

This Annex contains a package of budget proposals for Cabinet's consideration.

### Most Vulnerable

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
30	Children With Disability Service	Continue with the development of, and implement, new eligibility criteria	3,500	210
31	Domiciliary Care	Further explore the use of adaptations, equipment and Assistive Technology  Reduce the number of hours, number of calls, or number of carers utilised, where this is appropriate  Work in partnership with the voluntary/community sector to facilitate the development and utilisation of low-level alternative/preventative community services  Explore more outcome-focused commissioning	5,322	1,560
<b>Total</b>				<b>1,770</b>

### Core

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
32	Street Cleansing	Further expand the use of electric vehicles and reduce the number of cleansing operatives delivering a manual service	3,670	360
33	Highways Infrastructure	To continue for a further 2 years the reduction of £800k which was introduced as an annual saving in previous years	6,672	800
		Reduction in Highways Maintenance programmes to focus on preventative, critical and high risk works'		160
34	Street Lighting Energy	Invest to save in lighting columns and bulbs to allow reduced hours of lighting.	1,180	530
35	Libraries	Review of operation and management of libraries including bookfund and opening times	1,901	270
<b>Total</b>				<b>2,120</b>

### Community Resilience

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
36	Aiming High	Continue with the development of, and implement, new eligibility criteria  Review and potential cessation of funding for some activities	1,360	400

37	Housing Standards	Reduction in housing enforcement services including cessation of corporate illegal traveller sites co-ordination	450	60
38	Supported Living	Alternative and more efficient ways of meeting assessed care needs	18,435	1,200
39	Neighbourhoods	Reduction and re-prioritisation of activity	778	150
			<b>Total</b>	<b>1,810</b>

### **Economy & Environment**

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
40	Planning	Realign and reduce revenue budgets – including consultancy budgets		72
41	Planning	Increase in income across parts of the service Development Management, Building Control, and Technical Support [land charges] in light of economic forecast	958	130
42	Trading Standards	General reduction in enforcement activity. Limit resident service request response	480	55
43	EEMS (Energy and Environment)	Reduction in Carbon reduction service and community energy service	384	84
44	Parks Maintenance	Botanic Gardens shop Closure	2,903	45
45		Increase allotment fees by an average of £10 per full size plot in 2016/17 and again in 2017/18. Rates per full size plot will increase to £96 by 17/18	(Total Parks Maintenance Budget)	20
46		The recharging of the cost of statutory checks to sports pavilions and repairs and maintenance of sports pavilions and associated hard infrastructure to sports users.		15
47		Further Changes in Style and Standards of Parks Management		144
48		Reduction in GM Contracts		60
49	Coast	Reduction to visitor and site management activities.  Extension to the length of the life guard contract on reduced terms.  Car-parking income charges		878
			<b>Total</b>	<b>775</b>

### **Health & Wellbeing**

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
50	Environmental Health	Reduction in front line environmental health regulatory services.	1,812	370

		Reduction in pest control services but retain full rat control service		
51	School Health	Re-specify/recommission the healthy Child programme for the whole 0-19 age range	1,388	260
52	CHAMPS	Cessation of health protection/emergency preparedness and social marketing programmes and prioritising work Ceasing Sefton's contribution to cancer information service and CALM (mental health) service	220	57
53	Sports Leisure	Review and Restructure Management/Administration/ Operations including deletion of Service Manager post Retender direct debit collection Reduce agency payments Energy efficiency	1,044	470
			<b>Total</b>	<b>1,157</b>

### Running the Council

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
54	Adult Assessments	An end to end review of assessment and review policies, procedures and processes within Adult Social Care.	7,580	300
55	Client Contribution	Restructuring and integrating the above service with the specialist Substance Misuse Housing and Welfare Rights Team	586	36
56	Commissioning	Reduction of the Commissioning Service staffing	Budget within Most Vulnerable	144
57	Attendance Welfare Service	Improved administration of legal procedures. Reduced eligibility for service interventions. Increase income	473	192
58	Youth Offending Team	Merge services and potential to reduce management capacity	661	120
59	Outreach Respite Recovery	Restructure the delivery team	635	96
60	Locality Assessment	Redesign of Common Assessment Framework team Implement a stronger Lead Practitioner model Implementation of electronic –common assessment framework (E-CAF)	299	132
61	School Standards and	Reduction in the Local Authority support provided	530	60

	Effectiveness	to schools which are not in receipt of statutory intervention, requiring improvement or are assessed at risk of being less than good		
62	Schools Regulatory Services	An end to end review of activity, policies, procedures and processes.	449	60
63	14-19 Services	Changes to commissioning arrangements for Information, Advice & Guidance	938	120
64	Children's administrative support	Service redesign	167	42
65	Highway management, development, design and safety.	Changes to charges Service reorganisations	1,135	300
66	Parking	Review of service and charging regimes	-1,524	547
67	Property Management	Closure and disposal of operational properties	1,052	60
68	FCERM (Flood and Coastal Erosion Risk Management)	Reduction in service, Reduced response times Reduction in works delivery	362	82
69	Regulatory Services Support	Reduction in administrative support due to changes in working practices and increase to online services	219	24
70	Public Conveniences	Closure of all public conveniences	74	74
71	Bulky Items	Increasing collection charge from £7.50 to £10 per collection	48	48
72	Arts	Review management and opening times at the Atkinson	1,417	240
73	Sports Leisure- Active Sports	Increase in income due to increased charges and new programmes	0	36
74	Sports Leisure Aquatics	Maximise pool time at Meadows offering more swimming lessons to meet demand	-234	36
75	Public Health	Internal restructure to reflect the need to strengthen the influencing role of the team, and reduced need for commissioning capacity	822	278
76	Corporate Communications Team	Deletion of vacant posts and Team restructure	400	204
77	Transformation	Reduction of Transformation resource	204	75
78	Legal Services	Restructure of the legal management department Removal of the Monitoring Officer's budget.	914	134
79	Finance & ICT Services	Restructuring Finance and ICT services after implementation of new financial system in 2015 Reduce ICT, printing and telephone costs in line with general Council reductions	2,812 552	500 190
80	Learning & Development	Reduction in activity associated with learning and development	623	188
81	Personnel	Reduction in Personnel resource and efficiency savings	1,600	100
			<b>Total</b>	<b>4,418</b>

**Most Vulnerable**

<p><b>Service Description: Ref 30 - Children With Disabilities:</b>  Children with severe disabilities (learning, physical, medical conditions, autism etc) and their families receive a range of services, following an assessment by a social worker, to promote independence where possible and support families to continue to care for as long as possible within a family setting.</p> <p>Wherever possible inclusive services are promoted and developed to children, young people, their families and carers. Planning and Service Delivery is in partnership with Children's Services, Health, Leisure Services and Voluntary organisations. Parents are sitting members of all Sefton's planning groups for disabled children.</p>
<p><b>It is proposed to continue with consultation on the following change –</b> develop and implement a new eligibility criteria policy which will ensure equitable allocation of resources to meet assessed need.</p>
<p><b>Rationale for service change proposal –</b> There are many disabled children in Sefton who need support. However, the Council has limited financial resources and an eligibility criteria will be used as part of the assessment process to decide who can access specialist services. This makes sure that families most in need receive the necessary support.</p> <p>The new criteria is being developed in consultation with parents and professionals to prioritise the needs of the most vulnerable and promote independence. where possible</p>
<p><b>Link budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Ensure we provide services strictly in line with eligibility criteria.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> Disabled children with complex needs may need specialist services from Children's Services, including: social work support or support within and outside the home. A social worker will make an assessment to decide if a child is eligible for specialist services.</p> <p>It is anticipated that there will be fewer children with disabilities receiving Council funded support. All children will be eligible for advice, information and support from universal services. Care packages will be re-assessed and this may lead to a reduction in support for some children and their families. Some children who currently receive a package of services including residential respite care may not be entitled to the same</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> The Council will use eligibility criteria process to prioritise and to ensure families most in need receive support. Fewer children may receive Council funded support and for some families there will be potential for greater family/carer stress and this may lead to an increase in the number of looked after children.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Consultation and engagement activity will take place with those directly impacted by this change. Consultation is already underway and 3 events took place on the 17/18<sup>th</sup> September 2014 over 1,000 parents and carers had been invited in total 49 parents / carers attended the events and the draft policy was shared A further event was held on 16<sup>th</sup> October.</p>
<p><b>Equality Impact Assessment –</b> Equality implications will be assessed should members agree the proposed option be taken forward.</p>
<p><b>Legislation Considered –</b></p>

Children's Act 2004  
Children & Families Act 2014

Section 17 Children Act 1989 and section 2 Chronically Sick and Disabled Persons Act 1970. S17 CA requires a local authority determining that the provision of services that is appropriate to meet needs whereas, s2CSDPA requires the local authority to be satisfied services are necessary to meet needs.

**Risks & Mitigating Actions –**

It is anticipated that some parents and carers may challenge the outcome of the assessment. All parents and carers will be given a copy of the eligibility criteria and if they feel it has not been applied fairly, or that important factors were not taken into account during the initial assessment, they will be able to ask the social worker who assessed their child for a review of the decision.

As part of the change a transparent appeals process will be implemented and published.

Alternatives to Council funded support are available in Sefton and the Council, health services and partners in the voluntary and private sectors are committed to working together to support the needs of children and young people and their families.

**Service Description: Ref 31 - Domiciliary Care**

Domiciliary care is a package of care designed to meet a person's eligible assessed care and support needs in their own home. The Council commissions these services from a range of contracted providers. The market for domiciliary care is much bigger than that funded through council contracts as some domiciliary provision is funded by the individual.

**It is proposed to implement the following change –**

Working with contracted providers to:

- Further explore the use of adaptations, equipment and Assistive Technology to support reduced demand/need for domiciliary care provision;
- Reduce the number of hours, number of calls, or number of carers utilised, where this is appropriate in the context of practical service delivery, with or without the use of Assistive Technology;
- Work in partnership with the voluntary/community sector to facilitate the development and utilisation of low-level alternative/preventative community services that support the reduction in demand/need for commissioned domiciliary care (e.g. befriending services).
- Explore more outcome-focused commissioning, whereby the Council will specify the desired outcomes for individuals but not necessarily the specific ways in which the provider must work (i.e. not necessarily specifying the time/tasks required) giving the providers greater freedom in the way they meet needs/outcomes..

**Rationale for service change proposal –** The Council is changing the way it commissions and delivers services, as well as how it works with partners, communities and providers. The Care Act, reduction in Government Funding and Sefton's aging population, means that changes are essential. The Council will design social care services and activities that are modern and flexible with self care and self management at the core.

Current national policy direction is towards maintaining people at home. Savings will be achieved by investing in re-ablement services to reduce the number of people requiring long-term domiciliary care and/or reduce the amount and cost of the domiciliary care they do require. The Council will also work with providers to encourage a more re-abling approach to domiciliary care delivery, to try to reduce dependence upon domiciliary care provision and the safe reduction of hours, visits and carers used to achieve the desired outcomes.

More outcome-focused service specifications, rather than time/task based specifications, may give greater freedom to providers to meet service users eligible assessed care needs at lower cost. Similarly, delivery of a wider service, or closer working with other services (e.g. adaptations, equipment, assistive technology and community/voluntary sector services), may enable a greater "re-ablement" approach to service delivery, increasing the service users ability to manage with lower levels of direct care provision.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Ensure we provide services strictly in line with eligibility criteria.
- Communicate and engage with people with people to expect and need less

**The following activity will change –** Improving and increasing capacity within the existing re-ablement service will enable people to live more independently for longer, reduce the number of people who would require long-term domiciliary care and/or reduce the amount and cost of the domiciliary care they do require. Domiciliary Care service users may see a reduction in the number of hours, number of calls, or number of carers utilised, where this is appropriate in the context of practical service delivery.

Service users may also see greater utilisation of adaptations, equipment and Assistive Technology to support reduced demand/need for domiciliary care provision. Assistive technology services use technology to help people live more independently at home. This includes personal alarms, sensors placed around the home to detect falls or a change in environment and health-monitoring devices. These services are especially helpful for people with long-

<p>term conditions, giving them and their relatives' peace of mind.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users</b> – Service users will continue to have their eligible assessed, care needs met, although the means and approach to meeting them may change.</p> <p><b>Partners</b> – Healthcare models and proposals for integration of health and social care are all based on delivering care and support at or closer to the individual's home. The ongoing delivery of domiciliary care is a pre-requisite for the success of those changes.</p> <p><b>Council</b> – The Market Position Statement (MPS) explains how the Council intends to strategically commission and informs providers that the ethos of the service is to promote independence and take a person-centred approach which should enable and enhance independence. As the Council develops a better understanding of legislative changes and self-funded care and support the MPS will be updated. Sefton Arc will continue to be considered as first choice provider for assistive technology services, where it maintains high quality, efficient and outcome-focused service delivery. When considering the commissioning/ procurement of similar services the Council will always consider whether those services could be provided by Sefton Arc. This consideration will always be undertaken within the context of the legal and constitutional parameters that apply to the commissioning/ procurement of services and with a focus on the quality and cost effectiveness of the service and outcomes delivered.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input checked="" type="checkbox"/></p> <p>Consultation and engagement activity will take place with those directly impacted by this change. When carrying out assessments and reassessments the Council will consider the impact of any change to an individual's care plan and agree transition arrangements with individuals, their families and carers as appropriate.</p>
<p><b>Equality Impact Assessment</b> – Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required</p>
<p><b>Legislation Considered</b> – Provision of appropriate care for adults post assessment/review is a statutory duty for all local authorities. National Assistance Act 1948 Chronically Sick and Disabled Persons Act 1970 National health Service and Community Care Act 1990</p>
<p><b>Risks &amp; Mitigating Actions –</b></p> <p>People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for people, families, carers and the workforce but the Council is at a point where doing more of the same or trying to do more of the same with less is going to fail people, carers, families and the communities in the future. Managing expectation is key in delivering this change. The Council will, particularly for those people with no or limited capacity to exercise real choice, ensure that they are safeguarded and supported with dignity and respect.</p> <p>Reductions in the overall Domiciliary Care budget through reducing the number of people whose care needs are met at home may result in additional burdens on several areas of the Council budget (e.g. residential care), Hospitals, GPs and families. Assessed eligible need will continue to be met.</p>



## **Core**

### **Service Description: Ref 32 -Street Cleansing Services**

The Street Cleansing Service provides a comprehensive cleansing service for residential, retail, tourist and visitor areas, as well as all highways, pavements and litter bins. Every road and pavement in the Borough is cleansed over a twelve month period. Cleansing operatives using manual carts clean 3km each per day and the mechanical sweepers the Council has cover some 15km per day. The night time arterial route cleansing programme cleans 20km per night on both sides of the carriageway.

There are 1,285 litter bins in the Borough and a Rapid Response team is utilised to deal with graffiti, fly tipping, and cleansing problems across the Borough.

**It is proposed to implement the following change** – Over the last two years in Sefton a more mechanised approach to cleansing has been developed and implemented. Whilst the frequency of road, pavement and commercial area cleansing has been maintained, the way in which this has been delivered in some areas has altered significantly. Cleansing operatives now utilise electric vehicles to cover greater distances per day whilst undertaking 'spot cleaning' as necessary.

It is therefore proposed to further expand these functions by reducing the number of cleansing operatives delivering a manual service, whilst utilising more mechanisation across the Borough.

This approach will additionally seek to concentrate resources on areas of greatest need as opposed to all areas receiving a similar amount of attention over a year.

Commercial areas will receive a dedicated resource whilst residential areas will be prioritised based upon the prevailing litter and cleanliness issues over time.

It is therefore proposed to reduce the workforce by up to 20 cleansing operatives, and deliver the services by utilising and increased number of mechanical vehicles. A proportion of the remaining workforce will be re-trained and/or upskilled as required to undertake the tasks required. There will still be a requirement for a manual cleansing operation, but this will be focussed upon areas where the use of machinery may well prove not be possible or desirable.

**Rationale for service change proposal** – The rationale for the proposals fall under a number of categories.

#### **New Technologies:**

There are areas in the borough where population and housing density is less, which in turn leads to less concentration of litter, fly tipping and blown waste. In these areas the Council currently utilises the same resource to cleanse the area, and yet the volumes collected are substantially less than the more densely populated areas. As such, it is possible to utilise new technologies, such as electric vehicles, to cover far wider areas and litter pick on a 'spot' basis.

#### **Operational Responsibilities:**

There have previously been distinct operational boundaries between a number of services offered by the Council, which in the main relate to the operation and presentation of similar functions. The presentation of public facilities and areas currently involves street cleansing, landscaping, highways, tourism, parks, repairs, network services, refuse, and a range of 'external' functions such as maintenance contractors. By merging some of these functions it should be possible to do at least the same with less resource.

