger Bases has completed with recommendations made for a number of assets to undergo physical adaptations to support delivery. The report and recommendations seeks authority to procure and tender for these works.

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**Alternative Options Considered and Rejected:** (including any Risk Implications)  
There are no alternative options available to those contained within the report

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

### (A) Revenue Costs

There are no revenue costs associated with this proposed procurement.

### (B) Capital Costs

The capital costs of this project will be met from the Council's 'cost of change' budget as set out and approved at Budget Council on 2 March 2017

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b> None
<b>Legal Implications:</b> None
<b>Equality Implications:</b> None

## Contribution to the Council's Core Purpose:

Protect the most vulnerable: The work on the development of Community bases will contribute directly to supporting the most vulnerable residents of Sefton
Facilitate confident and resilient communities: The work on community bases will contribute to the aims and objectives of the Early Intervention and Prevention programme that will help support community resilience
Commission, broker and provide core services: Community Bases and the proposed work at Magdalen House will enable core service delivery and multi agency and partnership working
Place – leadership and influencer: Community Bases and the proposed work at Magdalen House will enable core service delivery and multi agency and partnership working
Drivers of change and reform: These works will directly contribute to both the support to residents via the early intervention and prevention programme and the opportunities for council officers in the way that they work
Facilitate sustainable economic prosperity: not applicable
Greater income for social investment: not applicable

Cleaner Greener: not applicable
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## What consultations have taken place on the proposals and when?

### (A) Internal Consultations

The Head of Corporate Resources (FD.4902/17.....) and Head of Regulation and Compliance (LD.4186/17....) have been consulted and any comments have been incorporated into the report.

### (B) External Consultations

None

### Implementation Date for the Decision

Immediately following the Committee / Council meeting.

**(Please delete as appropriate and remove this text)**

<b>Contact Officer:</b>	Stephan Van Arendsen
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Email Address:	stepahn.vanarendsen@sefton.gov.uk

### Appendices:

There are no appendices to this report

### Background Papers:

There are no background papers available for inspection.

## 1.0 Introduction

1.1 The Councils Public Sector Reform Programme, specifically PSR/EIP2 Locality Teams, has progressed over the summer period 2017. Analysis and the design of the working 'bases' has been completed with recommendations made for a number of assets to undergo physical adaptations to enable multi-agency team and place based working.

1.2 In addition work has also been undertaken to identify the building modifications that are required at Magdalen House that will facilitate an increased number of staff being based in the asset as a result of the end of the lease at nearby Merton House.

# Agenda Item 12

- 1.3 Both of the projects are key enablers to the public sector reform programme and the associated savings that were included in the Budget report of March 2017.

## **2.0 Procurement Programme**

- 2.1 Due to the scope and nature of the works, Property and Building Services will lead the procurement and, with the support of the Council's Procurement Team, invite bids for the works described within this report, via the Chest opportunities portal.
- 2.2 The costs of the individual packages are not expected to exceed the relevant OJEU threshold, therefore it will not be necessary to procure the works in accordance with established EU procedural rules.
- 2.3 The Council will therefore conduct a tender process that meets the requirements of the Public Procurement Regulations 2015 and its own Contract Procedure Rules with the evaluation being undertaken on the basis of MEAT, i.e. the most economic and advantageous tender. Tenders will be invited only from suitable building contractors.
- 2.4 The proposed works have been assessed such that they can be carried out by a suitably experienced Contractor. All contractors who bid for the works will be assessed to ensure that they meet the Council's requirements with regard to financial standing, capacity, quality of performance and approach to health and safety.
- 2.5 In accordance with the Council's contract procedure rules, details of the tenders received and recommendations for acceptance of the most advantageous bid will, in each instance, be reported by means of a Chief Offer Report.

<b>Report to:</b>	Cabinet Council	<b>Date of Meeting:</b>	2 November 2017 16 November 2017
<b>Subject:</b>	Armed Forces Memorandum of Understanding for the Local Authorities of the Liverpool City Region		
<b>Report of:</b>	Head of Regulation and Compliance	<b>Wards Affected:</b>	All
<b>Cabinet Portfolio:</b>	Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

**Summary:**

To seek approval of the Armed Forces Memorandum of Understanding (MOU) for the Local Authorities of the Liverpool City Region.

**Recommendation:**

That the Armed Forces Memorandum of Understanding for the Local Authorities of the Liverpool City Region be adopted.

**Reasons for the Recommendation:**

To secure an integrated approach to support the local Armed Forces Community across the Liverpool City Region.

