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**Report to:** Cabinet

**Date of Meeting:** 26 May 2011

**Subject:** Transformation Programme 2011-2014

**Report of:** Chief Executive

**Wards Affected:** All

**Is this a Key Decision?** No.  
This report is not a key decision in itself but forms part of the process for setting the Council's budget and Council Tax.

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

**Exempt/Confidential**

No

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### **Purpose/Summary**

To report the progress of the Transformation Programme.

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

This report should be considered alongside the Medium Term Financial Plan 2012/13 – 2014/15 Update elsewhere on this agenda.

### **Recommendation(s)**

- 1) Note the progress to date on approved savings proposals, reviews and cessation of external funding
- 2) Mandate officers, in respect of funding and service changes, to commence/continue consultation processes with partners, employees and Trade Unions with a view to implementing the required changes identified above including the issue of relevant statutory and contractual notifications.

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

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

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

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

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

**(A) Revenue Costs**

The previously reported revenue gaps for the years 2012/13 to 2014/15 are £16.5m, £2.0m and £5.9m respectively. These figures have been reviewed and updated as reported in the MTFP report elsewhere on the agenda. The Council needs to take action over the coming months in order for a balanced budget to be agreed for 2012/13. This report together with the Medium Term Financial Plan 2012/13 – 2014/15 Update elsewhere on this agenda, underpin the detailed financial position of the Council for the coming years and provide a framework for Revenue planning for the three years 2012/13, 2013/14 and 2014/15.

**(B) Capital Costs**

An application has been made to the DCLG to allow the Council to capitalise any statutory redundancy costs incurred in 2011/12. The result of the application will be made known to a future Cabinet.

**Implications:**

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

<p><b>Legal</b> LD Number: 124/11 There are no direct legal implications arising from the contents of this report.</p>
<p><b>Human Resources;</b> Currently there are 118 individuals formally at risk of redundancy as a result of service reorganisations and cessation of external funding. These figures are likely to increase later in the year when the implications of several large service reviews are known. Regular consultation on proposed changes will continue with the trade unions and employees will be informed of developments by their respective Service Directors. Employees within service areas are aware that their status may change subject to the outcome of these reviews. Also a number of areas have adopted revised working practices and reduced hours to avoid redundancies. These helpful amendments have been achieved following further consultation.</p>
<p><b>Equality</b></p>

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

**Impact on Service Delivery:**

See Section 3 of the report

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

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

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

None

**Implementation Date for the Decision**

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

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

**Tel: 0151 934 4431**

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

**Background Papers:**

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

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

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

## 1. Introduction/Background

- 1.1 Over recent months the Council has approved savings proposals, which are currently being implemented. The Medium Term Financial Plan (MTFP) assumes that further savings of £16.5m, £2.0m and £5.9m will be required by the Council in the years 2012/13 to 2014/15. Assuming all the approved savings are deliverable the table below summarises the current position -

	2012/13	2013/14	2014/15
	£m	£m	£m
Original forecast saving	55.8	59.4	68.9
Government Settlement impact	8.3		
CSR Assumed reductions		8.3	6.9
<b><u>Amended Target</u></b>	<b>64.1</b>	<b>67.7</b>	<b>75.8</b>
<b>Less Approved Savings</b>	<b>-47.6</b>	<b>-49.2</b>	<b>-51.4</b>
<b><u>Savings Gap Remaining</u></b>	<b>16.5</b>	<b>18.5</b>	<b>24.4</b>

- 1.2 An update of the Medium Term Financial Plan 2012/13 – 2014/15 appears elsewhere on the agenda.
- 1.3 The Transformation Programme and prioritisation process aim to transform the way the Council operates and the way it delivers services in a way that reduces the impact on frontline services at the point of delivery as far as possible.