#### **Staffing Issues:**

The introduction of new technologies and working practices will result in a reduction in the number of personnel required to deliver the services.

**Link to budget principles:**

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- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce –**

Cleansing functions will still be undertaken across the Borough. However, the remaining resources will be utilised across all residential areas as well as areas of high demand and areas of ‘special consideration’, such as commercial sectors, visitor destinations, etc. It is also proposed to enhance the ‘rapid response’ section of the service to provide additional resource and flexibility during periods of peak demand or areas requiring additional input due to local problems.

**Impact of service change –**

**Service Users –** The combination of ‘spot cleansing’ practices and a reduction of staffing resource will reduce the amount of physical sweeping of pavements which is currently undertaken. There is therefore likely to be a rise in detritus found in some areas as opposed to litter. As the changes are introduced the service will be adapted to deal with areas where the amount of detritus is rising. However, this can only be determined after the proposed changes are made. In the meantime, residents may see an increase of detritus in their local area.

**Partners –** N/A

**Council -** The Council will still meet its requirements under the Environmental Protection Act. However, perceived levels of cleanliness may be affected, especially in the short term.

**Communications, Consultation & Engagement**

**Type:** Inform  Consult internal  Engage  Partnership

If members agree to this proposal the published service standards will updated and made available to the community via the website.

**Equality Impact Assessment –** It is not expected that there will be significant equality implication related to this change. Officers will comply with all HR policies and procedures, following acceptance of this proposal.

**Legislation Considered –** The requirements of the Environmental Protection Act 1990 have been considered in the development of this proposal. In particular, S.89 of that Act imposes a duty to keep highways clear of litter.

**Risks & Mitigating Actions –**

There is a clear risk that levels of cleanliness across the Borough will be noticeably poorer, especially in relation to detritus. As detritus build-up patterns are identified and established it may be possible to further amend cleansing regimes to reflect the higher demand in certain areas. However, it is expected that litter may be present for slightly longer periods than currently observed.

**Indicative Number of Staff at Risk:** up to 20 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option. It is anticipated that 7 vacancies will be made obsolete. However given the scale of saving indicative figure of a further 20 posts

<p><b>Service Description: Ref 33 - Highways and Infrastructure</b> Sefton Council, as Highway Authority, has responsibility for the maintenance of approximately 900km of highway, including carriageways and footways.</p>
<p><b>It is proposed to implement the following change</b> To continue for a further 2 years the reduction of £800k which was introduced as an annual saving in previous years plus a further reduction of £160k in Highway Maintenance programmes</p>
<p><b>Rationale for service change proposal:</b> The Council's reducing resources requires a rigorous prioritisation of activity and whilst the quality of the highway in Sefton may decline, it remains possible to ensure that it remains fit for purpose in the short to medium term. The Council has received £900k pothole funding from government over the last two years</p>
<p><b>The following activity will change/ reduce/ stop</b></p> <ul style="list-style-type: none"> <li>• Reduced level of service. This budget covers, highway reactive and planned repairs, bridges, drainage, UTC, weed control, road signs, road markings, guardrails, street lighting, traffic management etc</li> <li>• Reduction to the annual highway maintenance programme.</li> <li>• More (less economic) reactive and less preventative work</li> </ul>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Pursue growth/investment as well as savings.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> Some members of the community may perceive a worsening of the condition of highways and footways in time and defects such as pot-holes, broken slabs, and unevenness may become more common. Increase in costly minor reactive repairs</p> <p><b>Council –</b> Reductions in carriageway and footway maintenance could lead to safety issues as surface and structural condition deteriorate and this may lead to a risk of more expensive treatments due to lack of ability to arrest deterioration at the appropriate time</p> <ul style="list-style-type: none"> <li>• Greater accident risk</li> <li>• Reputational risk</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>If members agree to this proposal the published service standards will updated and made available to the community via the website</p>
<p><b>Equality Impact Assessment –</b> N/A</p>
<p><b>Legislation Considered –</b> Under s.41 of the Highways Act 1980, the highway has a duty to maintain highways that are maintainable at the public expense.</p>
<p><b>Risks &amp; Mitigating Actions –</b></p> <ul style="list-style-type: none"> <li>• There could be a potential increase in insurance claims which may reduce the Council's ability to defend these. In mitigation activity will be prioritised to minimise the this risk</li> <li>• If required additional funding requests will be made to the Strategic Capital Investment Group</li> </ul>

- There may be an increase in pot holes resulting in non cost effective minor repairs on unplanned basis. The Council has received £900k pothole funding from government over the last two years
- The Council will continue to prioritise work to reduce potential risks by patch treating the immediate area of repair.

<p><b>Service Description: Ref 34 - Street Lighting – Energy Costs</b></p>
<p><b>It is proposed to engage with the community on implementation of the following change</b></p> <p>Turning off street lights in order to secure a saving in terms of electricity cost based on current tariffs. This will include urban and residential streets.</p> <p>Consideration will be given to an extension of the current “invest to save” proposal that modernises the lighting infrastructure to reduce energy consumption.</p>
<p><b>Rationale for service change proposal</b> - The Council’s reducing resources requires a rigorous prioritisation of activity. While a valuable community resource, Street Lighting is not a statutory service. Therefore it is considered possible to reduce costs by turning off street lights during times of low activity. The Council previously consulted on the current alternate light switch off on two 2 rural roads -the A59 and A565 and since implementation there have been no adverse comments on the initiative.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change/ stop</b></p> <ul style="list-style-type: none"> <li>• Alternate street lights switched off on ‘high energy’ luminaires (main roads) between 8pm and 6am (4000 lights)</li> <li>• A further 14,000 street lights with lower output luminaires switched off in residential streets between 8pm and 6am</li> <li>• A total of 18,000 of the boroughs 31,000 street lights involved</li> <li>• 13,000 street lights would remain unaffected by the switch off proposal</li> </ul>
<p><b>Impact of service change –</b></p> <p><b>Service Users</b> – Some customers may perceive a reduction in service whilst others may agree with switching off street lights between certain times.</p> <p><b>Partners</b> – Potential for increased workload for Ambulance / Police service due to increase in crime and accidents in darkened streets.</p> <p><b>Council –</b></p> <ul style="list-style-type: none"> <li>• The risk of increased insurance costs Higher level of claims for damages for slips / trips etc</li> <li>• Reputational risk</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Between 24<sup>th</sup> May and the 28<sup>th</sup> September 2012, a consultation took place as part of the Review of Street Lighting. The aim of the consultation was to ask the public their views about under what conditions residents would find the proposed revisions to the street lighting regime acceptable. Over 520 people took part in the consultation.</p> <p><b><u>The findings of the consultation have been used in the following ways:</u></b></p>

- The 1963 illuminated Traffic Signs and 1181 Bollard have now been converted to LED lighting
- More energy efficient bulbs that provide a white light rather than yellow are continuing to be installed in lamp columns where it is cost effective (approx 16500 white lights and 500 LED lights have been installed to date).
- Reduce lighting on sections of the A565; A59 & Marine Drive by switching off alternate lighting columns has been implemented.

As implementation plans become better understood following consultation the published service standards will be updated and made available to the community via the website

**Equality Impact Assessment** – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services

**Legislation Considered** – Under s.97 Highways Act 1980 a highway authority has a power but not a duty to provide street lighting.

**Risks & Mitigating Actions–**

- Historical evidence suggests that as well as turning off street lights, there would need to be a significant capital investment in LED luminaires in order to offset annual increases in energy costs.
- Some residents and partners may perceive that the change will be associated with road traffic accidents, increased crime and general reduction in safety levels. There is no evidence to suggest a direct causal link either from the police or other Councils that have undertaken this change.
- Changes will be subject to a detailed risk assessment and consultation.
- Potential saving is based on current energy charges. As it is still likely that those charges (unit rates) will increase over the next few years this would further increase the number of lights which the Council would need to consider turning off to maintain the saving. The Council will continue to explore commissioning opportunities and economies of scale. The way that energy companies levy their charges may change as a result of this option.

<p><b>Service Description: Ref 35 - Operation and delivery of the Library Service</b>          There are 6 libraries in Sefton and the Council also offers a Home Visit Library Service for Sefton residents who experience difficulties getting to a local branch library by themselves.</p>						
<p><b>It is proposed to commence consultation to implement the following change –</b> Review of management and operation of the service</p>						
<p><b>Rationale for service change proposal –</b> To identify further efficiencies while retaining a comprehensive service.</p>						
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>						
<p><b>The following activity will change, stop or significantly reduce –</b></p> <table border="1"> <tr> <td><b>Potential Savings</b></td> </tr> <tr> <td>Reduce the Library stockfund</td> </tr> <tr> <td>Replace library Management system</td> </tr> <tr> <td>Review Library Management / Administration</td> </tr> <tr> <td>Review Library Opening times</td> </tr> <tr> <td>Review Stock Services Unit</td> </tr> </table>	<b>Potential Savings</b>	Reduce the Library stockfund	Replace library Management system	Review Library Management / Administration	Review Library Opening times	Review Stock Services Unit
<b>Potential Savings</b>						
Reduce the Library stockfund						
Replace library Management system						
Review Library Management / Administration						
Review Library Opening times						
Review Stock Services Unit						
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> an average of 15% reduction in opening hours across the borough, anticipated to be of an evening and weekend when visitor numbers are low.</p> <p><b>Partners –</b> an average of 15% reduction in opening hours across the borough</p> <p><b>Council –</b> dependency with Arts and Sports.</p>						
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Extensive consultation has been undertaken in relation to this service. This identified that library users have previously identified that they would rather see opening hours reduced than closures. Information was/has been collated regarding preferred times of usage. The community will be advised of any changes to opening times in advance of the change.</p>						
<p><b>Equality Impact Assessment –</b> Should this option be progressed equality implications will be assessed should Members agree the proposed policy change be taken forward. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>						
<p><b>Legislation Considered –</b>          Under s.7 of the Public Libraries and Museums Act 1964 a library authority has a duty to provide a comprehensive and efficient library service for all persons desiring to make use thereof.          Equalities Act 2012</p>						
<p><b>Risks &amp; Mitigating Actions –</b>          There is a risk that the community will challenge any change to opening hours, however, since implementing the outcome of the library review customer usage has been carefully monitored and the changes will reflect required efficiencies.</p> <p><b>Mitigation</b>          On-going review of usage to determine suitable opening times within the context of available resources.</p>						

Review of ways in which library services can be promoted on line – e.g. use of online book reservations and information requests.
<b>Indicative Number of Staff at Risk:</b> up to 22 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.





**Service Description: Ref 36 - Aiming High:**

Aiming High supports all families with children or teenagers who are between 0-19 and have a disability; to have the support they need to live ordinary family lives. The team also support a small number of young adults with disabilities up to the age of 25 where they remain in full time education. The ambition in Sefton is for early intervention and prevention services to ensure that children, young people and their families receive the most appropriate support to meet their needs at the earliest opportunity, in order to ensure better outcomes and the cost effective delivery of services. The Sefton Directory has comprehensive on line information about a full range of services and opportunities available in Sefton.

The key statutory duties for the Aiming High Team are:

1. Short Breaks

To meet Sefton MBC's duty for:

Carers of disabled children to enable them to continue to care for their disabled child and to participate in everyday activities – Children and Young Person Act 2008 and

The provision of short breaks activities during weekends, evenings and holiday periods - The Breaks for Carers of Disabled Children Regulations 2011.

The team directly deliver 30 short breaks groups each week during term time and a specialist holiday programme. The team also commission and quality assure a further 7 short breaks groups each week during term time and a holiday programme for preschool children and those who attend Merefield and Rowan Park. A buddying programme is commissioned to support teenagers to access specialist and universal provision independently. In determining children and young people's needs the team explore the ability to attend universal provision with families, prior to accepting them into the above targeted programmes. Outcomes of this provision include reduction of social isolation and preparation for adult life.

2. Transitions

To meet Sefton MBC's duty to have adequate arrangements in place to ensure continuing of care for young disabled people throughout their adolescence and plan their transition to adult services – Children and Young Person Act 2008. The Transition coordinator ensures that early planning takes place through coordinated multi agency interventions which results in timely assessments, informed parents and teenagers. The Council's current Moving On processes are long established and work well in prioritising the right referrals to adult Health and Social Care and avoid those which do not meet the Fair Access to Care criteria. This early identification (at 14) ensures no gap in services, full information exchange and a smooth transition to the new care provider.

3. Family Support

To meet Sefton MBC's duty to identify and provide services for disabled children which minimise the effect of their disabilities and gives them the opportunity to lead lives as normal as possible – Children and Young Person Act 2008.

The team

- Maintain a register of disabled children;
- Promote family resilience by keeping families up to date with local and national support groups, activities and networks via an on-line quarterly newsletter.
- Provide the following for children living with their families:
  - Advice, guidance and support;
  - Domiciliary support at home;
  - Develop and support behavioural plans
  - Deliver parenting programmes and 1-1 support based on assessed needs

The Council is currently working with our partners to develop a clear statement of all services that are available for children and young people with special educational needs and towards the implementation of the new legislation. This eligibility criterion paves the way for the introduction of personal budgets but in the meantime ensures that the allocation of support is clear and is directed at those families who need it the most. In Fig 1 below the diagram highlights the proposed support levels; it is important to recognise that children and young people will move up or

down between the different levels as their needs change. It is also important to note that all levels are for services for children and young people who have a disability.

**Fig 1 Levels of support for children and young people with disabilities via Aiming High**

Level	Levels of support	LSCB Thresholds	Services
1	Universal support	Level 1	Disability Register On line newsletter
2	Additional Support	Level 2	Leisure card Short breaks clubs
3	Moderate Support	Level 3a	Family Support Travel Training
4	Substantial Support	Level 3b	Transitions Specialist After School, holiday programmes, Buddy Up
5	Critical / Exceptional Support	Level 4	Person centred planning

- **It is proposed to commence consultation on the following change –**
- An allocations process which defines an entitlement to the amount of short breaks per family.
- Review funding for the following:
  - Buddy Up Programme commissioned via Sefton CVS
  - Specialist After school clubs and residential provision including Fun 4 Kidz
  - Specialist short break holiday programmes
  - Evening and weekend short break clubs
  - Travel Training
  - Hydrotherapy and physiotherapy sessions
  - Person centred planning
  - Individual budgets if assessed need is not eligible
- In undertaking any such review consideration will be given to potential cessation of the above services.

**Rationale for service change proposal –** The Council's reducing resources requires a rigorous prioritisation of activity

**Link to budget principles:**

- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Ensure we provide services strictly in line with eligibility criteria.
- Communicate and engage with people with people to expect and need less

<p><b>The following activity will change, stop or significantly reduce</b> – Reduced access to Council funded short breaks places.</p>
<p><b>Impact of service change –</b></p> <p>Service Users –</p> <ul style="list-style-type: none"> <li>• A new assessment process will be introduced to support the transition period</li> <li>• Fewer short breaks activities which support children, teenagers and their parents and carers funded by the Council</li> </ul> <p>Partners –</p> <ul style="list-style-type: none"> <li>• Reduced access to funding to deliver aspects of the Aiming High offer</li> <li>• Increase in demand on adult and mental health services as a result of additional family pressures</li> </ul> <p>Council –</p> <ul style="list-style-type: none"> <li>• An increase in demand for Child in Need assessments potentially leading to an increase in the demand on need led Social Care packages. For children or young people whose needs are not judged to be significant or critical will need to be supported via multi agency plans via the Common Assessment Framework.</li> <li>• Increase in number of Carers assessments requested</li> <li>• Charge for short breaks places</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p><b>Type: Inform    x    Consult internal    x    Engage    x    Partnership x</b></p> <p>Consultation and engagement activity will take place with those directly impacted by this change. Consultation is already underway and 3 events took place on the 17/18<sup>th</sup> September 2014 over 1,000 parents and carers had been invited in total 49 parents / carers attended the events and the draft policy was shared.</p>
<p><b>Equality Impact Assessment</b> – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered –</b></p> <p>Children’s Act 1989  Children and Young Person Act 2001  Carers and Disabled Children Act 2000  The Breaks for Carers of Disabled Children Regulations 2011  Carers Recognition Act 2012  Carers Act 2014</p>
<p><b>Risks &amp; Mitigating Actions –</b></p> <p>People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for children, families, carers and the workforce but the Council is at a point where doing more of the same or trying to do more of the same with less is going to fail people, carers, families and the communities in the future. Managing expectation is key in delivering this change. The Council will, particularly for those people with no or limited capacity to exercise real choice, ensure that they are safeguarded and supported with dignity and respect.</p> <p>It is anticipated that some parents and carers will challenge the outcome of the assessment. All parents and carers will be given a copy of the eligibility criteria and if they feel it has not been applied fairly, or that important factors were not taken into account during the initial assessment, they will be able to ask for a review of the decision.</p> <p>As part of the change a transparent appeals process will be implemented and published.</p> <p>Mitigate by:</p>

Alternatives to Council funded support are available In Sefton and the Council, health services and partners in the voluntary and private sectors are committed to working together to support the needs of children and young people with SEND and their families. The Council has worked closely with parents, carers and young people, as well as with colleagues in all the services in Sefton to produce our Local Offer, and will continue to do so.