**Alternative Options Considered and Rejected:** (including any Risk Implications)

Not to adopt the Armed Forces MOU but this would potentially leave Sefton not providing the same level of support to the local Armed Forces Community as Liverpool City Region partners.

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

**(A) Revenue Costs**

None arising from this report, but any of the local authorities can put in bids to the National Armed Forces Covenant for funding, but the bid for funding must be discussed between the Merseyside Armed Forces Covenant on its viability and relevance.

**(B) Capital Costs**

None arising from this report, but any of the local authorities can put in bids to the National Armed Forces Covenant for funding, but the bid for funding must be discussed between the Merseyside Armed Forces Covenant on its viability and relevance.

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## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b> No
<b>Legal Implications:</b> No
<b>Equality Implications:</b> No  There are no equality implications. / The equality Implications have been identified and mitigated. / The equality Implications have been identified and risk remains, as detailed in the report.

## Contribution to the Council's Core Purpose:

Protect the most vulnerable: An aim of the Covenant is to ensure that key services are effectively signposted to members of the Armed Forces Community and they are not disadvantaged when accessing services in four key areas of Education, Skills and Employment, Housing, Health and Wellbeing
Facilitate confident and resilient communities: As above
Commission, broker and provide core services: Not applicable
Place – leadership and influencer: Not applicable
Drivers of change and reform: Not applicable
Facilitate sustainable economic prosperity: An aim of the Covenant is to work with the Armed Forces Community to access the Covenant Fund and other funding opportunities, in order to deliver financial support to projects at the local level that strengthen the ties or mutual understanding of the Armed Forces Community and the wider community in which they live
Greater income for social investment: As above
Cleaner Greener: Not applicable

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

### (A) Internal Consultations

The Head of Corporate Resources (FD 4905/17) and Head of Regulation and Compliance (LD.4189/17) have been consulted and have no comments on the report.

### (B) External Consultations

The Merseyside Armed Forces Champions Group



## Implementation Date for the Decision

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

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## Appendices:

Armed Forces Memorandum of Understanding for the Local Authorities of the Liverpool City Region.

## Background Papers:

There are no background papers available for inspection.

# Agenda Item 13

## 1.0 Introduction/Background

- 1.1 The Cabinet and Council at their meetings held on 29 March and 12 April 2012 respectively appointed Councillor Brennan as the Member Champion for the Armed Forces; and noted that proposals were in hand for the development of an Armed Forces Community Covenant. An Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community and is designed to capture the various initiatives and commitments made by local public services and third sector organisations. The Armed Forces Community Covenant was subsequently produced and has been the subject of updates when deemed necessary.
- 1.2 Local Authorities across the Liverpool City Region also appointed Member Champions for the Armed Forces and meet collectively as the Merseyside Armed Forces Champions Group.
- 1.3 The latest meeting of the Merseyside Armed Forces Champions Group was held on 19 October 2017 and was attended by Councillor Brennan. The Group approved the final draft of the Armed Forces MOU for adoption by the Local Authorities of the Liverpool City Region and this is attached as an appendix to the report.
- 1.4 The Objectives of the MOU are to:-
- (1) Work collectively to develop a consistent approach to identifying and meeting the needs of the Armed Forces Community across the Liverpool City Region;
  - (2) Work with public, private and voluntary/charity sectors partners in their local community to ensure the needs of the Armed Forces Community are taken into account within the provision of services;
  - (3) Encourage public, private and voluntary/charity sectors organisations to sign up to the Armed Forces Covenant;
  - (4) Support Armed Forces Charities and Not-For-Profit Organisations to develop and sustain a network of Armed Forces Hubs across the Liverpool City Region;
  - (5) Report progress against the aims of the Armed Forces Covenant annually to their Armed Forces Champion and the Commanding Officer at Headquarters North West;
  - (6) Contribute to the Liverpool City Region Annual Armed Forces Covenant Report; and
  - (7) Support any joint funding bid application for Armed Forces Covenant focused projects that their Local Authority wishes to be part of. This will include agreement on overall responsibility for project management, agreement on project specification, the scope and content of funding bid arrangements and the financial management of

any subsequent arrangements for monitoring delivery of the project.