## 2. Transformation Programme Update

- 2.1 In the context of the significant reduction in resources, increased demand for services and cost pressures faced by the Council, the focus of the Transformation Programme must now shift from realising reductions in spending to the delivery of major change so that it will
- support the delivery of improved outcomes for local people, putting the customer at the heart of what we do
  - ensure a sustainable and sound financial future for the Council through efficient and effective use of our resources, as part of an integrated approach to commissioning, transformation and improvement
  - enable us to further understand our costs, how they relate to our performance and how we compare to others
  - encourage a shift in cultural attitudes.
- 2.2 Members will recall that it has already been identified that the further required reductions will only be achieved with a radical redesign of Council services and by enhancing the Council's ability to manage the risk and demand associated with the critical services. Officers are in the process of developing proposals to address this.
- 2.3 In the interim the six Strategic / Organisational Design project work-streams ("*Big Ideas*") continue to progress, where appropriate. These projects are in the process of being realigned to reflect the organisational changes that have recently taken place. The ongoing prioritisation process will mean that over the next few months it will be necessary to refocus the objectives and adjust the timescales of

some or all of these projects. These changes will be reported to future Cabinet meetings.

- 2.4 Annex A identifies current progress in terms of approved savings proposals, reviews and cessation of external funding.

Achieved (Reported to Cabinet April 2011)	£19,595,136
Achieved (April/May) 2011	£10,898,684
<b>Total Achieved to date</b>	<b>£30,493,820</b>
Progress is satisfactory (Green)	£3,143,600
Review scheduled/risk of saving not being fully achieved (Amber)	£10,031,862
Known shortfalls/significant risk of saving not being fully achieved (Red)	£243,000

Cabinet is asked to note progress to date.

- 2.5 Decommissioning Plans continue to be developed and progress against these plans will be monitored by the Transformation Team. Any issues identified will be reported to future Cabinet meetings.
- 2.6 Staff and the public continue to be able to make suggestions or ask questions relating to the Transformation Programme via a number of channels. It is anticipated that the implementation of YouChoose will generate further suggestions and ideas from the community.
- 2.7 The tables below detail the current position of received expressions of interest in Voluntary Early Retirement/Voluntary Redundancy (VER/VR) and associated savings –

Number of Expressions of Interest approved by Cabinet December 2009	50
Number of Expressions of Interest approved by Chief Executive (since 3 <sup>rd</sup> December 2009)	192
Number of Expressions of Interest declined since September 2009 – this includes potential bumps	35
Number of Expressions of Interest decision pending	31
Number of Expressions of Interest withdrawn by employee	32

Year	Savings £000
2010/2011	£2,526
2011/2012	£3,037
2012/2013	£328
<b>Total</b>	<b>£5,891</b>

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

- 2.8 As part of the range of measures put in place to support staff who have been placed “at risk” of redundancy the second Job Fair and Information Day was held on 10<sup>th</sup> May 2011. The event was designed as a ‘drop in’ session bringing together a range of employers that are in the process of recruiting staff, around 100 staff attended. In addition to this Council partners and agencies were also available to offer guidance and support. Two Planning for the Future events are scheduled for 25<sup>th</sup> May 2011. Again the two events are available to anyone who is taking early retirement or who has been identified as potentially “at risk” or is “at risk” as a result of redundancy. Affinity Connect, who are facilitating, will cover a range of topics including managing lifestyle changes, personal taxation and tax planning and

repaying debt. There will also be a presentation by Merseyside Pension Fund. It is important to note that Affinity Connect is independent from the Local Authority and Sefton Council does not accept any liability for any advice provided by Affinity Connect.

### **3. Funding & Service Changes**

#### **3.1 Critical**

3.1.1 Adult Social Care Nursing, Residential and Non Residential budgets have been reviewed based on recent analysis of updated client activity. This will enable a more accurate reflection of projected costs within these categories and facilitates the production of more meaningful unit costs as required by statistical and financial returns completed by the authority. The budgets will continue to be reviewed throughout the year to reflect any further fluctuations, between the categories, based on any further changes in client activity.

#### **3.2 Frontline**

3.2.1 The Department for Transport announced exceptional "one-off" funding allocations for Highways maintenance in 2011/12 £613,026 has been allocated to Sefton, this can only be used for additional road maintenance, must be spent by October 2011 and we are required to publish a brief note on our website by 30 September 2011 setting out how this extra funding has been spent, what we originally budgeted to spend, and how this additional funding has complemented (rather than displaced) the wider highways maintenance expenditure by the authority.

#### **3.2 Regulatory**

3.2.1 The registration service for births deaths and marriages has been reviewed and restructured to create a "New Governance" relationship with the Registrar Generals Office which has allowed for the creation a single registration district for Sefton. This will allow the Council greater flexibility to provide a more responsive service to the residents of Sefton. Additionally it has generated a saving which has been partly applied to offset shortfalls in the Coroners service and still deliver a net saving of £6k.