The Local Offer will change as services, policies and guidance changes. The Council will

- continue to support and signpost parents to access current short breaks that are available in the marketplace and across partnerships
- confirm offer within Local Offer and Short Breaks Statement this will provide parents and carers with clear and up to date information and advice
- promote access to universal services
- implement an eligibility criteria which defines an entitlement to the amount of short breaks per family
- Phase implementation of reduced access to Short Breaks following the implementation of the eligibility criteria

<p><b>Service Description: Ref 37 - Housing Standards</b>  Statutory enforcement services in relation to housing standards across all tenures, regulation and licensing of houses in multiple occupation (HMO), Undertake legal requirement to inspect, investigate and take action to remove dangers if households are residing in dangerous living conditions.  Also Landlord accreditation to improve the private sector rental market, activity to tackle problematic empty homes, and co-ordination of council owned traveller site management as well as response to unauthorised Traveller encampments.</p>
<p><b>It is proposed to commence consultation on/implement the following change</b>  Reduction in service provision.  Reduction in level of service to inspect poor quality private sector housing and taking enforcement actions on behalf of vulnerable households.  Cessation of non statutory service in relation to co-ordinating responses to illegal Gypsy/traveller encampments.</p>
<p><b>Rationale for service change proposal</b> The Council's reducing resources requires a rigorous prioritisation of activity. The Council will be able to comply with a minimal statutory duty; although there could be a growing backlog of case-work and increasing service response times. The service currently deals with over 1000 service requests a year in relation to housing standards and enforcement'.  However, it will also lead to a reduced level of service to manage the Landlord Accreditation scheme, which is a non-statutory service.  Empty homes case-work currently leads to circa 5 enforced sales cases per year, with a £10k fee income generation. By attempting to redirect some staff resource from other enforcement activity it may be possible to increase this to 10 cases a year, resulting in a potential to earn fee income of £20k, to contribute to service costs.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or reduce</b>  Intervention and enforcement with regard to housing standards in relation to private landlords and tenancies would be reduced. It would be impossible to pursue all of the statutory enforcement caseload (currently 1100 service requests), The Council would need to determine a risk assessment level for intervention and review policy   Reduced level of service to manage the Landlord Accreditation scheme   Co-ordination work in relation to illegal traveller encampments would stop.</p>
<p><b>Impact of service change –</b>  <b>Service Users –</b>  In 2013-14 there were 1,039 service requests from clients, which resulted in 168 enforcement notices issued, and 426 Housing Health and Safety Rating System Category 1 hazards removed from homes. With reduced capacity the Council could fail to intervene and take adequate action to deal with all Cat1 hazards, response timescales would grow, and backlogs of requests could grow. The majority of residents the Council acts on behalf of are vulnerable people, and many are low income households. The Council will review policy and seek to further risk assess and triage cases, although initial inspection may still be required   Stock condition research shows private sector living conditions, particularly among vulnerable and elderly households is relatively poor in Sefton. The number of privately rented homes is increasing due to housing market changes. The level of service requests is likely to grow because of this.</p> <p><b>Partners –</b>  -Last year the Council engaged 308 empty property owners, with 31 brought back into use, and a further 18</p>

<p>targeted with enforcement action, including pursuing a small number of 'enforced sales'. It is proposed to increase the enforcement activity.</p> <p>-Private landlords have joined the Accreditation scheme over the last year. The scheme offers the opportunity to promote better standards in the (growing) private rented sector and develop positive relationships with the sector. This would be adversely affected by a reduced service level</p> <p><b>Council–</b>  <b>Council Income;</b> 31 empty homes back in use will realise Council tax income, and contribute to New Homes Bonus. 18 empty homes targeted with enforcement action, including pursuing a small number of 'enforced sales', which has the potential to recover debts owed to the Council. So far in 2014-15, the Council has completed some enforced sales of empty properties. From these, the Council has recovered £95,226 of debts. It is anticipated that the Council will earn £11,500 of fee income, which will go toward meeting the service cost.</p> <p><b>Local Plan.</b> New Housing supply figures have a relationship with the level of empty homes. A policy approach to delivering new housing has been established (and approved by full Council ) to continue to work on reducing the number of empty homes in Sefton and attain a vacancy rate of around 4%. (This proactive policy decision means that the annual housing requirement for Sefton could then be set at a lower rate – reducing pressure for additional development in the green belt.) Proposals contained here are based prioritising this work so as to ensure that the important work under the Local Plan is not compromised especially with respect to Green Belt release. Empty properties are a topic of growing Government housing priority.</p> <p><b>Council land holding;</b> co-ordinating role in dealing with illegal Traveller encampments would be lost, with an inability for the council to deal with public complaints, and assess needs of travellers. There have been 9 incidences, so far this year.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Those directly impacted by this change will be informed of change should members agree this proposal.</p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered –</b>  Housing and Public Health legislation. In particular, The Housing Act 2004 .Under s.3 of that Act, the local housing authority has a duty to keep housing conditions in their area under review with a view to identifying any action that may need to be taken. The authority has enforcement duties in respect of certain hazards under s.5 and enforcement powers under s.7. Section 225 of the Housing Act 2004 under which local housing authorities have a duty to carry out an assessment of the accommodation needs of gypsies and travellers in their district. Also, under Section 87 of the Local Government Act 2003, they must prepare a strategy for meeting such accommodation needs. With respect to the gypsy co-ordinating role this is for the benefit of internal services and is non statutory.</p>
<p><b>Risks &amp; Mitigating Actions –</b></p> <ul style="list-style-type: none"> <li>• There may be an increased backlog of enforcement cases and response timescales.</li> <li>• Failure to take enforcement actions against breaches of licensable Houses in Multiple Occupation may impact on standards of housing for vulnerable people, and could result in legal action against the Council or certainly Ombudsman complaints. Work will be prioritised to minimise this risk</li> <li>• Reduction in the ability to co-ordinate a response to dealing with illegal traveller encampments. , . There will be ongoing work with the police through the Community Safety Partnership, and communities to respond to such situations.</li> <li>• The Council will adopt new policies with regard to the level of service offered. The Council will prioritise reported case work and not investigate or intervene in case determined to be lower risk and/or priority</li> </ul>

<b>Indicative Number of Staff at Risk:</b> up to 3 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this
<b>Service Description: Ref 38 - Supported Living</b>



Supported Living is a package of care and support, designed to meet the eligible assessed needs of the service user, in a supported tenancy arrangement. These are commissioned services, delivered by a range of external providers to adults with eligible assessed needs.

There are approximately 626 people currently living in more than 150 Supported Living settings. Although the establishment of new tenancies is ongoing (where possible these are established in larger establishments than was previously the case), some individuals living in supported living settings have done so for almost 20 years (since the mid-1990s).

The budget incorporates the following client groups and expenditure:

- Individuals living in supported tenancies, including former Supporting People clients, and Adult placement/Shared Lives
- Section 64 legacy funded clients
- Supported tenancies as part of the SND contract
- Jointly-funded Learning disability clients in Supported Living

In addition the budget also includes

- New Directions Contract Payment for staffing supporting the Adult Placement/Shared Lives programme.

**It is proposed to commence consultation on/implement the following change –**

In order to reduce the cost of meeting the eligible assessed care and support needs of service users in Supported Living, the Council would need to consider the following actions:

- (1) Exploring/Co-Producing with Providers, alternative and more efficient ways of meeting assessed care needs in Supported Living settings (including better use of technology and better ways of specifying care requirements).
- (2) Re-Commission provision on the basis of greater occupancy levels in each Supported Living setting (including exploring an alternative model of delivery through dedicated settings similar to “sheltered” or “extra care” housing schemes) and de-commission lower occupancy properties.
- (3) Maximising the cost-effectiveness of contractual arrangements, including re-tendering services, re-negotiating contracted costs, incorporating the outcomes of (1) above.
- (4) Placing service users into more appropriate Residential Care or Shared Lives settings, where the cost of meeting the service user’s eligible assessed care and support needs within a Supported Living Setting are greater than the cost would be in a Residential Care or Shared Lives setting.

**Rationale for service change proposal –** The provision of appropriate care for adults with complex needs, post assessment/review, is a statutory duty for all local authorities, however, there is no specific statutory requirement to meet those needs by providing a supported living arrangement, rather this has been promoted nationally as best practice and stemmed from the White Paper “*Valuing People*” (2001) and “*Valuing People Now - A new three-year strategy for people with learning disabilities*” (2009).

The Valuing People Strategy was developed in a different funding environment, prior to the local government spending reductions arising from the Comprehensive Spending Reviews of 2010 and 2013. Delivery of the strategy, including the development of Supported Living arrangements was supported by specific additional funding streams. The current delivery model may be considered to be the best way of meeting the care and support needs of service users but in many cases it may not be the most economic model.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Ensure we provide services strictly in line with eligibility criteria.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce –**

The Council will seek to explore/co-produce with Providers, alternative and more efficient ways of meeting assessed care needs in Supported Living settings (e.g. better use of technology, better ways of specifying care requirements and enabling services such as a positive behaviour service).

The Council would seek to Commission Supported Living arrangements only in higher occupancy settings and to de-commission existing low-occupancy settings. Low-occupancy settings would only be commissioned in exceptional circumstances where the care and support needs of the service users could only be met in a lower-occupancy setting.

Existing Supported Living settings would be reviewed in order to identify whether or not they fit with the new Commissioning criteria and where they do contract negotiations and/or re-tendering would be undertaken to ensure the most cost-effective contract arrangements are in place (including reviewing the use of Assistive Technology and staffing numbers).

Where the cost of meeting the service user's eligible assessed care and support needs within a Supported Living Setting are greater than the cost would be in a Residential Care or Shared Lives setting, the Council would seek to work with providers and service users to commission appropriate accommodation/placement to meet service user's needs.

**Impact of service change –**

**Service Users** – Service user's eligible assessed care and support needs will continue to be met but it may be possible they can be supported in low-occupancy Supported Living settings and an increased number of people may have their needs met through a Shared Lives or other placement that meets their needs, rather than a Supported Living arrangement.

**Partners** – This is likely to require considerable short-term capital investment by housing and care providers, in order to have sufficient higher occupancy premises available and to de-commission/re-purpose existing low-occupancy premises. Some tenancies are joint-funded with Health.

**Council** – There is a potential impact upon the Residential Care budget, in the event that service users have to be moved to a residential setting.

**Communications, Consultation & Engagement**

Type: Inform  Consult internal  Engage  Partnership

Consultation and engagement activity will take place with those directly impacted by this change. When carrying out assessments and reassessments the Council will consider the impact of any change to an individual's care plan and agree transition arrangements with individuals, their families and carers as appropriate

**Equality Impact Assessment** – Service user's eligible assessed care and support needs will continue to be met. Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services

**Legislation Considered –**

- National Health Service and Community Care Act 1990
- Chronically Sick and Disabled Persons Act 1970
- Prioritising Need in the Context of Putting people First: A whole system approach to eligibility for social care, 2010
- Care Act 2014

**Risks & Mitigating Actions –**

*Financial Risk* – The saving achieved through this change could be reduced to some extent by the associated cost-shift to domiciliary care and residential care if service users are moved to those settings from Supported Living. It is not possible at this point to provide a reliable estimate of the scale of this cost-shift.

*Reputational Risk/Challenge* - Prior to the development of Supported Living services, many of the service users would have resided in long-stay hospitals and psychiatric institutions (e.g. Greaves Hall, Winwick etc.) or with older carers. There is potential for significant adverse publicity in local and national media from advocacy groups, housing providers, care providers and families, particularly in the case of service users who have to move to residential care settings. The Council will need to review and consult upon changes to Council policies and commissioning practice, for example, the Council may need to be less flexible in terms of the geographic location of Supported Living settings offered to service users when the Council is satisfied their assessed needs could be met within that setting, as well as commissioning higher-occupancy settings than it currently does.

*Capacity* – There are approximately 626 service users currently living in Supported Living settings. If a significant number of these service users had to be relocated from Supported Living into Residential Care settings, there may be a challenge to the capacity immediately available within the local marketplace. There may also be issues with the availability of larger properties suitable for higher occupancy Supported Living settings. Successful delivery of this saving would require invest-to-save funding to enable the establishment of a multi-disciplinary team for the lifetime of the project (24 months), including 2 FTE Social Workers and commissioning/contracting staff, to undertake reassessments of all clients, re-design/ reconfiguration/commissioning of services and consideration of a new positive behaviour service.

<p><b>Service Description: Ref 39 - Neighbourhoods and Partnerships –</b> Safer Communities including Domestic Violence, Anti-Social Behaviour, Gun and Gang Crime, Alleygates, Integrated Offender Management and Prevent, Equalities, Hate Crime. S106, *Big Local Project*, Community Right to Challenge and Strategic Partnership.</p>
<p><b>It is proposed to commence consultation on/implement the following change -</b> To reduce organisation, development, commissioning and support to the following areas:</p> <p>Community Resilience, Welfare Reform, Neighbourhoods, VCF – Point of Contact, VCF – Commissioning and Strategic Partnerships.</p>
<p><b>Rationale for service change proposal</b> the Council's reducing resources requires a rigorous prioritisation of activity.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will require prioritisation</b></p> <ul style="list-style-type: none"> <li>- Vulnerable Victims Advocacy Service for high risk victims of sexual and domestic violence (inc co-ordination of MARAC – non-statutory but widely considered as good practice)</li> <li>- Anti-Social Behaviour Unit Council is a relevant body and responsible authority (associated statutory duty to have a Community Trigger procedure and to undertake case reviews when a person asks for one (and the threshold is met)</li> <li>- Co-ordination of responses to gun and gang crime (inc co-ordination of MARGG and Task and Finish Groups)</li> <li>- Maintenance and repair of Alleygates</li> <li>- Engagement within IOM processes and PREVENT agenda</li> <li>- Corporate Support for Equalities Duty</li> <li>- Co-ordinated response to Hate Crime (inc Hate Crime MARAC)</li> <li>- Co-ordination of S106 for Linacre Bridge (committed so monitoring role)</li> <li>- Co-ordination of Big Local</li> <li>- Community Right to Challenge</li> <li>- Strategic Partnerships</li> <li>- Community Safety Partnership <ul style="list-style-type: none"> <li>• Corporate lead for Community Resilience (working with partners including VCF)</li> <li>• Community Support Fund</li> <li>• Reduction in support to our 3<sup>rd</sup> sector organisations</li> <li>• Lead on Welfare Reform Mitigation Action Plan</li> <li>• Lead co-ordination for Welfare Reform Partners</li> <li>• Management of Area Committee budgets</li> <li>• Direct link for Parish/Town Councils</li> <li>• Co-ordination of partnership Bonfire/Halloween</li> <li>• Co-ordination of work around Town and Village Centres</li> <li>• VCF Commissioning</li> <li>• Regional links across Community Safety Partnerships and with Office of Police and Crime Commissioner.</li> </ul> </li> </ul>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> Vulnerable victims of hate crime, domestic violence, sexual violence and ASB may face an increased wait to access support or advocacy services The Council , Partners such as Police, Merseyside Fire &amp; Rescue, One Vision Housing and other partners may have a less responsive service.</p>

<p><b>Partners –</b>  Range of partnerships would be impacted upon by this and some responsibility for co-ordination may shift to partners (subject to discussion) or changes in contacts or arrangements  Potential increase in demand upon partners where service users may seek support from other organisations due to reduced Council services  Reduction in co-ordination in terms of Welfare Reform mitigation plan. Partners would need to lead on Strategic Partnerships and organise and facilitate these meetings</p> <p><b>Council –</b>  Increased responsibility within departments (e.g. for equalities, responding to ASB reports, liaising with residents, members or partners over issues such as gun and gang crime)  Council departments may have to pick up additional responsibilities to mitigate reduction of services  There may be increased demand upon some Council services as a result of this proposal as service users may present elsewhere within the Council for support, for example the Contact Centre</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input checked="" type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> There will be equality implications associated with this proposal that will be considered in detail as the proposal progresses.</p>
<p><b>Legislation Considered –</b>  <b>Domestic Violence:</b>  <b>Legal obligations/statutory duties</b>  The council has statutory duties:</p> <ul style="list-style-type: none"> <li>• to provide for the well being of its citizens (Local Government Act 2000);</li> <li>• to do all it reasonably can to prevent crime and disorder in its area (Crime and Disorder Act 1998);</li> <li>• to assist people fleeing domestic violence with finding suitable accommodation (Part VII of the 1996 Housing Act);</li> <li>• to secure alternative accommodation for those who are accepted as homeless through domestic violence (Part VII the Housing Act 1996);</li> <li>• to protect children and young people (Children Act 1989, United Nations Convention on the Rights of the Child 1991)</li> </ul> <p>by virtue of s.2 Local Government Act 2000, a local authority is empowered to do anything which it considers is likely to achieve the promotion or improvement of the economic, social and/or environmental well-being of their area. There is no reason why preventing domestic violence would not fall within the scope of s.2.</p> <p>Domestic Violence, Crime and Victims (Amendment) Act 2012</p> <p>ASB  Anti Social Behaviour, Crime and Policing Act 2014</p> <p>Alleygates - section 2 of the Clean Neighbourhoods and Environment Act 2005 (The Council has no clear policy with which to manage gating schemes – some areas pass responsibility to residents)</p> <p>Equality Act 2010  Sections 5-7 of the Crime &amp; Disorder Act 1998</p> <p>Localism Act 2011  Best Value statutory guidance,  Welfare Reform Act 2012</p>
<p><b>Risks &amp; Mitigating Actions –</b> Risks regarding service reduction would be mitigated through prioritisation of those areas that directly contribute to the Councils priorities of protecting the most vulnerable and community resilience.</p>

**All operational areas of an area affected:**

The service is the lead on community resilience. If the service was to reduce then partnerships developed with our local community leaders, community organisations and residents would need to be co-ordinated by partners.