- 1.5 Cabinet and Council are requested to adopt the Armed Forces Memorandum of Understanding for the Local Authorities of the Liverpool City Region

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# Liverpool City Region Armed Forces Covenant Memorandum of Understanding

November 2017



# Agenda Item 13

## Liverpool City Region Armed Forces Covenant Memorandum of Understanding

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**This document replaces:** Not applicable

**Post Holder (responsible for keeping Policy updated):** to be confirmed

**Date adopted by Merseyside Officers Armed Forces Covenant Group:** 19<sup>th</sup> October 2017

**Date adopted by Council:** to be confirmed

**Date first published:** to be confirmed

**Version:** 1<sup>th</sup> draft edition

**Policy Review cycle:** to be confirmed

**Date of last update:** October 2017

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### **Memorandum of Understanding**

Memorandum of Understanding (MOU) between the 'Liverpool City Region Local Authorities' setting out an integrated approach to supporting the local 'Armed Forces Community'

### **Introduction**

This Memorandum of Understanding (MOU) sets out the agreed approach between the following local authorities in order to meet the needs of the Liverpool City Region 'Armed Forces Community.'

1. Liverpool City Region Combined Authority
2. Knowsley Council
3. Halton Council
4. Liverpool City Council
5. Sefton Council
6. St.Helens Council
7. Wirral Council

### **Our aims for supporting the Armed Forces Community**

Each Local Authority in the Liverpool City Region has signed an Armed Forces Covenant and agreed the following 'vision' for supporting the Armed Forces Community.

The Armed Forces community includes Regular, Reserve and Cadet Forces, Veterans and other ex-Armed Forces Service Personnel, and their families

The aims of the Armed Forces Covenant are set out below

- To ensure that key services are effectively signposted to members of the Armed Forces Community and they are not disadvantaged when accessing services in four key areas of Education, Skills and Employment, Housing, Health and Wellbeing
- To encourage the recognition of the Armed Forces through such activities as Freedom, Homecoming and Remembrance Parades and support to the annual Armed Forces Day.
- To Work with the Armed Forces Community to access the Covenant Fund and other funding opportunities, in order to deliver financial support to projects at the local level that strengthen the ties or mutual understanding of the Armed Forces Community and the wider community in which they live

# Agenda Item 13

## Liverpool City Region Armed Forces Covenant Memorandum of Understanding

### Key principles

In accordance with the protocol expected for Armed Forces Covenants, each of the Local Authorities that are signatories to this MOU will nominate an elected Member to be an Armed Forces Champion, who will support the consideration of the needs of the Armed Forces Community within policy, strategy and key decisions around the provision of housing, health, training, education and employment.

Each Local Authority will identify a named officer who will support the Armed Forces Champion in achieving their objectives.

The nominated officers will:

- Work collectively to develop a consistent approach to identifying and meeting the needs of the Armed Forces Community across the Liverpool City Region
- Work with public, private and voluntary/charity sectors partners in their local community to ensure the needs of the Armed Forces Community are taken into account within the provision of services
- Encourage public, private and voluntary/charity sectors organisations to sign up to the Armed Forces Covenant
- Support Armed Forces Charities and Not-For-Profit Organisations to develop and sustain a network of Armed Forces Hubs across the Liverpool City Region
- Support any joint funding bid application for Armed Forces Covenant focused projects that their Local Authority wishes to be part of.  
This will include:
  - agreement on overall responsibility for project management
  - agreement on project specification, the scope and content of a funding bid
  - arrangements for financial management of any subsequent award
  - arrangements for monitoring delivery of the project
- Report progress against the aims of the Armed Forces Covenant annually to their Armed Forces Champion and the Commanding Officer at Headquarters North West
- Contribute to the Liverpool City Region Annual Armed Forces Covenant Report

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## Liverpool City Region Armed Forces Covenant Memorandum of Understanding

Please sign below as authorisation and acceptance that your Local Authority will support the above requirements:

Local Authority: **Liverpool City Region Combined Authority**

Name: .....

Designation: .....

Armed Forces Support Officer: .....

Local Authority: **Halton Metropolitan Borough Council**

Name: .....

Designation: .....

Armed Forces Support Officer: .....

Local Authority: **Knowsley Metropolitan Borough Council**

Name: .....

Designation: .....

Armed Forces Support Officer: .....

Local Authority: **Liverpool City Council**

Name: .....

Designation: .....

Armed Forces Support Officer: .....

Local Authority: **Sefton Metropolitan Borough Council**

Name: .....

Designation: .....

Armed Forces Support Officer: .....

Local Authority: **St.Helens Metropolitan Borough Council**

Name: .....

Designation: .....

Armed Forces Support Officer: .....

Local Authority: **Wirral Metropolitan Borough Council**

Name: .....

Designation: .....

Armed Forces Support Officer: .....

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