3.2.2 The Quality Assurance Team in the Finance & ICT's Client Unit was identified as a source of budget reduction. Associated with this was the prospect of a compulsory redundancy. Having consulted the staff, they came forward with an alternative proposal (i.e. to reduce their working hours) which avoided the redundancy. Their co-operation and team spirit has been applauded.

#### **3.3 Other**

3.3.1 The new Strategic Leadership Team is now established and activities are now underway that will establish the subsequent senior management structure.

#### **3.4 External Funding**

3.4.1 Big Lottery has supported the funding of the Growing Business project for people with learning disabilities. The project helps develop work skills of participants,

arrange work placements and support people into paid work. The remaining Big Lottery funding will allow the project to run until the end of July 2011. Securing succession funding has so far been unsuccessful. Staff have spoken with all 60 service users (including their carers) and are currently supporting them and their carers so that they are prepared for the change and are signposting to suitable alternatives. These potential alternatives include approaching agencies that primarily provide care but offer some training as well and others who have contracts with Job Centre Plus to help people with disabilities into work. The cessation of this funding will have an impact on 5 posts.

- 3.5 Cabinet is asked to mandate officers to commence/continue consultation processes with partners, employees and Trade Unions with a view to implementing the required changes identified above including the issue of relevant statutory and contractual notifications.

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

- 4.1 The Council has agreed a programme of work to consult with members of the public on the proposed changes to services as a consequence of having to meet savings requirements in 2011/2012. This will include a range of processes such as press briefings, the Transforming Sefton pages on the Councils web site, focus groups and briefings with key stakeholders and service users. As well as an on-line budget simulator, it is proposed to work in partnership with NHS Sefton to use the Citizens Panel to gather impartial views from the general public. A consultation plan will be presented to the Public Engagement and Consultation Standards Panel in May.
- 4.2 Cabinet is asked to note the progress made.

#### **5. Equality Impact Assessment**

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

#### **6 Conclusion**

- 6.1 There continues to be recognised risks around the implementation of £44m of savings within the available timescales. The implementation of these savings continues to be very close monitored and this report identifies progress made. This indicates that satisfactory progress continues to be made at this stage.
- 6.2 There remains a significant budget gap of £16.5m in 2012/13 and early consideration of how these savings can be achieved will be required. It is intended to build upon the existing prioritisation process and identify further opportunities regarding service change, reduction and cessation, in order to meet the financial objectives set by Government.
- 6.3 Early decision making and transparency continue to be essential. Innovation will be critical if we are to meet the challenges of savings delivery and the continually rising expectations of Sefton's Citizens. New methods/models of service delivery will need to be developed, implemented and their impact monitored and fully understood.