Key changes in this area will be agreed with the Cabinet Member or Cabinet as appropriate

**Indicative Number of Staff at Risk:** up to 3 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

## **Economy & Environment**

<b>Service Description: Ref : 40 - Planning Services</b>
<b>It is proposed to implement the following change</b> Realign and reduce revenue budgets – including consultancy budgets
<b>Rationale for service change proposal</b> Reduction in budgets which support specialist technical consultancy work underpinning development and implementation of Local plans, Neighbourhood Plans, and other planning policy development such as Article 4 Direction, Supplementary Planning Documents etc.  Realignment of supplies and services budget.
<b>Link to budget principles:</b> <ul style="list-style-type: none"><li>• Efficiency before cuts – Protect the impact on communities</li><li>• Focus on our core purpose.</li><li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li><li>• Proactively manage demand not just supply.</li><li>• Pursue growth/investment as well as savings.</li><li>• Communicate and engage with people with people to expect and need less</li></ul>
<b>The following activity will stop or reduce significantly</b> <ul style="list-style-type: none"><li>• Independent retail planning advice regarding new retail proposals in Sefton is unlikely to be able to continue to be commissioned.</li><li>• Fewer commissions of evidence/studies to support and effectively defend the Local Plan, Neighbourhood plans and other planning policy work</li><li>• Inability to refresh some technical studies to keep evidence base and policy position up to date.</li><li>• Possible delay in progressing implementation of supporting policies/supplementary policy documents to assist implementation of Local Plan</li></ul>
<b>Impact of service change –</b> <b>Service Users –</b> There will be a reduction in service /delays progressing some areas of key policy work. <b>Partners –</b> New legal duties under Localism Act require the Local Planning Authority to co-operate with neighbouring LPAs on strategic planning issues. This includes jointly commissioning evidence and studies to inform land use, spatial planning and development in the Borough. The Council will have limited ability to contribute to these joined up areas of work – potentially impacting on our ability to meet statutory requirements. <b>Council –</b> <ul style="list-style-type: none"><li>• Reduced ability to respond to enquiries, development proposals etc</li><li>• Reduced capacity with regard to consultancy</li><li>• Reputational and legal risks – including judicial review and non adoption of local policies.</li></ul> Consequent impacts on the development and wider planning application/appeal services – e.g. risks of making planning decisions and progressing policies on more dated evidence
<b>Communications, Consultation &amp; Engagement</b> <b>Type:</b> Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>
<b>Equality Impact Assessment –</b>
<b>Legislation Considered –</b> Town and Country Planning Act 1990

Listed Building and Conservation Areas Act  
National Planning Policy Framework and supporting Regs.  
Regulations covering various areas of planning- Neighbourhood Planning, Local Plan Making, monitoring policies  
etc.  
Ministerial and high court decisions

**Risks & Mitigating Actions** – Review the prioritisation and rationalise the use of consultants to support strategic  
planning processes.



<b>Service Description: Ref 41 - Planning Services (Income)</b>
<p><b>It is proposed to commence consultation on/implement the following change</b></p> <ul style="list-style-type: none"> <li>• Increase income targets across parts of the service ( Development Management, Building Control, and Technical Support [land charges])</li> </ul> <p>Increased income targets are as follows;</p> <p>Development Management = increase income by £60,000  Building Control = increase income by £40,000  Technical Support [ land charges] = increase income t by £30,000</p>
<p><b>Rationale for service change proposal</b></p> <p>As the economy improves it is anticipated that new development activity will increase and as a consequence the demand for planning / building regs applications will also increase. It is also anticipated that an increase in levels of land searches will also increase as property transactions rise. This activity should increase income into the service.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Pursue growth/investment as well as savings.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, reduce or stop</b></p> <ul style="list-style-type: none"> <li>• No activities will stop.</li> <li>• The service will take a harder line on securing non statutory fees – for example charges for pre application development advice in order to maximise income for the Council.</li> </ul>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> The service user will incur a higher fee for pre application advice and is more likely to be charged under this proposal. Building Regs fees, land charges fees and other associated charges will be reviewed in order to maximise income where possible.  Planning application fees are set nationally so there is no ability to change these locally.</p> <p>Due to the competitive nature of the Building Control service an important factor will also be retention of customers (and therefore retention of fee levels). Service outputs will need to be reviewed and factored into decisions about local fee setting –unless there is a risk that customers will choose not pay higher fees for a service that is perceived to take too long.</p> <p><b>Partners –</b> limited impact</p> <p><b>Council –</b> Limited impacts</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Should members agree to this proposal the community will be informed of changes via the website</p>
<p><b>Equality Impact Assessment –</b></p>
<p><b>Legislation Considered –</b></p>

Town and Country Planning Act 1990  
Listed Building and Conservation Areas Act  
National Planning Policy Framework and supporting Regs.  
Regulations covering various areas of planning- Neighbourhood Planning, Local Plan Making, monitoring policies,  
land charges etc.  
The Building Act  
Ministerial and high court decisions

**Risks & Mitigating Actions –**

In order to secure increased income from services that have previously been delivered free of charge it will be necessary to improve service outputs and better manage customer expectations about what can be delivered /achieved and in what timescales.

**Service Description: Ref 42 - Trading Standards:**

This service, (in partnership with the CAB), provides help and advice on the civil rights of consumers relating to goods or services purchased and provides criminal enforcement services. The service is available to:

- Sefton residents who have bought goods or services in Sefton
- Traders based in Sefton or large companies whose head office or manufacturing plant is in Sefton
- Residents from other local authorities who have bought goods and services from traders in Sefton

The Service promotes fair trading practices and enforces consumer law within Sefton as it relates to:

- Weights and measures
- Age restricted sales
- The fair provision of credit
- Description of goods and services, including cars and holidays
- Terms in Consumer contracts
- Overcharging and misleading prices
- The sale of fake or counterfeit goods
- The use of Doorstep selling techniques

The statutory Trading Standards functions comprising:

- Enforcement of consumer protection/safety legislation both proactively and in response to resident complaints.
- The Market Surveillance Authority ensuring the safety of goods imported to UK / EU from outside Europe through the Port of Liverpool.
- The Feed Authority responsible for ensuring Animal Health (including Feed) and Welfare to protect the food chain.

**It is proposed to commence consultation on/implement the following changes:**

- General reduction in proactive and reactive Trading Standards duties
- Prioritisation of responses to resident's service requests to cases where the personal loss is significant (typically greater than £500) or the public is at risk of harm.

**Rationale for service change proposal:** The Council's reducing resources requires a rigorous prioritisation of activity

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The following activity will continue to be provided –**

- Control of animal feed quality import in line with current legal standards
- Control of safety of products imported through the Port of Liverpool into the EU
- Animal Health and Welfare controls in line with National requirements
- Proactive Trading Standards regulatory inspection to highest risk businesses.
- Age related sales enforcement – priority given to Alcohol over other age restricted products
- Investigation of customer consumer complaints / criminal enforcement prioritised on the impact on the community wellbeing and the level of financial loss (typically >£500).
- Support work for consumer complaints e.g. letters on behalf of consumers / arbitration and mediation with traders / County Court Assistance will only be provided to the more vulnerable consumers.
- Support to small businesses will only be provided in respect of product safety.

<ul style="list-style-type: none"> <li>Support for regional / national work only where there is a significant local impact and strong business case for intervention.</li> </ul>
<p><b>Impact of service change.</b></p> <p><b>Service Users:</b></p> <ul style="list-style-type: none"> <li>Residents who are the victim of consumer crimes with a low value loss (typically less than £500) would not receive advice or have their cases investigated. This could impact on the 1500 residents who are triaged referrals from the Citizen's Advice Bureau per annum at current levels.</li> <li>Vulnerable consumers and small businesses would not be supported in respect of contract disputes /scams/cold calling and rogue traders.</li> <li>Extended response times that may compound consumer detriment in contract issues</li> <li>Greater risk of young people accessing tobacco / firework / solvents (and other age restricted products).</li> <li>Sefton Approved Trader Scheme will be re-evaluated and may be dissolved.</li> </ul> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>Referrals from National Citizens Advice of low level criminal trading standards activity would not be investigated.</li> <li>All routine support for TSNW regional group and National Citizens Advice helpline will cease.</li> </ul> <p><b>Council (including other services within the Council):</b></p> <ul style="list-style-type: none"> <li>Potential increase in number of Corporate Complaints (public perception of diminishing service standards)</li> <li></li> </ul> <p>Revision of the Customer Charter to reflect new service standards</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment</b> – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered:</b></p> <ul style="list-style-type: none"> <li>Enforcement of 200+ UK statutes /regulations and EU regulations covering product safety, age restricted products, consumer fraud, rogue traders, weights &amp; measures (Statutory Duties)</li> <li>Required Statutory Post - Chief Inspector of Weights and Measures / Weights &amp; Measures Authority</li> <li>Product surveillance of safety of goods imported from outside EU through the port of Liverpool. (regulated by BIS)</li> <li>Animal Feed, Health &amp; Welfare (Statutory Duties) including the protection of the food chain through livestock disease controls (regulated by DEFRA), UK/EU animal feed import control through Port of Liverpool (regulated by FSA) and civil contingency duties in relation to animal disease such as Rabies, Foot &amp; Mouth, Avian Flu (regulated by DEFRA)</li> </ul>
<ul style="list-style-type: none"> <li><b>Risks &amp; Mitigating Actions</b> The likelihood of intervention by external agency is increasing. Failure to discharge prescriptive duties for Government Regulators such as the Food Standards Agency (FSA) for animal feed duties can result in intervention and direction. Failure to follow the National Regulators instruction may allow that authority to ensure Council compliance by seeking an order from a higher court.</li> <li>The likelihood of compensation or for non-performance</li> <li>Referrals to the Ombudsman may increase. The service will prioritise activity as resources allow.</li> </ul> <p><b>Mitigation</b></p> <p>To manage the more serious community and corporate risks the service will have to prioritise the activities it undertakes under the control of national regulators ahead of its response to residents requests for service.</p> <p>To prioritise the more serious resident reported cases from the lower value/impact of £500 will be used as one of the general criteria before a case is taken on for advice or criminal investigation.</p>
<p><b>Indicative Number of Staff at Risk:</b> up to 4 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.</p>

**Service Description: Ref 43 - The Council's Energy and Environmental Management** section are responsible for discharging duties relating to Air Quality energy and water efficiency, fuel poverty, renewable energy and wider issues around climate change.

activities include:

Air quality assessment and improving air quality in declared management areas.

Reducing the total energy & water used by the Council

Reducing total domestic household energy use, by facilitating ECO works, Green Deal and other grant streams

Action to reduce Fuel Poverty and deliver affordable warmth (externally funded)

Delivery of Sustainable Energy Action Plan to increase renewable energy generation

Leading the adaptation of our communities to the negative impacts of climate change

Reducing the amount of total household waste generated through public behavioural change campaigns.

**It is proposed to commence consultation on / implement the following change:**

Reduce core funded Corporate Carbon (Utility Cost) reduction activity; inc: Management of Carbon Reduction Commitment / Carbon Management Plan, Intelligent procurement & Management of £8M Energy and Water Contracts and management of contract/externally funded corporate investment for energy bill savings. The team will continue to bid for external funding and seek to maximise opportunities for these activities.

Reduction in delivery of community energy projects.

Reduction in Climate change adaptation monitoring.

Reduce support for waste minimisation projects.

**Rationale for service change proposal** – The Council's reducing resources requires a rigorous prioritisation of activity.

**Link to budget principles:**

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

**The following activity will change, stop or significantly reduce –**

- Reduced core funded service to identify and deliver corporate utility / energy revenue saving projects, reduced resource to deliver Sefton's Sustainable Energy Action Plan linked to affordable warmth.
- Reduced development of renewable energy projects and Council income
- Reduction of Waste Prevention project support

**Impact of service change**

**Service Users** – the level of support available to schools in connection with reducing their energy costs may reduce

**Partners** – there may be a reduced level of resource to attract energy partners and others to invest in Sefton through provision of energy efficiency grants etc.

There may be a need to rescind external Climate Change commitment agreements

**Council** - will have reduced resource to co-ordinate the reporting of Climate Change Adaptation activity within Sefton.

- Potential increase in Council Energy bill from loss of energy reduction project capacity to deliver Carbon Management Plan.
- Need to consider formally rescinding Commitment to Covenant of Mayors declaration with reduction of progress on SEAP.
- Need to consider rescinding commitment to LGA Climate Local Declaration

**Communications, Consultation & Engagement**

Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input checked="" type="checkbox"/>
<b>Impact Assessment</b> – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.
<b>Legislation Considered</b> – Climate Change Act 2008 CRC Regulations 2010 EU Energy Directive (current direct obligations to be expanded by 2017) Home Energy Conservation Act 2012 Environment Act 1995 (air quality) Health and Social Care Act 2012 (Fuel Poverty) Waste Emissions Trading Act 2003 UK Fuel Poverty Strategy (2015)
<b>Risks &amp; Mitigating Actions</b> Reducing the capacity of invest to save activity may cost the Council a greater amount in rising energy and water costs in the medium and longer term. Commissioning activity will seek to ensure future proofing of costs External funding is already used wherever possible to supplement the core capacity for these activities.
<b>Indicative Number of Staff at Risk:</b> up to 3 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 44 - Parks and Greenspace Service: Plant Shop at Botanic Gardens.</b></p> <p>The plant shop at Botanic Gardens sells plant material to the public, some of which is grown on the premises. It also supplies some plants for other community / In Bloom activities.</p> <p>The small team of three people who produce the plants and staff the shop also currently looks after the aviary and fernery in Botanic Gardens</p>
<p><b>It is proposed to commence internal consultation on the following change –</b>  Closure of Botanic Gardens plant shop and the plant production facilities which support this. Outsource the management of the Fernery and Aviary.</p>
<p><b>Rationale for service change proposal –</b> the Council's reducing resources requires a rigorous prioritisation of activity.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> Closure of plant shop and plant production area at Botanic Gardens.</p> <p>The aviary and fernery will be retained. These will be maintained by contractors and the potential for volunteer support will be investigated.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b></p> <ul style="list-style-type: none"> <li>• Visitors no longer able to buy plants at the park</li> <li>• Loss of a visitor attraction at Botanic Gardens</li> <li>• Reduction in the total support available to the local Botanic Gardens Community Association</li> <li>• Loss of facility for occasional volunteers / student placements including adults with learning difficulties.</li> <li>• Potential increase in anti-social behaviour in this park due to reduction in staffing levels.</li> <li>• Potentially restricted opening hours at the Fernery.</li> </ul> <p><b>Partners –</b></p> <ul style="list-style-type: none"> <li>• Local 'In Bloom' groups etc would have to buy plants, hanging baskets elsewhere.</li> </ul> <p><b>Council (including other services within the Council) –</b></p> <ul style="list-style-type: none"> <li>• Loss of posts</li> <li>• Potential significant impact on one of Southport's main tourist destinations e.g. fewer visitor numbers</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform      Consult internal      Engage      Partnership</p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered –</b> Not applicable</p>
<p><b>Risks &amp; Mitigating Actions –</b></p>

<p><b>Risk:</b></p> <ul style="list-style-type: none"><li>• Impact on one of Southport's tourist destinations,</li></ul> <p><b>Mitigation:</b></p> <ul style="list-style-type: none"><li>• Continued maintenance of the aviary and fernery, through the grounds maintenance contract and with volunteer support (this has been included in the costings).</li><li>• Explore whether there is suitable external interest to run the shop as a franchise.</li><li>• Botanic Gardens Community Association will continue to be supported by other PGS staff</li></ul>
<p><b>Indicative Number of Staff at Risk:</b> 3 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.</p>



<p><b>Service Description: Ref 45 - Parks and Greenspace Service: Allotments</b></p> <p>As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This effectively provides facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.</p> <p>The 'paid for' facilities include 13 allotment sites.</p>
<p><b><i>It is proposed to commence consultation on/implement the following change –</i></b></p> <p>Increase allotment fees by an average of £10 per full size plot in 2016/17 and again in 2017/18.</p> <p>The fee increase above will also apply to those allotment sites which are self-managed by allotment societies, on behalf of the Council.</p>
<p><b><i>Rationale for service change proposal –</i></b> The Council can no longer afford to provide the current range and level of subsidy. Fees vary nationally, some Councils charge more than Sefton for example, Bury-£114, Tameside £105, Halton £102.50, Rochdale £100 and Barrow £90.35. However, others charge less e.g. St. Helens £51.25. .</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b><i>The following activity will change, stop or significantly reduce –</i></b> The Council will increase the allotment fees by an average of £10 per plot in 2016 and again in 2017. . Any such increment will take into account recent case law and the need for these facilities to be professionally valued to take into account their unique status as a land holding.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b></p> <ul style="list-style-type: none"> <li>• Rates will increase from £76 in 14/15, to £96 by 17/18.</li> <li>• While the total rent will still be less than £2 per week, the increase may deter or prove unaffordable to some, particularly those on a lower income / benefits or</li> </ul> <p><b>Partners –</b></p> <ul style="list-style-type: none"> <li>• The rental income is collected by the Allotment Societies on self-managed sites (on behalf of the Council), and so the societies would need to implement the fee increases on the tenants.</li> </ul> <p><b>Council (including other services within the Council) –</b></p> <ul style="list-style-type: none"> <li>• Potential negative impact on other Council agendas, e.g. older people, health, sustainability etc</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision..</p>
<p><b>Legislation Considered –</b> the Council has taken into account the provisions of Section 10 of The Allotments Act 1950, in that it has considered the amount of rent that it is reasonable to expect allotment holders to pay and that it has come to the view that the increased rent is one which it is reasonable to expect allotment holders to pay having</p>

regard to the rents that other authorities charge and having regard to the level of subsidy which allotment holders currently receive. Furthermore, the proposed increase in rent is proportionate to proposed increases in charges for other leisure activities.

**Risks & Mitigating Actions –**

**Risk:**

- Potential reduction in the number of allotment plots being used. Although there is currently a long waiting list overall, certain sites may start to find it difficult to let all the plots due to a reluctance to pay the increased fees.

**Mitigation:**

- .Promote vacant plots to current waiting list, local community groups / collectives / etc.

<p><b>Service Description: Ref 46 - Parks and Greenspace Service: Sports Users Fees and Charges</b></p> <p>As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively to provide facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.</p> <p>The 'paid-for' facilities include:</p> <ul style="list-style-type: none"> <li>• Formal</li> <li>• Cricket</li> <li>• Rugby</li> <li>• Bowling</li> </ul> <p>As part of previous of previous budget setting costs incurred by the Council in relation to sports related grounds maintenance and utilities are recharged to sports users. Currently the Council does not recover costs associated with repairs &amp; maintenance and for Statutory checks on sports pavilions etc. Nor does it recover staff/overhead costs etc. In order to achieve full cost recovery in relation to the provision of sports facilities these costs will need to be recharged to users.</p> <p><b><i>It is proposed to commence consultation on/implement the following change</i></b> – The recharging of the cost of statutory checks to sports pavilions and repairs and maintenance of sports pavilions and associated hard infrastructure to sports users.</p> <p><b><i>Rationale for service change proposal</i></b> – The Council can no longer afford this level of subsidy</p> <p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul> <p><b><i>The following activity will change, stop or significantly reduce</i></b> – The Council will recharge the cost of statutory checks to sports pavilions and repairs and maintenance of sports pavilions and associated hard infrastructure to sports users.</p> <p><b>Impact of service change –</b></p> <p><b>Service Users</b> – will/may have to pay more for the use of sports pitches. The actual amount payable by individual leagues/club/players will be a matter for the managing agents as they are ultimately responsible for apportioning all the costs associated with playing the sport.</p> <p><b>Partners</b> – There may be a general reduction in the number of people joining sports clubs which may affect their viability</p> <p><b>Council</b> –</p> <p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input checked="" type="checkbox"/></p> <p>There are already regular and ongoing meetings with the Liverpool County FA, and the Managing Agent for the various Sefton leagues. These changes will be discussed at those meetings and form part of the ongoing roll out of reducing subsidies to sports users.</p> <p><b>Equality Impact Assessment</b> – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. .</p> <p><b>Legislation Considered</b> – Not applicable</p> <p><b>Risks &amp; Mitigating Actions</b> –</p>
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**Risk:**

- Potential reduction in the number of participants in outdoor sports.
- The Football Leagues and football clubs may see a reduction in members
- A reduction in demand for playing pitches may lead to a reduction in grounds maintenance.
- Further reductions in the size of the contract will have a significant impact on the contractors operation, may require further redundancies in their workforce and may jeopardise the viability of the contracts.
- There may be one off costs associated with service reduction and redundancy

**Mitigation:**

- The Council is working with Liverpool County Football Association, The Managing Agent for amateur football and the football leagues to encourage and support continued activity in grass roots sport.

**Service Description :Parks and Greenspace Service: Ref 47 - Further Changes in Style and Standards of Parks Management**

Parks and Green spaces is responsible for looking after

- Approx 160 Parks and Green Spaces,
- 54 Playgrounds
- 2 Golf Courses
- 90,000 trees, in streets and in parks
- 16 Bowling Greens
- 91 Sports pitches
- 14 Allotment sites

Traditionally these parks and open spaces were managed in a gardenesque manner as if they were private gardens. Latterly this approach has been changed and these sites are now managed as public landscapes.

Public landscapes are managed in a much broader manner and on a less intricate scale. There is more emphasis on a more naturalistic appearance and less on horticultural and ornamental displays.

Parks and open spaces are now managed to this different style. A style that is based less on horticulture and more on a natural landscape and biodiversity. For example wildflower meadows replacing annual floral bedding in a more cost effective way but can look just as good and have biodiversity benefits too.

This shift in style has allowed substantial savings to be made in the cost of parks maintenance.

The success of this approach is a result of the extensive re-engineering of the PGS undertaken in 2012. The re-engineering model is based on recognising that parks management is a combination of managing the soft infrastructure, (the green stuff), the hard infrastructure (paths, fences, buildings, play equipment etc) and people who interact with the parks (users, neighbours, abusers, over-lookers, tourists etc) within an overlying structure of parks service co-ordination.

The re-engineering model recognises and asserts that cutting one aspect of this model disproportionately is likely to cause a ballooning effect of difficulties and problems elsewhere which may cost more to resolve than the saving made

Application of this parks management model has allowed substantial budget reductions to be made and at the same time by managing demand and expectations delivered a standard of parks and open spaces that is in the main acceptable to the public. And there has been no public backlash.

Parks are still good but to a different standard to that previously applied.

**It is proposed to commence consultation on/implement the following change –** To further change the style and standards of parks maintenance to an even more naturalistic and in places minimalist style which will include a reduction in the provision of facilities and fixed assets.

This may include the removal of some play areas

This will require renegotiation with the contractor.

**Rationale for service change proposal** – the Council's reducing resources requires a rigorous prioritisation of activity.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce** – In general, there will be a further reduction in maintenance standards in most sites across all areas of the parks management model. I.e. maintenance of the soft infrastructure, hard infrastructure, people management and service coordination.

On the ground this will see significant further changes to the appearance of the parks and open spaces. These change standards will be based on developing a tiered approach across the various sites.

The tiers will be based with reference to the Parks and Greenspace Asset Management Strategy, and in broad terms the larger scale sites being retained as the main facilities for communities, with the smaller sites seeing the most significant changes.

The actual number of tier 1, 2, 3 and 4 sites will be determined by the accumulated effect of the savings that can be made at individual sites and will be agreed by the Cabinet Member.

#### Tier 1 sites

Will be maintained largely at their current style/standard. But changes will be made where appropriate. These changes are likely to centre on developing further 'natural' areas within the larger parks, and the further reduction of the more expensive/ ornamental features such as bedding.

To ensure all communities are within about a 20-30 min walk (1mile) from a Tier 1 site, it is anticipated that approx 20 sites will be identified as Tier 1 status and will be distributed strategically throughout the borough.

#### Tier 2 sites

Style changes are likely to centre on further developing a more naturalistic style of management. There will be further reduction of the more expensive/ ornamental features such as bedding.

Some hard infrastructure (paths, fences, buildings, play equipment etc) may be removed.

#### Tier 3 and 4

These sites will see the most dramatic changes. These sites tend to be the more minor, simpler and (often) smaller sites throughout the borough, and include stand alone play area sites and simple public open spaces which do not contain many features.

On site maintenance will be dramatically reduced and may see the removal of many features. Tier 3 sites will only receive minimal proactive site maintenance and tier 4 sites may only receive reactive maintenance, (e.g. removal of fly tipping)

The changes to these tier 3 and 4 sites are likely to include:-

- The removal of any remaining annual bedding (flowers), herbaceous borders and rose beds. Hedges may be removed
- Shrub management may cease.
- Most grass areas in tier 3, and all grassed areas in tier 4 may be left uncut or be only cut once a year
- Most trees not pruned or managed and trees not replaced if they have to be removed.
- path sweeping, repairs, and drainage maintenance will reduce /stop
- fences, railings, walls etc may not be repaired or replaced and may be removed when they come to the end of their useful life
- Play/ outdoor gym equipment may not be replaced .Smaller/ older play areas may be removed entirely.
- Lighting columns may not be replaced.

#### **Impact of service change –**

##### **Service Users –**

- The park opening hours will remain as they are. All communities will live within 1 mile of a tier 1 park. Park users will experience a visible change in the style and character of parks, and standards of park maintenance, which they may perceive as rougher, less maintained and wilder parks and open spaces. There will be fewer facilities available as smaller play areas, ornamental gardens, etc are removed.

- Parks may feel less safe to some, with a consequential reduction in the number of park users.

**Partners –**

- The current grounds maintenance contracts are ‘Partnership’ style contracts, where the contractor works with the Council to achieve joint aims. Further reductions in the size of the contract will have a significant impact on the contractors operation.

**Council - (including other services within the Council) –**

- Potential negative impact on other Council agendas, e.g. Young people, health, tourism, economy, community safety etc
- .
- Occupiers liability issues may come more to the fore as some parks and open spaces which receive minimal maintenance will receive fewer site staff visits.
- With reduced service coordination staff there will be slower responses to problems and issues, less flexibility; more reactive and less pro-active management.
- Reduced capacity to deal with new issues as they arise (e.g. to contest new charges by utility companies etc)
- 

**Communications, Consultation & Engagement**

Type: **Inform**  **Consult internal**  **Engage**  **Partnership**

Local people, friends of groups and volunteers will be engaged in the development and implementation of this parks transformation project. This will be done via the methods developed as part of the parks reengineering exercise previously undertaken. This will be undertaken via meetings and face to face interaction on site by the community parks officers.

The approach adopted will be to help them understand the changes that are being made to the parks, why they are being made, and the potential longer term benefits for biodiversity.

Changes to individual sites will be communicated to the public via notices, posters, and permanent signage as appropriate.

**Equality Impact Assessment** – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

**Legislation Considered** – Occupiers Liability Acts 1957 and 1984- Duty of Care to visitors and other persons

**Risks & Mitigating Actions –**

Risk:

- There may be a reduction in park users which may contribute to an increase in anti social behaviour and vandalism.
- There is the potential for increased rodent infestations due to changes in park management activity; however, work will be prioritised to reduce this risk.
- There is the potential for an increase in insurance claims due to trips, falls, however, work will be prioritised to reduce this risk.
- The Council will seek to manage acceptability of changes by working closely with service users, volunteers and local communities to develop support and engender ownership.
- The Council will seek to protect the budget for removing fly-tipping, vermin control etc

<p><b>Service Description: Parks and Greenspaces Service: Ref 48 - Grounds Maintenance Contracts</b>  The day to day grounds maintenance of the parks and open spaces is let to contract.  This includes all soft infrastructure maintenance (grass cutting, shrub pruning, bedding etc), and litter collection, cleansing etc.  In 2012, an extension to the contract was negotiated, which bound the contractor to make savings within the contract.</p>
<p><b>It is proposed to implement the following change</b> – the gm contractor making further reduction within the GM contracts</p>
<p><b>Rationale for service change proposal</b> – improved commissioning</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce</b> – Further contractor's efficiency savings can be realised for the years 15/16 and 16/17 resulting from the renegotiation of the Parks Grounds Maintenance contracts in 2012.  This proposal will not lead to a reduction in the standards of service delivered.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users</b> – None</p> <p><b>Partners</b> – None</p> <p><b>Council (including other services within the Council)</b> – None</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment</b> – The Quality Assurance group in looking at this option recognises that it is a technical change.</p>
<p><b>Legislation Considered</b> – N/A</p>
<p><b>Risks &amp; Mitigating Actions</b> – N/A</p>



**Service Description: Ref 49 Coast and Countryside Service**

- Visitor and Land Management of the Coast and Rimrose Valley Country Park. Includes areas of international, national, regional and local importance for nature conservation and tourism.
- Service is responsible for:-
  - Managing visitors and anti social behaviour.
  - Maintaining accessibility of promenades at Crosby and Southport.
  - Litter clearance/bins from all beaches, hinterland and nature reserves.
  - Controlling beach car parking including cash management at Southport and Ainsdale and Formby.
  - Discharging the Council's responsibilities to bring/maintain nature conservation areas into 'favourable status' to meet government targets.
- The Council is responsible for coastal areas spanning 39 kilometres.  
The length of coastline in Council ownership is 22.5k. 10.5k is classified as amenity/resort beach, backed by coastal park or nature reserve
- Sefton Council is the largest landowner on the coastal area; including the foreshore and the total area of responsibility for this service including Rimrose Valley Country Park and other areas is 5,968 hectares – a third of the Borough.

**It is proposed to commence consultation on/implement the following change –**

**Reduction of the cost of the service**

- Reduction to visitor and site management activities across the coast and countryside service.
- Stopping of beach life guarding at Southport town beach ( but offset by increased promotion of Ainsdale Beach)

Realignment of income target

**Rationale for service change proposal** – the Council's reducing resources means that it can no longer afford to maintain current standards of service.

**Link to budget principles:**

- **Efficiency before cuts** – Protect the impact on communities
- Focus on our **core purpose**.
- Keep the needs of our **citizens at the heart** of what we do rather than think and act organisationally.
- Communicate and engage with people with **people to expect and need less**

**The following activity will change, or reduce –**

The following activities will **stop**:

- Beach life guarding will stop at Southport Town Beach
- Cessation of dog free zone enforcement at Southport.
- Management of the pinewoods will cease with no implementation of the Woodland Plan unless externally funded.
- Patrolling of coastal areas.
- Ability to expand and coordinate volunteers and community involvement
- Legacy work to sustain the community element of the Lottery funded Landscape Partnership Scheme
- Cease commitment to LoveMyBeach/Turning Tides NW bathing water improvement initiative and requirements of Revised Bathing Water Directive
- Maintenance of Cycling paths on Crosby and Southport promenades clear of sand
- No response to incidents and emergencies including no out of hours response.
- 3 coast and countryside satellite sites will no longer be covered/patrolled.
- No Sand dune management/restoration – especially at Crosby/Hightown, unless outwith core funded coast and countryside budgets.
- No education/community work unless linked to external funding
- External accreditation – Seaside Awards. FSC etc.