**Annex A**  
**Approved Savings Proposals Tracking Report May 2011**  
**Savings Achieved**

Reference	Description	Owner	Value 2011/12
Reported to Cabinet 14 <sup>th</sup> April 2011			<b>£19,595,136</b>
	Management & Support Costs - 25% reduction. £1,871,000 confirmed to date. <b>(Full proposal £3,493,000 see <sup>1</sup> below)</b>	Margaret Carney	£1,871,000
	Changes to Terms & Conditions - Increments not paid 1 <sup>st</sup> April. Shut down deductions processed. <b>Potential shortfall identified (Full proposal £3,000,000 see <sup>2</sup> below)</b>	Mark Dale	£2,890,000
	Review of Learning & Development Recruitment to new structure ongoing. £170k confirmed to date. <b>(Full proposal £310,000 see <sup>3</sup> below)</b>	Mike Fogg	£170,000
	Arvato contract. £200k confirmed to date. <b>(Full proposal £430,000 see <sup>4</sup> below)</b>	Mike Fogg	£200,000
	Connexions Contract	Peter Morgan	£244,000
12	Pupil attendance (employment)	Colin Pettigrew	£60,000
16	Graduated Leader Support Programme (Surestart)	Peter Morgan	£228,000
BI3 -1	Education Welfare – Reduce service	Colin Oxley	£50,000
CS8	Review Inclusion Service – Review of all SEN /Inclusion support services	Colin Pettigrew / Colin Oxley	£140,000
CS10	Parent Support Adviser –Coordinator	Mike McSorley	£80,000
	Under Eights Service	Peter Morgan	£22,000
14	Parent Partnership	Mike McSorley	£60,000
15	Early Years (Sufficiency & Sustainability funding (Surestart))	Mike McSorley	£492,000
Tier 2	TAMHS (Schools)	Peter Morgan	£67,000
Tier 2	Sure Start – Aiming High - £30k confirmed to date. <b>(Full proposal £109,000 see <sup>5</sup> below)</b>	Peter Morgan	£30,000
Tier 3	Continuing Education Post 16	Mike McSorley	£186,000
3	Income Increase (Disability Related Expenditure: increase % of people's disposable income from 65% to 80%) <b>Shortfall identified to Cabinet 3<sup>rd</sup> March 2011 £52k (Full proposal £635,000 see <sup>6</sup> below)</b>	Robina Critchley	£583,000
7	Staff savings (delete 15 vacant posts). £262k confirmed to date. <b>(Full proposal £500,000 see <sup>7</sup> below)</b>	Robina Critchley	£262,000
	Closure of Winsor House	Alan Lunt	£11,000
20	Development Control (Department restructure)	Jane Gowing	£50,000
CM20	Integrate Strategic Housing Function	Alan Lunt	£217,000
CM21	Reduce private sector housing support	Alan Lunt	£53,968
Tier 2	Environmental Conservation & Coast Management	Alan Lunt & Jane Gowing	£181,000



Tier 3	Surestart (Dcatch Programme)	Peter Morgan	£500,000
Tier 3	Capita ad hoc variable budgets & R&M Estates	Alan Lunt	£135,000
CM59	Economic Assessment - To support the development of a Local Economic Assessment through consultancy support in 2009/10	Mark Long	£65,000
CM63	Review of Sefton Security operational practices (additional income still to be monitored)	Jim Black	£330,000
8	Recycling (Reduced cost of recycling contract renewal)	Jim Black	£900,000
SCL1(a)	Arts & Cultural Services - Cease all Council building based Arts Development work	Steve Deakin	£139,000
SCL1 (b)	Arts & Cultural Services - Closure of Botanic Garden Museum	Steve Deakin	£71,716
SCL 5(a)	Parks & Open Spaces - Reduce Grounds Management for Parks	Rajan Paul	£100,000
SCL12 (a)	Tourism - Cancel Comedy Festival/Reduced advertising	Tony Corfield	£55,000
Tier 1	Leisure Centres - <b>£305,000 of £400,000 will be achieved in this financial year (see <sup>8</sup> below). Full Saving will be achieved in 2012/13.</b>	Steve Deakin	£305,000
CE3	Managed print services via avarto	Linda Price	£100,000
CE6	Telephony changes	Linda Price	£50,000
	<b>Total</b>		<b>£30,493,820</b>

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

Reference	Description	Owner	Value 2011/12	Progress	Comment
CE1	Modernising Democratic Services/Scrutiny Support - Reductions in staff and running costs for meetings	Andrea Grant	£120,000	Green	ICT development work ongoing. Consultation ongoing.
CE2	Review Civic / Mayoral Service - Reduction in mayoral function	Andrea Grant	£132,000	Green	Staff and Union Consultation ongoing
CE21	Civic Attendants Service - Revised staffing structure and invest to save proposals	Andrea Grant	£140,000	Green	
	Cease Merseyside Policy Unit / North-West Policy Forum	Graham Bayliss	£75,600	Green	Notice period
	Review of Learning & Development <sup>3</sup>	Mike Fogg	£140,000	Green	Recruitment to new structure ongoing. £170k confirmed to date (see achieved). Full saving £310,000
CS – M5	Community Learning - Funding Reducing	Peter Morgan		Green	Funding runs August to August. Ongoing consultation with staff. A number of VR/VER expressions of interest are being processed.