The following activities will reduce-

- Ainsdale. Beach car parking at Ainsdale will cease outside the main summer season - the beach car parks will be opened later in spring (May), closed earlier at the end of summer (mid-week from first weekend in Sept) subject to need and weather conditions and due to reduced staffing levels during the summer, reduced in size so as to be managed/policed safely and effectively.
- Habitat management except in areas where external grants are involved or actions required protecting the SSSI/SAC from consented but potentially damaging operations such as beach car parking and coordinated specialist volunteers groups will cease.

The following activities will only be undertaken on a severely reduced basis :-

- Manual litter clearance on all areas - there will be further reduced cleansing activity on the main amenity beach areas and other coastal areas, including the hinterland, nature reserves, and Rimrose Valley Country Park
- Beach Life guarding at Southport will cease with limited cover being provided from Ainsdale at peak times and high risk periods (tides)
- Sand clearance along promenades at Southport and Crosby and the footpaths through Crosby Coastal Park i.e. there will be reduced sand clearance with paths being blocked for longer periods or semi-permanently.
- Management of visitors and associated issues

- Visitor interaction across the coast
- Management of antisocial behaviour/responding to incidents
- Supporting the emergency services
- Patrolling of the Rimrose Valley Country Park
- Close to 100% reduction in enforcement of byelaws, litter or dog fouling orders across all areas, especially during the summer season.
- Dog free zone management at Ainsdale.
- Further reduced mechanical beach cleansing except for the most serious instances of flotsam and jetsam on tides.
- Support for the Natural Alternatives BAP
- Reduced habitat management of the protected sites and discharge of Habitat Regulations obligations to seek to meet Favourable Status on supported by external funding or supported by volunteer groups.
- Abiding by the legal consent for all of the coastal operations within the SSSI which are 'consented activity' and agreed with Natural England (the Regulator), car parking, mechanical beach cleansing, access etc.
- Because of the dynamic and complex nature of managing the coast, even those activities that may continue at reduced levels will be subject to prioritisation and dynamic risk assessment on a daily basis subject to the issues/staffing/weather/season being faced at any particular time.

**Impact of service change –**

Reduced level of service - There will be reduced capacity to proactively manage, protect and respond to community and environmental needs

**Service Users –**

- There will be a reduced number of staff to interact with the public and provide advice and guidance on beach safety, bathing and anti social behaviour.
- At times no evening presence to deter antisocial behaviour and considerable reduced presence of staff September – May; reduced enforcement of byelaws.
- The Natural Alternatives biodiversity/social inclusion project offering opportunities for vulnerable children/adults and excluded children, apprentices, trainees, volunteers will have to play a greater role supporting the core service resulting in a review of coast and countryside working arrangements, but subject to availability of external funding and changes to budget management associated with allowing the roll forward across financial years of funding
- No public vehicular access to Ainsdale beach in the winter.
- More noticeable decline in standard of cleanliness and reduced activity/staff presence
- Access may be affected in some areas by the reduced level of sand clearance

**Partners –**

- A reduction in staffing will have an impact on the management of the Sites of Special Scientific Interest and other nature conservation sites of European importance.
- Will have an impact on the ability of partners on the coast to manage their land (as incidents that occur that do not respect boundaries) and reduced resources from Sefton will see an overspill of problems.
- Some impact on the delivery of partner funded schemes. High Level Stewardship Scheme, Heritage Lottery Funding, and Love my Beach.
- There may be additional call on the Police, Coastguard, Fire and RNLI and Southport Lifeboat.

**Council –**

- There will be less staff to deal with issues that may arise, leading to prioritisation
- The Council is responsible for dealing with and coordinating oil pollution incidents and the Coast and Countryside Service currently lead on the beach management side of any pollution event on behalf of the Council. There will be further reduced ability to undertake this role.
- Difficulty dealing with emergencies and incidents and unusual conditions, cockling, oil pollution, storms (especially out of hours) and during hot weather conditions
- Increase in anti-social behaviour, litter and detritus, traffic management issues which may deter visitors and impact on income generation.
- Reduction in available staffing/staff time impacting on the ability to develop grant schemes, attract external funding
- Reduction in available staffing/staff time impacting on the ability to supervise volunteers, apprentices, and inclusion projects etc.
- reduction in summer seasonal staffing
- Considerably reduced ability to enforce byelaws at certain times
- Council may lose some of the added value benefits of RNLI beach life guarding contract, subject to agreement on future contract specification

Potential negative impact on other Council agendas, e.g. Young people, health, tourism, economy, community safety etc

**Communications, Consultation & Engagement**

**Type:** *Inform*  *Consult internal*  *Engage*  *Partnership*

These changes will be communicated to partners and other coast agencies through the Sefton Coast Partnership, the Beach Management Forum, and the Nature Conservation Forum.

Changes to life guarding will be communicated to the public via notices, posters and the installation of permanent signage.

Changes to general site management will be communicated to the public via notices and posters as appropriate.

The Council website will be updated.

**Equality Impact Assessment** – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

**Legislation Considered –**

- Environmental Protection Act 1990
- Occupiers Liability Act 1957 (amended 1984)
- Wildlife & Countryside Act 1981 (as amended)
- Habitat Regulations 1994 (as amended 2010)
- Natural Environment and Rural Communities Act 2006

**Risks & Mitigating Actions –**

- Delivery of the saving is dependent on contractual changes with the lifeguarding contract. Initial discussions appear favourable.
- Reputational risk to the council for providing a poor service at a coast marketed for tourism
- Risk to the council for failing to manage its sites of national and international importance for nature conservation, when in the past it has been a beacon of good practice.
- Potential Increased cost for managing the public rights of way network for Built Environment
- Possible reduced beach car park income
- The removal of the life guarding cover on specific beaches poses a risk to the Council as it may be held responsible for any injuries/deaths that might occur under Occupiers Liability legislation. The mitigation for this is that Southport Beach has low numbers of bathers compared to the other main beaches at Crosby and Ainsdale, and the sea is normally a long way out, and the council will install appropriate signage and provide some limited cover from the Ainsdale life guarding operation. The Council will also provide appropriate information and advice on its website and other information points.
- However a saving can be achieved by removing lifeguard cover at Southport Beach and only providing limited roving cover from Ainsdale. This will result in reduced lifeguard cover and will require signage to discourage bathing at Southport but will promote Ainsdale beach.
- A substantial amount of the work undertaken by this service, along the entire length of the coast, is already supplemented by service users, volunteers and training scheme placements (e.g. work experience, apprentices, Future jobs fund etc) as part of the Natural Alternatives BAP inclusion project. A programme of cross-skilling of core staff has been in place in recent years. A reduction in staffing, including seasonal summer staff as part of this option will increase the reliance on other (externally funded) projects. Enough

core staff need to be retained to continue to seek to access such funding. Will need to retain adequate multi-skilled staff levels to support a change in working arrangements, such as annualised hours and use of casual labour.

- Whilst efforts will be made to plug any gaps with volunteers and trainees It is difficult at this stage to predict whether and how much supplementary support will available in the future, but there is the potential through a review of the core Coast and Countryside working arrangements and further development/expansion of the scope of the Natural Alternatives BAP to increase the number of participants and external funding.
- There may be an increase in complaints, vandalism, anti-social behaviour

Work will be prioritised to address most pressing issues.

**Indicative Number of Staff at Risk:** up to 5 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option. Fewer seasonal staff will be recruited.

**Health & Wellbeing**

**Service Description: Ref 50 - Environmental Health :**

Delivery of a range of frontline Environmental Health services to protect residents from public health hazards, prevent the spread of disease and ensure a safe living environment.

Currently involving 2200 inspections and responding to 15,000 resident reported health hazards/complaints pa.

**Current activities are:**

**Food Hygiene/Standards legislation** for 2400 food outlets/ food related infectious disease control

**Health and Safety @ Work Act** compliance for ~6000 Sefton businesses **Public Health Acts** (duty to un block drains, public health funerals, filthy & verminous premises, keeping of animals, waste on private land)

**Prevention of Damage by Pests Act** – duty to keep borough free of Rats and Mice – charged public health pest treatment for Rats, Mice, Bedbugs, Cockroaches, Fleas

**Environmental Protection Act:**

prt 1 Industrial Air Pollution Control (75 permitted processes)

Prt 2 Commercial waste / fly tipping / environmental crime enforcement

Prt 2a Contaminated Land, investigation & remediation

prt 3 Nuisance Complaints (noise, odour, dust) prt 8 Stray dog collection & kennelling, Dangerous dog attacks

**It is proposed to commence consultation on/implement the following change –**

Reduction of proactive and responsive frontline environmental health regulatory services to be targeted at higher public health risks at no more than the statutory minimum.

**Rationale for service change proposal** – The Council's reducing resources requires a rigorous prioritisation of activity. The resources for the service can be reduced without breaching the statutory minimum level at which significant corporate liabilities arise, albeit at the expense of service quality to residents.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The activity will reduce to:**

Food hygiene and food standards service would be delivered at no greater than minimum obligatory FSA requirements.

Control of infectious disease (food related) and exclusion of food workers.

Health & Safety intervention for high risk activities and the investigation of serious workplace accidents.

<p>Statutory nuisance investigation of pollution and public health hazards limited to significant health impact or those affecting several residents only.</p> <p>Pollution – Permitting of prescribed industrial processes.</p> <p>Pollution – remediation of contaminated land through land development.</p> <p>Public Health – input to resolve blocked / defective drainage or sewage contamination.</p> <p>Public Health - addressing filthy and verminous premises / public health funerals.</p> <p>Public Health – forced removal of accumulation of waste on private land if consisting of putrescible material or harbourage for rats.</p> <p>Pest Control - treatment service for public health pests.</p> <p>Environmental Enforcement – investigation of fly tipping which involves a significant quantity of material, littering and dog fouling likely to provide evidence of the offender.</p> <p>Environmental Enforcement – enforcing over hanging tree complaints for privately owned trees, where the highway is obstructed to prevent reasonable passage or significantly obstructs the view of traffic.</p> <p>Dog Warden – Collection of and kennelling of stray dogs</p> <p>Dog Warden - Dangerous dog Investigations prioritised to those involving dog on human attacks.</p>
<p><b>Impact of service change</b></p> <p><b>Service Users –</b></p> <ul style="list-style-type: none"> <li>• There will be reduced level of protection and response times will increase in respect of some environmental health risks.</li> <li>• Impact on environmental quality as likely to see an increase in public health pests, dog fouling, litter, statutory nuisance.</li> </ul> <p><b>Partners –</b> failure to deliver expected best practice national partnership network controls on food safety, standards and food fraud, non participation with HSE national Health &amp; Safety priority interventions.</p> <p><b>Council –</b></p> <ul style="list-style-type: none"> <li>• General – There may be an increase complaints to councillors Corporate Complaints and ombudsman due to public unacceptability of diminishing service standards, degrading environment and perceived lack of effective investigation for low risk cases.</li> <li>• Cleansing - Increased demand upon cleansing services due to less waste enforcement and increased fly tipping and litter.</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform x <input type="checkbox"/> Consult internal      Engage      Partnership <input type="checkbox"/></p>



**Equality Impact Assessment** – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

**Legislation Considered –**

**Food Hygiene/Standards legislation** FSA prescriptive legislative requirements

**Health and Safety @ Work Act** HSE prescriptive requirements

**Public Health Acts**, infections disease control, duty to un block drains, public health funerals, filthy & verminous premises, keeping of animals, waste on private land **Prevention of Damage by Pests Act** – duty to keep borough free of Rats and Mice

**Environmental Protection Act:**

Prt 1 Industrial Air Pollution Control Permits (Defra prescriptive requirement)

Prt 2 Commercial waste / fly tipping / environmental crime

Prt 2a Contaminated Land remediation

Prt 3 Public Health Nuisance Complaints (noise, odour, dust)

Prt 8 Stray dogs collection & kennelling,

**Risks & Mitigating Actions–**

- Lack of capacity to respond locally to emerging risks resulting from the globalisation of the food chain and the increase in food crime e.g. horsemeat, listeria, unfit meat, counterfeit alcohol
- Limited capacity to participate in national priority work as directed by HSE
- Increased risk to public health from a reduction in support to businesses involved in tattooing, body piercing, acupuncture and sun beds.
- Reduced capacity to respond to retail violence incidents notified by Merseyside Police which affects vulnerable groups including small businesses within high crime areas.

Mitigation of the risks would be achieved by ensuring that resources for externally regulated prescriptive duties (that carry the greatest community and corporate risks) are deployed to cover statutory minimum requirements ahead of responding to resident nuisance and environmental quality complaints. Resident requested intervention will be prioritised on the basis of public health risk and the impact on the wider community.

**Intervention**

Failure to discharge prescriptive duties for Government Regulators such as the Food Standards Agency (FSA) can result in intervention and direction.

**Compensation**

Where a duty is imposed on a public body by statute, liability may arise in damages to a person who is protected by

the statute and has suffered loss or harm arising from a breach of that statutory duty.

**Indicative Number of Staff at Risk:** up to 10 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Service Description: Ref 51 - School Health**

The current service was commissioned at the beginning of 2014 from Liverpool Community Health.

School health delivers the key components of the national Healthy Child Programme. The service focuses on the promotion of health and early interventions. Support is provided to individual children and families and to schools as a whole. Work delivered includes: health assessments for individual children at key stages in development and any child new to the area, drop in clinics covering health and lifestyle behaviour, support for vulnerable children including safeguarding, assisting schools with lesson planning in PHSE and supporting schools develop school health plans. Sefton council is currently working with NHS England and PHE to deliver school elements of the National Child Immunisation Programme. Delivering a coordinated Sefton wide service maximises resources, ensures equity of access and targets resources to areas of greatest need. It also ensures good practice re clinical governance and safeguarding.

Sefton Council will take on responsibility for commissioning 0-5 services from October 2015. 0-5s services are also currently provided by Liverpool Community Health.

**It is proposed to commence consultation on/implement the following change** – Respecify/ recommission delivery of the Healthy Child Programme for the whole 0-19 age range when the Council takes on responsibility for commissioning 0-5 PH programmes in October 2015.

**Rationale for service change proposal** – To achieve an integrated 0-19 healthy child service with effective links to early years provision and deliver financial efficiency. To achieve savings ahead of the transfer of 0-5s services would have a significant impact on service delivery as outlined below.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce –**

The core contribution to the Healthy Child Programme will remain.

The key changes will have to be negotiated with the provider. In order to maintain clinical safety, governance and open access for vulnerable children. The choice of community outreach venues will be revised to account for integrated delivery of services.

- Children (currently all year Reception and 6) will continue to receive a health and wellbeing assessment.
- Special Educational Needs (SEN), Looked After Children (LAC) and those children with a long term health condition will be prioritised.
- Staff will generally attend safeguarding meetings when a health need is identified.
- The service will focus on delivering the National child Measurement Programme (a mandatory

responsibility) and hearing and vision screening.

- The service will review the support to children and families where issues such as parenting, quitting smoking, substance misuse, sexual health, eating disorders, deliberate self harm or anxiety and depression have been identified.
- There will be a reduction in the number and sites of clinics where children and young people can access nursing advice or be referred to specialist support.
- The service will need to review how it supports schools in developing school health plans, participate in PHSE or provide training support for staff in the medical management of pupils in their care.

**Impact of service change –**

**Service Users –**

- Children and young people will have reduced access to confidential health advice. Primary care is not always accessible at times convenient to young people and does not offer the level of confidentiality and sensitivity sought by young people. Experience of young people's health needs varies across general practice and not all practices offer the support required by young people.
- Opportunities for primary prevention and early intervention in school health such as Child and Adolescent Mental Health Service (CAMHS) will be greatly reduced and possibly lost.

**Partners –**

Core services such as CAMHS, sexual health and substance misuse will have reduced opportunities for joint work with school health colleagues. There will be less capacity to step down treatment to a lower level after a child has had specialist input.

School health is integral to the wider Healthy Child Programme and other children's services commissioned by partners. NHS England commissions

- School aged immunisation programmes
- Health Visiting (service hands cases over to school health at 4 years)

CCGs commission

- CAMHS
- Specialist children's nursing and therapies services
- Lead the health economy on SEN health provision
- Designated safeguarding nurses.

A significantly reduced school nurse workforce across Sefton will have adverse effect on the ability of other services to deliver against key obligations, e.g. safeguarding and SEN. The immunisation programme has been commissioned in tandem with the current school health service and includes plans for joint performance monitoring. The reduced capacity in school health may jeopardise the viability of the current immunisation delivery model.

Partner commissioners will not be able to commission alternative support.

The significant reduction in children's workforce and the impact this may have on safeguarding.

<p><b>Council</b></p> <p>NHS England, Public Health England and CCG may identify the following key areas of concern</p> <ul style="list-style-type: none"> <li>• The threat to health services ability to deliver the health obligations to children and families with SEN</li> <li>• Potential instability of current provider to deliver immunisation programme due to loss of current level of school health contract.</li> <li>• The cessation of early intervention and health promotion services leading to greater demand on downstream services</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p><b>Type: Inform    Consult internal    Engage    X    Partnership X</b></p> <p>Discussions with the provider and schools will progress should members agree the proposed option be taken forward.</p>
<p><b>Equality Impact Assessment</b> – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>
<p><b>Legislation Considered</b> – Health &amp; Social Care Act 2012</p>
<p><b>Risks &amp; Mitigating Actions</b> –</p> <p>There is a risk that Liverpool Community Health may struggle to deliver the school health contract. In mitigation the Council will work alongside Liverpool Community Health whilst specifying the new contract and effective performance management arrangements will be put in place to monitor impact of change.</p> <p>There may be a negative impact on health, social and educational outcomes for children not identified as needing support. This will be mitigated by working alongside Liverpool Community Health as detailed above.</p> <p>The Council will review school health within the context of a 0-19 service.</p> <p>Public health will liaise with NHS England on any impact of changes on the capacity of current provider to deliver school based immunisation programmes.</p>

<p><b>Service Description: Ref 52 - Champs collaborative public health programmes</b></p> <p>These services are commissioned collaboratively in Cheshire and Merseyside to achieve better value for money than when commissioned individually.</p> <p>Champs programme</p> <p>Collaborative intelligence</p> <p>Programmes for tobacco control, alcohol, healthy food and physical activity, mental wellbeing, cancer early detection</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b> A reduction against all programmes</p>
<p><b>Rationale for service change proposal –</b> The Council's reducing resources requires a rigorous prioritisation of activity</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> Support for health protection/emergency preparedness and social marketing programmes would cease. Collaborative intelligence work will need to be more carefully prioritised to ensure meeting local needs.</p> <p>Cancer early detection and CALM mental health programme would cease.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> Reductions in programmes for key priority areas such as tobacco control and alcohol will reduce their impact on population health outcomes</p> <p><b>Partners –</b> Cessation of support for health protection and social marketing will increase dependence on PHE. Concern re capacity across PHE/Councils and NHSE for emergency preparedness. New contract for collaborative intelligence should yield significant efficiency savings and ensure work is better targeted to local priorities.</p> <p><b>Council (including other services within the Council) –</b> Less robust JSNA and health and wellbeing strategy without background intelligence. Many departments unable to effectively target work without knowing the characteristics of 'service users' from service 5.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p style="text-align: center;"> <input type="checkbox"/> <span style="margin-left: 150px;"><input type="checkbox"/></span> </p>

<b>Type: Inform</b> <b>Consult internal</b> <b>Engage X</b> <b>Partnership X</b>
Discussions will be progressed should members agreed the proposed option be taken forward.
<b>Equality Impact Analysis</b> – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.
<b>Legislation Considered</b> – Health & Social Care Act 2012
<b>Risks &amp; Mitigating Actions</b> – Capacity for emergency preparedness – mitigation plan with PHE and NHSE will be put in place Reduced impact of PH programmes – ensure remaining budgets targeted at issues that will have the biggest impact, secure support for Cheshire and Merseyside wide policy changes with low cost, high impact Loss of social marketing programmes – maximise PHE campaigns, ensure effective use of free and social media through Council core communications programme

<p><b>Service Description: Ref 53 - Operation and delivery of Sport and Leisure</b></p> <p>The Council offers a host of sport and fitness activities including 6 fitness suites, 3 swimming pools, hundreds of classes, a cycling track and athletics track, a Water Sports Centre Bar, Bistro and small hotel and a huge selection of other activities.</p>														
<p><b>It is proposed to commence consultation on/implement the following change –</b></p> <p>Review and restructure management</p>														
<p><b>Rationale for service change proposal –</b> The Council's reducing resources requires a rigorous prioritisation of activity.</p>														
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>														
<p><b>The following activity will change, stop or significantly reduce –</b></p> <p>The options below, if accepted, would reduce the operating subsidy of Leisure Centres, and also present the opportunity to contribute to other Council savings in for example Adult Social Care. If say at Dunes the Council installed 2 x 7 a-side external pitches, half the space in the Sports Hall could be converted for alternative uses.</p> <table border="1"> <thead> <tr> <th>a) Alternative Options:-</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Review and Restructure Management/Administration/Operations</td> <td>0.205</td> </tr> <tr> <td>Cancel DD collection with Avarto and Tender the service</td> <td>0.020</td> </tr> <tr> <td>Reduce Agency Payments - termination of income share agreement (BAU)</td> <td>0.125</td> </tr> <tr> <td>Delete Service Manager –Recreation &amp; Culture post (inc on costs)</td> <td>0.070</td> </tr> <tr> <td>Energy Efficiency savings</td> <td>0.050</td> </tr> <tr> <td><b>Total Potential Achievable savings in year 1</b></td> <td><b>0.470</b></td> </tr> </tbody> </table>	a) Alternative Options:-	£m	Review and Restructure Management/Administration/Operations	0.205	Cancel DD collection with Avarto and Tender the service	0.020	Reduce Agency Payments - termination of income share agreement (BAU)	0.125	Delete Service Manager –Recreation & Culture post (inc on costs)	0.070	Energy Efficiency savings	0.050	<b>Total Potential Achievable savings in year 1</b>	<b>0.470</b>
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<p><b>Impact of service change –</b></p> <p><b>Service users</b> should see no significant changes from proposals.</p> <p><b>Partners –</b> Council's current ICT provider will have the opportunity to bid for the DD work, under a revised contract arrangement.</p> <p><b>Council –</b> A reduction in Council subsidy of the sport &amp; leisure operation</p>														
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reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services

**Legislation Considered –**

Local Government Act 1972.  
2012 Equalities Act  
H&S at Work Act 1974

**Risks & Mitigating Actions –**

Limited however they would need to be explored in the context of the service changes and some consultation would be required

- Business plans have been developed using worst case scenario for income generation
- Standard of current Offer is good, and the Council has a Social Leisure Policy and Pricing Policy that is attractive to those with less ability to pay.

**Indicative Number of Staff at Risk:** up to 10 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Running the Council**

**Service Description: Ref 54 - Adults Assessments:**

In the assessment process the practitioner looks at a person's whole situation. This can include their health, housing, income, education, training and employment; their family situation, whether there are children or young people, or other family members with care and support needs; and risks to their social inclusion and participation and carers contribution to care and support. Subject to everyone's agreement, whole family assessment can enable individuals, carers and others in their family network to reach good conclusions about care and support. The views of family and significant others are crucial if a person lacks capacity to make their own decisions. Practitioners then develop care and support plans, and commission services on behalf of those people who choose not to take up a direct payment. They also have legal obligations, for example, to provide reports to the Court of Protection and delivering the role of the Approved Mental Health Practitioner.

The scope of Assessment services includes, Mental Health teams (part of a s75 partnership agreement including the provision of Adult Mental Health Practitioner (AMHP), Occupational Therapy and Sensory assessment, community care assessments, Best Interest Assessment (BIA) and Deprivation of Liberty assessments (DoLs), Safeguarding Adult Assessments, Carers Assessments, signposting and reviews and gate keeping.

**It is proposed to commence consultation on/implement the following change –** An end to end review of assessment and review policies, procedures and processes within Adult Social Care.

**Rationale for service change proposal –** As the Council faces further significant reductions in funding coupled with increasing demographic pressures and inflationary increases it must transform the way it commissions, and delivers services and works with partners and communities. To help the Council meet this challenge and that of the proposed changes and responsibilities arising from the Care Act, it has developed a strategic plan highlighting where it will focus resources, the need to work with partners and the community and develop the market to deliver the required change.

As part of our Adult Social Care Change Programme the Council is seeking to develop a model for Sefton Council's Adult Social Care that is sustainable, modern and flexible. Work is already underway, and will need to be accelerated, to investigate best practice, legislation, types of assessment and review. The new ways of working will be designed around the needs of the person concerned, recognise contributions from everyone that can input to the desired outcomes and where possible seek to strengthen independence and well being. In addition to this officers will identify and develop new solutions such as self-help, self-assessment and referral tools. This area of work will consider delivery methods, pathways, roles and responsibilities covering all areas of care management. It is anticipated that this change will see the redesign of local pathways, new ways of working, increased use of assistive technology and changed roles and responsibilities, which will require investment in workforce development and technology. Planned changes are already in the schedule including our approach to reviews, CHC and self-assessment.

The further reductions in government funding will require us to take a more radical approach to planned work.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Ensure we provide services strictly in line with eligibility criteria.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce –**

It is proposed that the Council works with the opportunities presented by policy changes around the implementation of system change and integrated services to deliver the savings. For example;

- The impact of BCF development upon Health and Wellbeing Strategies and joint funding arrangements, means that GPs and community-based nurses will be increasingly involved in the commissioning of health and social care support for their patients, and they could be included in planning support for individuals.

- Use of personal budgets and personal health budgets means that support can frequently be designed and delivered in new, innovative and personalised ways to suit individual preferences and lifestyles.
- Third sector advocacy and stakeholder organisations may be able to take responsibility for the delivery of adult assessment or care and support planning and brokerage. New powers in the Care Act open up this avenue.

**Impact of service change –**

**Service Users –**

1. Service users with eligible assessed care and support needs will continue to have their needs met within statutory service provision. But Care and Support planning could be conducted by alternative agencies such as user led organisations.

**Partners –**

2. Health; both commissioners and providers (Particularly s75 partners; Mersey Care and LCH)
3. The VCF including user led organisations and Advocacy groups (age concern, etc).

**Council (including other services within the Council) –** the Council will need to invest in workforce development, technology and change management skills.

**Communications, Consultation & Engagement**

Type: Inform  Consult internal  Engage  Partnership

Consultation and engagement activity will take place with those directly impacted by this change. When carrying out assessments and reassessments the Council will consider the impact of any change to an individual's care plan and agree transition arrangements with individuals, their families and carers as appropriate

**Equality Impact Assessment –** Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

**Legislation Considered –**

- The local authority has a legal duty to carry out an assessment of anyone living in its area who may need community care services once it becomes aware of this need and then must make a decision as to whether to provide a service.
- The threshold test for an assessment is very low. A local authority must assess anyone who may need a service that it may be able to provide or arrange. This means that even if someone will not meet the Council's eligibility criteria for getting any help, the Council must still carry out an assessment. Similarly the Council cannot refuse to assess someone's needs on the grounds that they would have to meet the full cost of any care provided – the assessment right is a free-standing one ( R v Bristol City Council ex parte Penfold, 1998).
- National Health Service and Community Care Act 1990
- Chronically Sick and Disabled Persons Act 1970
- Mental Health Act 1983
- Prioritising need in the context of Putting People First: A whole system approach to eligibility for social care; Guidance on Eligibility Criteria for Adult Social Care, England 2010'
- The Carers and Disabled Children Act 2000:a practitioners guide to carers' assessments , 2001
- Mental Capacity Act 2005
- Care Act 2014
- Community Care (Delayed Discharges, etc) Act 2003

**Risks & Mitigating Actions –**

The risks associated with this change are significant, key issues are set out below;

- The service has just gone through a reorganisation and it is still in the process of settling down. Alongside this a recent Supreme Court ruling has led to a significant increase in the number of DoLs

assessments which are stretching the capacity of the service. Work continues to be prioritised and monitored.

- In order to manage the risk to life and limb the teams would prioritise assessments based on risk to the vulnerable person such as; Safeguarding, AMHP assessments, DoLs and complex OT assessments, people in crisis in the community. There is a risk that there may be a delay to other assessments and reviews which would be prioritised and monitored by managers within the service. A lack of capacity may increase hospital delayed discharges, the service reducing the number of reviews again prioritising activities in this area, , significant reduction in transitions assessment and the Council must also consider the increase in assessment arising from the Care Act
- The Care Act is due to be implemented over the next 2 years and the first year of implementation will increase the number of assessments required to be completed by the service and stretch the capacity of the service. A new Service Manager post will support the change management associated with the Care Act and the Transformation team continue to support this area of work.
- The Adult Social Care Transformation Plan requires assessment to be undertaken to achieve current assumed savings. The resources allocated will need to be boosted to ensure delivery as will IT development capacity.
- That use of other professionals/agencies to provide assessments may lead to increased cost of care packages or inappropriate care provision.
- A change in an area as complex (both in areas of delivery and legislative requirements) as Adult Assessment Services requires time and capacity to be made available to develop a range of options and the system redesign that can be modelled and tested. This is to ensure delivery of assessments under statutory regulation and guidance and ensure that perverse outcomes are mitigated against through the implementation of things like; training and education, use of audit and panels, and the identification of performance indicators to ensure that savings will be delivered going forward. This will include, continued review of work flow and capacity, using opportunities to work differently with Partners, the development of personalisation, easy access to self assessment and universal services.

**Indicative Number of Staff at Risk:** up to 10 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Service Description: Ref 55 - Client Contribution Assessment/Collection and Welfare Rights.**

The Council is legally able to charge individuals a contribution to the cost of meeting their care needs. The contribution is calculated in accordance with the Council's Fair Charging Policy following a thorough assessment of the service user's financial circumstances.

This service includes the following:

Financial Visiting Officers who assess the individual's ability to financially contribute to their care and help to maximise their income from a review of benefits received and entitlements (supported by the Welfare Rights Advisory Team).

Area Finance Team who administer the process for commissioned adult social care provider payments and the recovery of service user contributions to their care. The team also support appeals processes.

The Welfare Rights Advice Team who provide specialist information, advice and guidance on welfare rights and welfare reform, working collaboratively with the Citizens Advice Bureau and other community based services (e.g. foodbanks). The team also is responsible for managing Appointeeships, Guardianships and property disregards.

The Emergency Local Assistance Scheme (ELAS) team who administer the provision of support to those vulnerable members of local communities experiencing hardship.

**It is proposed to commence consultation on/implement the following change** – Restructuring and integrating the above service with the specialist Substance Misuse Housing and Welfare Rights Team.

The ongoing change to implement pre-paid cards may require wider integration, including integration of the financial transaction and reconciliation aspects of the Direct Payments Team, currently commissioned externally in Sefton Carers Centre.

A further step would be to explore integration of the Welfare Rights Advice Service with the Financial/Debt Advice services currently externally commissioned with other organisations.

**Rationale for service change proposal** – Integration of the above functions, allied with better administrative systems and better utilisation of current ICT systems, could result in efficiencies and reduction of duplication, enabling a small reduction in the current staffing establishment without significant impact on the services delivered.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce** – Functions currently spread across a number of teams would be delivered through an integrated Client Contribution Assessment/Collection and Social Care Payment and Billing (including Direct Payment and Provider payments) service.

**Impact of service change –**

**Service Users** – There would be no negative impact on service users as they would continue to receive the same services. Removal of duplication and better exploitation of current ICT systems should result in better service delivery.

**Partners** – The ongoing change to implement pre-paid cards and the integration of the financial transaction and reconciliation aspects of Direct Payments would impact upon the Sefton Carers Centre who currently deliver

elements of this service. TUPE processes are likely to apply to any staff transferred into the new service. If the Welfare Rights Advice Service were to be integrated with the Financial/Debt Advice service currently externally commissioned through Sefton CAB, this would have implications for the CAB. TUPE processes are likely to apply to any staff transferred into the new service.

**Council (including other services within the Council)** – If the integration of the Direct Payments service was undertaken, this would enable better utilisation of ICT systems and ensure more effective monitoring of Direct Payment accounts and more timely recovery of surpluses. This would involve transfer of staff into the Council and standard HR process, including TUPE processes would be followed. If the integration of the Financial/Debt Advice services were undertaken this may involve transfer of staff out of the Council, standard HR processes, including TUPE processes would be followed.

Other options that may be presented to Cabinet in this budget process may result in a further reduction of staffing in this area

#### **Communications, Consultation & Engagement**

Type: Inform  Consult internal  Engage  Partnership

**Equality Impact Assessment** – Service Users would continue to receive the same services. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

**Legislation Considered** – There is no statutory duty to provide a welfare rights advice service. ELAS is two-year scheme with no permanent funding beyond March 2015.

Fairer Charging Policies for Home Care and other non-residential Social Services, 2013  
Health and Social Services and Social Security Adjudications Act 1983

**Risks & Mitigating Actions** – Reduction in the service might result in delays to the assessment and collection of Client Contribution (possibly delaying the commencement of services or reducing the income collected by the Council) and may also result in people not getting timely advice and support with benefits, which may impact on their ability to access funds and reduce the resultant contribution to care collected by the Council. Outsourcing of the Welfare Rights Advice Service would require effective contract specification and management to prevent any capacity issues with the new service, or reduction in access for adult social care service users. The provision of effective financial information and advice will be crucial to the Council when the Care Act comes into force; it is too early to determine how that service might best be provided/facilitated.