PE1	Planning for Play Early Years Team - £175,313	Peter Morgan		Green	BLF ends 31/07/11 Surestart ended 31/03/11 Temporary reduction in staffing hours in place, wider review of Early Years to be progressed.
Tier 2	Sure Start Children's Fund	Peter Morgan	£147,000	Green	Staff and Union Consultation ongoing
Tier 2	Sure Start – Aiming High <sup>5</sup>	Peter Morgan	£79,000	Green	£30k achieved (see above). Staff and Union Consultation ongoing. Full saving £109,000
Tier 2	Parenting Team	Peter Morgan	£88,000	Green	
Tier 3	Families and Schools Together (FAST)	Peter Morgan	£114,000	Green	Rising to £173,000 in 2012/2013. Staff have agreed to reduction in hours, wider review in progress.
External Funding	Youth Offending Service N/A There is a reduction of to 20% in external YJB funding	Colin Pettigrew		Green	Staff and Union Consultation ongoing
	Review of Specialist Transport - Reduction in overspend.	Jim Black		Green	
CM64	Building Cleaning - Raise income target by £100k	Jim Black	£100,000	Green	Additional income to be monitored.
CM29	Introduce a charge for Development Control advice	Jane Gowing	£30,000	Green	Public consultation underway
22	Car Parks Fees and Charges	Alan Lunt	£200,000	Green	
CM42	Increase fees for Network Mgt activities	Alan Lunt	£30,000	Green	Consultation ongoing
SCL8 (a)	Libraries (Specialist Services)	Steve Deakin	£136,000	Green	A number of voluntary redundancies have been approved. Service Review completed resulting in 2 compulsory redundancies. New structure and revised opening hours to be implemented 1 <sup>st</sup> July 2011.
SCL13	Libraries - Review Opening Hours	Steve Deakin	£140,000	Green	
SCL14 (a)	Libraries (Management) - Reduce library management and admin support	Steve Deakin	£68,000	Green	
SCL14 (b)	Libraries (Management) - Downsizing of library manager posts	Steve Deakin	£139,000	Green	
SCL9 (a)	Sport & Leisure Centres - Management (Review and restructure Operational Management)	Steve Deakin	£70,000	Green	
SCL15(b)	Sport & Leisure Centres - Review Opening Hours (at Splashworld and extend winter closure)	Steve Deakin	£27,000	Green	Saving will be achieved from Sept 2011
SCL16 (a)	Sports & Leisure Centres - Discontinue inspections, bench marking services,	Steve Deakin	£43,000	Green	

	monitoring, advertising, marketing etc				
SCL15(a)	Sport & Leisure Centres - Review Opening Hours	Steve Deakin	£70,000	Green	
Tier 2	Coast & Countryside	Rajan Paul	£306,000	Green	Potential £10k shortfall to cover salary costs incurred during the statutory notice period
	Tourism	Tony Corfield	£292,000	Green	
	Arts & Cultural Services	Steve Deakin	£457,000	Green	Service Review completed in the consultation phase. See <sup>9</sup> below re: tier1 saving for Arts & Cultural Services.
	<b>Total</b>		<b>£3,143,600</b>		

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

Reference	Description	Owner	Value 2011/12	Progress	Additional Comments
	Management & Support Costs - 25% reduction <sup>1</sup>	Margaret Carney	£1,622,000	Amber	£1,871k achieved to date (see above). Consultation ongoing re Senior Management restructure. Full saving £3,493k.
	Changes to Terms & Conditions <sup>2</sup>	Mark Dale	£110,000	Amber	Increments not paid 1 <sup>st</sup> April. Shut down deductions processed. £2,890K achieved.
	Neighbourhoods Review	Graham Bayliss	£859,000	Amber	Project Plan developed
	Strategic Review of Sure Start Children's Centres	Peter Morgan	£900,000	Amber	Review underway
	Redesign of the Youth Service	Peter Morgan	£500,000	Amber	£498k identified to date.
	Review of Emergency Planning	Mike Fogg	£58,000	Amber	
	arvato contract <sup>4</sup>	Mike Fogg	£230,000	Amber	Part achieved £200k (see above). Negotiations ongoing. Full saving £430k.
CS – M4 (a)	Cease 14-19 Partnership	Peter Morgan	£406,862	Amber	Legal advice received. Ongoing consultation with staff and unions.
11	Education psychologists	Colin Pettigrew	£100,000	Amber	2 x Trainee posts to cease 31st August 2011. Additional income of £77k to be identified.
Tier 3	Pupil Attendance	Peter Morgan	£92,000	Amber	Revised structure out to consultation. Saving increases to £140,000 in 2012/2013.
3	Income Increase (Disability Related Expenditure: increase %	Robina Critchley	£52,000	Amber	Shortfall identified to Cabinet 3 <sup>rd</sup> March 2011 £52k

Reference	Description	Owner	Value 2011/12	Progress	Additional Comments
	of people's disposable income from 65% to 80%) <sup>6</sup>				
4	Commissioned Services	Robina Critchley	£3,000,000	Amber	Negotiations ongoing
6	Inflation (withhold inflation elements to all providers)	Robina Critchley	£1,513,000	Amber	Legal challenge from Care Homes Association, hearing scheduled 14 <sup>th</sup> July 2011.
7	Staff savings (delete 15 vacant posts) <sup>7</sup>	Robina Critchley	£238,000	Amber	£262k identified to date (see above). Full saving £500k.
	Capita contract	Bill Milburn	£112,000	Amber	Review yet to commence
CM61	Cleansing Services - Charge for replacement Grey/Green Wheelie Bins	Jim Black	£10,000	Amber	Policy to be agreed
Tier 2	Affordable Warmth	Alan Lunt	£49,000	Amber	Reviewing options linked to CM41. This includes exploring external funding opportunities.
CM41	Integrated Sustainability Function	Alan Lunt	£58,000	Amber	Reviewing options linked to Affordable Warmth
	E&TS – Pest Control	Alan Lunt	£30,000	Amber	Reviewing Options
SCL12(b)	Tourism - Reduce opening hours and staffing levels in Tourist Information Centre/Partial transfer of operational delivery of the pier to the concessionaire and other service areas/Reduce Security provision at Southport Market	Tony Corfield	£72,000	Amber	Ongoing discussions with Mersey Travel
SCL12 (c)	Tourism - Relocate Tourism offices to Southport Town Hall	Tony Corfield	£20,000	Amber	Dependency on the Accommodation Strategy
	<b>Total</b>		<b>£10,031,862</b>		

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

Reference	Description	Owner	Value 2011/12	Progress	Comment
CE19(b)	Cease membership of North West Employers	Graham Bayliss	£28,000	Red	12 month notice period to be observed, saving will be delivered in 2012/13
CE15	CAA Fees	Margaret Rawding	£50,000	Red	Notice Period to be observed £50,000 2012/13
CE5	Rationalisation of Point of Sale & Bookings Software	Linda Price	£30,000	Red	Review yet to commence

Tier 1	Leisure Centres 8	Steve Deakin	£95,000	Red	£95,000 shortfall identified - The process of review was undertaken immediately following the Council decision, and the revised structure identified a potential 28 job losses across a range of posts e.g. reduction of Operations Managers from 16 to 12. Officers have therefore had to hold a significant number of interviews with staff groups which will finally be completed 20th May 2011. As a result those at risk will not go on notice until 1st June with an end date of 26th August. <b>Full Saving will be achieved in 2012/13.</b>
Tier 2	Arts & Cultural Services 9	Steve Deakin	£40,000	Red	£40,000 shortfall identified. The process of review was undertaken immediately following the Council decision, and the revised structure identified a potential 18 job losses across a range of posts. Following consultation Staff presented a number of alternative proposals for consideration. As a result of evaluating these alternative proposals there will be a 4 week delay in implementing the review which will impact on the saving that can be achieved in 2011/12. <b>Full Saving will be achieved in 2012/13.</b>
	Total		£243,000		
	<b>Total Savings</b>		<b>£43,912,282</b>		

### Savings to be delivered in future years

Reference	Description	Owner	Value 2012/2013	Progress	Comment
CE19(a)	Cease membership of the LGA	Graham Bayliss	£60,000	Green	Notice Period to be observed £60,000 2012/13
CM23	Increase Charge to Schools for Energy Advice	Alan Lunt	£10,000	Green	
CM24	Charge schools for Env Education or stop service	Alan Lunt	£17,500	Green	

Reference	Description	Owner	Value 2012/2013	Progress	Comment
CE19(a)	Cease membership of the LGA	Graham Bayliss	£60,000	Green	Notice Period to be observed £60,000 2012/13
23	Car Parks Contract Review (Retendering of Car Park Enforcement Contract from April 2012)	Alan Lunt	£100,000	Green	
26	Homelessness	Alan Lunt		Green	
27	House Renovation Grants	Alan Lunt		Green	

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

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

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

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