**Indicative Number of Staff at Risk:** up to 2 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Service Description: Ref 56 - Commissioning & Contracts**

The Commissioning Service supports the Council to effectively commission. This includes establishing effective commissioning frameworks for the organisation and supporting the Commissioner through the commissioning process/cycle. The Commissioning Service is structured to provide support through all stages of the Commissioning Cycle, including:

- planning, management and co-ordination of the commissioning process;
- helping Commissioners to develop understanding of what is needed and what is effective;
- developing and implementing commissioning strategies;
- supporting the implementation of the commissioning strategies/ approaches/decisions;
- developing specifications, service level agreements and contracts for managing delivery;
- supporting the procurement process (where procurement is appropriate);
- performance monitoring, management and review of progress towards the desired outcomes (including contract compliance and management);
- market facilitation and development;
- decommissioning services; and
- effectively involving other colleagues, including business intelligence, policy/performance, legal, finance, and procurement colleagues through the commissioning process/cycle.

The service particularly supports Commissioning across the Older People, Young People & Families and Public Health departments, but is also responsible for establishing corporate Commissioning frameworks. The service supports the Commissioning of over £100m of services and the management of 700+ contracts.

**It is proposed to commence consultation on/implement the following change –** Reduction of the Commissioning Service staffing establishment.

**Rationale for service change proposal –**

In order to meet the Council's savings requirements. Further prioritisation/risk assessment of work undertaken a reduction in support for Commissioning and Contract Management of lower priority/risk services and better use of ICT systems may mitigate the impact of staffing establishment savings.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Ensure we provide services strictly in line with eligibility criteria.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce –**

Ninety-Four percent of the Commissioning Service budget is spent on staff. Therefore any significant saving will result in a reduction in staffing establishment. This would require further prioritisation/risk assessment of work undertaken and a reduction in support for Commissioning and Contract Management of lower priority/risk services, with potential risks to the quality, safety and value for money secured from those commissioned services.

**Impact of service change –**

**Service Users –** The Commissioning Service supports the availability of a range of quality services for the community and the new Market Management role, contained within the Care Act 2014, will extend the scope of this to services available to self funders. Delivering a saving on this element of the budget<sup>1</sup> would impact on the service's ability to undertake this function.

**Partners –** The Commissioning Service works closely with a number of partners (particularly NHS and Local

Authority partners) to commission and develop services. A budget reduction requiring staffing reductions would impact upon this partnership working. This might be offset somewhat by a wider integration of Commissioning support activity across the Council.

**Council** – The Commissioning Service supports the Council to effectively commission. This includes establishing effective commissioning frameworks for the organisation and supporting the Commissioners through the commissioning process/cycle. The service particularly supports Commissioning of over £100m of services and the management of 700+ contracts across the Older People, Young People & Families and Public Health departments, but is also responsible for establishing corporate Commissioning frameworks. Further reduction in staffing would require further prioritisation/risk assessment of work required and a reduction in support for Commissioning and Contract Management of lower priority/risk services, with potential risks to the quality, safety and value for money secured from those commissioned services. The support of the Commissioning Service is also vital to the delivery of the transformation and budget savings programmes, as many aspects of these programmes require de-commissioning and re-commissioning of services.

Other options that may be presented to Cabinet in this budget process may result in a further reduction of staffing in this area.

**Communications, Consultation & Engagement**

Type: Inform  Consult internal  Engage  Partnership

**Equality Impact Assessment** – Should this option progress equality implications will be assessed. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

**Legislation Considered** – Effective Commissioning and contract management are implicit within the Best Value duty and also feature within statutory guidance. The new Market Management role, contained within the Care Act 2014, places a duty on Local Authorities to develop the market so that services are available for all residents, including self funders. Spend from the public purse requires Commissioners of care to retain some responsibility for quality and cost of care provided. How and who this is delivered by, is not prescribed.

**Risks & Mitigating Actions**– This will require a reduction in staffing levels, reducing the support provided to Commissioners and requiring further prioritisation/risk assessment of work required and a reduction in support for Commissioning and Contract Management of lower priority/risk services. Significant reduction may reduce the Council's ability to ensure value for money and may leave the Council open to financial and other liabilities from unmonitored contracts of care provision. Better use of ICT systems might help to reduce duplication, achieve better value commissioning and enable or mitigate the impact of staffing establishment savings.

**Indicative Number of Staff at Risk:** up to 2 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.



**Service Description: Ref 57 - Attendance & Welfare:** The Council has statutory responsibility to implement the 'Parental Responsibility Measures for School Attendance across all schools including academies. The Attendance and Welfare Service undertakes this function. The Attendance and Welfare Service carries out other duties and responsibilities for the Council.

This includes:

- Appointing an Officer to supervise Education Supervision Orders and to carry out investigations including witness statements leading up to prosecutions. The Local Authority should conduct all investigations in accordance with PACE and Attorney General's Guidelines for Crown Prosecutors. Local authorities cannot delegate or charge schools, including academies for this service. (**School Attendance Guidance 2013**)
- Issuing penalty notices for non school attendance including taking term time leave without permission
- The threshold for accessing the service AWS is 10% or more unauthorised absence (persistence absence threshold is 15%. This target was set in line with the criteria for troubled families.
- Monitor persistent absence of those children who have statements of SEN (Education, Health and Care Plans)
- Responsible for exclusion process
- The team work across all school and Pupil Referral Units with individual young people and families to identify and resolve endemic issues that prevent children and young people attending school
- Monitor the attendance of looked after children and those supervised by the Youth Offending Service
- This is a collaborative/traded service with schools that fund a number of workers to provide a network across the school communities. AWS has service level agreements with schools worth £39k (7 schools, purchased service over and above core offer. All schools (excluding academies are clear that the criteria for referral to the AWS is 10% unauthorised absence.
- Young people who do not attend school are most likely to be at risk of vulnerability and/or subject to neglect or harm- it is a key trigger to identify the possibility of future family and life dysfunction
- Lead on Anti-bullying and E safety. Both of these functions are priorities that outlined in the Local Safeguarding Children's Board Business plan
- Safeguarding in Schools - Supporting schools and all education establishments to ensure they are compliant with government guidance in respect of safeguarding responsibilities and training requirements. Part of this role is delivering safeguarding training to the designated leads in schools and other education. Training for the designated leads in schools and whole school training for is funded by the schools through a traded service agreement.

It is proposed to commence consultation on/implement the following change –

- Consult on reduced eligibility for service intervention

<ul style="list-style-type: none"> <li>Consult on increasing income based on the services traded model</li> </ul>
<p><b>Rationale for service change proposal –</b></p> <ul style="list-style-type: none"> <li>Continue to develop AWS traded model</li> <li>Clear definition of Targeted Offer based on council objectives, Children’s Services &amp; Early Intervention &amp; Prevention priority groups</li> </ul>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>Focus on our core purpose.</li> <li>Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> the thresholds associated with unauthorised and persistent absence will be reviewed, yet complying with statutory legislation where applicable.</p> <p>Service may need to withdraw from non-statutory – lead on anti-bullying and transfer statutory responsibilities for safeguarding training in schools to another service.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> The challenge and support for children, young people and their families will be reduced and this may lead to an escalation of non attendance and in turn potentially increase vulnerability of the child or young person and future family dysfunction. Reduced thresholds for intervention will compound risks and vulnerabilities, particular vulnerable learners – looked after children, those involved with YOT.</p> <p>Increase in NEET and children missing from education.</p> <p><b>Partners –</b> Schools may see an increase in non attendance. The work currently undertaken in forums with schools and young people would significantly reduce as would individual one to one support.</p> <p>The triage activity with Police and other partners for children and young people missing from school and home would significantly reduce or stop.</p> <p><b>Council (including other services within the Council) –</b> Changes may place additional pressures other Council services.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> x Engage <input type="checkbox"/> Partnership <input checked="" type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered –</b></p>

Children's Act 2004

Legal Aid Sentencing & Punishment of Offenders Act 2012

Crime & Disorder Act 1998 Positive for Youth 2011

Education & Skills Act 2008 –

Parental Responsibilities for School Attendance & Behaviour Statutory Guidance 2013

**Risks & Mitigating Actions –**

**Risks**

- Increase of schools under improvement measures linked to inspection due to high rates of unauthorised absence
- Impact of unauthorised absence linked to attainment leading to a greater number of NEET
- Impact of attendance levels declining on vulnerable learners – looked after children

**Mitigation**

- Continue to develop traded model with schools to mitigate against reductions
- Other Council services could provide safeguarding training for schools on a traded model. Troubled Families Strategy supporting schools in improvement measures
- Review and align legal procedures

**Indicative Number of Staff at Risk:** up to 9 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 58 - Youth Offending Team :</b>  Statutory youth justice service (as outlined within the Crime &amp; Disorder Act 1998) primary aim is to prevent offending and re-offending</p> <p>YOT is a multi-agency partnership (statutory partners are local authority, health, police and probation)</p> <p>YOT provides borough wide youth justice services to:</p> <ul style="list-style-type: none"> <li>• Courts'</li> <li>• Children &amp; young people who offend</li> <li>• Victims and communities who are offended against</li> </ul> <p>Accountability:</p> <ul style="list-style-type: none"> <li>• YOT Partnership Management Board</li> <li>• Community Safety Partnership – Sefton Safer Stronger Community Partnership Board</li> <li>• Sefton Local Safeguarding Children's Board <ul style="list-style-type: none"> <li>• Youth Justice Board of England &amp; Wales in relation to the provision of youth justice services against national standards</li> </ul> </li> </ul>
<p><b>It is proposed to commence internal consultation on/implement the following change –</b>  Opportunity to merge services based on Government funding to support a coherent adolescent service:</p> <ul style="list-style-type: none"> <li>• Social Care</li> <li>• YOT</li> <li>• CAMHs</li> <li>• Outreach respite recovery</li> </ul> <p>Potential to reduce management capacity to support integrated services for adolescents</p>
<p><b>Rationale for service change proposal –</b></p> <ul style="list-style-type: none"> <li>• Further efficiencies, rationalising management capacity</li> <li>• The Council's reducing resources requires a rigorous prioritisation of activity</li> <li>• Reductions in younger offenders</li> <li>• Increase in numbers of young people diverted from the criminal justice system</li> <li>• Improvements in step-down arrangements to support reductions in re-offending</li> <li>• Opportunities to integrate high cost intensive adolescent services for those young people on the edge of care or custody</li> </ul>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> Service standards may be reduced.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> The location to access services in the north of the borough may change.</p> <p><b>Partners –</b> EIP – Youth Team; YOT; AWS; PRU; Children's Social Care; Family Support</p> <p><b>External Partnerships –</b> Statutory partners e.g. probation and key stakeholders will consider their cash and in kind contribution for 2015/16 if the Council reduces the funding in this area, The cumulative impact of this may impact on the outcomes for this cohort.</p> <p><b>Health –</b> re-design 2014 will impact on cash and staff contribution for 2015</p>

<b>Council (including other services within the Council) – ASB</b>
<b>Communications, Consultation &amp; Engagement</b>
Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>
<b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.
<b>Legislation Considered –</b> Children’s Act 2004 Legal Aid Sentencing & Punishment of Offenders Act 2012 Crime & Disorder Act 1998Positive for Youth 2011 Education & Skills Act 2008 – Raising the Participation Age MAPPA –duty to co-operate
<b>Risks &amp; Mitigating Actions –</b>
<b>Risks</b>
<ul style="list-style-type: none"> <li>• There may be an increase in <ul style="list-style-type: none"> <li>○ numbers in criminal justice system impacts on delivery capacity and compromises inspection expectation</li> <li>○ risk &amp; vulnerability factors for young people allied to reductions in early intervention &amp; prevention results in teenagers high cost, poor outcomes – ‘care and custody’</li> </ul> </li> <li>• There may be changes to funding levels from partners may impact on desired outcomes for this vulnerable cohort.</li> </ul>
<b>Mitigation</b>
<ul style="list-style-type: none"> <li>• The Council has an opportunity to develop and mitigate against funding reductions via establishing a multi-disciplinary adolescent service to reduce care and custody supported by central government funding. The Council will progress this change and integrate the Youth Offer and also review back office support particularly economies of scale with Attendance &amp; Welfare legal administration</li> </ul>
<b>Indicative Number of Staff at Risk:</b> up to 4 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 59 - The Outreach &amp; Respite Recovery Programme</b> is a specialist support intervention that forms part of our single Integrated Family Pathway. It is aimed at 10-17 year olds who are on the cusp of care; to facilitate their continued place within the family/extended family home. The programme is focussed on this age group as 42% of the total number of those Looked After by Children's Social Care fall within this age group.</p> <p>This targeted and successful provision works with those whose needs have been assessed as complex through CAF or Social Care or YOT.</p> <p>The service offers both an outreach service using intensive family interventions and a weekend respite facility at Melrose House. Interventions are evidence based and focus on anger management, offending or anti social behaviour, restorative justice, sexually harmful behaviour communications and positive relationships with peers and adults.</p> <p>Work is done separately and jointly with the child/young person, their parent/carer and other members of the family.</p> <p>In 2013/14 90% of the children and young people supported through this programme were able to continue to live with their family. If this programme were not in place it is likely that all of these would have escalated through tier 4 services</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b> Restructure the Strengthening Families' Delivery Team</p>
<p><b>Rationale for service change proposal –</b> Service improvements based on the success rate of the Outreach &amp; Respite Recovery Programme</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> Reduction in staffing ratios</p>
<p><b>Impact of service change –</b></p> <p>Service Users –</p> <ul style="list-style-type: none"> <li>• There will be a delay in accessing services</li> </ul> <p>Council) –.</p> <ul style="list-style-type: none"> <li>• Potential increase in the number of referrals to Social Care.</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered –</b></p> <p>Children's Act 1989  Children's Act 2004  Working Together 2013  Children's &amp; Families Act 2014</p>
<p><b>Risks &amp; Mitigating Actions –</b></p>

Any decrease in Early Help interventions has the potential of increasing the number of referrals to Social Care. To mitigate against the effect of decreasing the number of families who can be supported the Council will ensure full coordination across other family support interventions.

A joint bid with social care is being developed under the criteria laid down by the DfE's Innovation Fund. The purpose is to develop a new multi-disciplinary Adolescent Service bringing the right skills together to work across sectors; to rationalise eligibility criteria; share best practice and find new ways of working. The principles of 'right intervention at the right time with the least number of workers' will drive the bid. This funding, if successfully sourced, will enable Sefton to lead on innovative practice and to continue to meet the needs of our most vulnerable young people

**Indicative Number of Staff at Risk:** up to 4 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 60 - Locality Assessment:</b> Coordination and quality control of Early Help assessments across SMBC, Health and Education. Plans are collaborative, integrated and focussed around the needs of children and young people to ensure that the need for appropriate help is identified at the earliest point and results in sustained positive outcomes and a significantly reduced need of further intervention.</p> <p>The service facilitates and records the Team around the Family bringing multi agency workers together to produce an integrated plan.</p> <p>1300 children/young people are supported by Common Assessment Framework currently.</p> <p>Monies within the service support families through the Common Assessment Framework process in order to avoid escalation of need. The CAF Team have been embedded across EIP Services and are either based in the Multi Agency Safeguarding Hub or linked to 3 Locality areas (North, Mid &amp; South).</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b> A redesign of CAF team within EIP</p>
<p><b>Rationale for service change proposal –</b></p> <p>Improved access for families to early help through locality working</p> <p>Stronger Lead Practitioner model</p> <p>Implementation of e-caf and reduced administration</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> Reduced access to a CAF Coordinator to chair and record Team around the Family meetings. Reduced budget to support family interventions</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users</b> – As the service changes the way that it works there will be a period of transition and families may find it difficult to navigate the change.</p> <p><b>Partners</b> – This change is dependent on a cultural change and the ability of partners, particularly those acting as lead practitioners to effectively chair and record Team around the Family meetings; this may reduce the number of vulnerable children and young people whose needs can be identified early and multi agency support plans put into action.</p> <p>Lead Practitioners from schools, health and voluntary sector organisations will need to fully take on the role of Chair of Team around the Family arrangements including inviting other professionals and recording progress; this will create communication difficulties within the Team around the Family review meetings due to the number of roles Lead Practitioners will be expected to play within a meeting.</p> <p><b>Council</b> – Potentially increase in referrals to Social Care if partners disengage from supporting/resourcing CAF;</p>



currently only 7% of referrals which step down from Social Care are not successfully supported via CAF. CAF is a key driver in the early help agenda and so there will be a significant reduction in the Health and Wellbeing Board and LSCB capacity to meet their duties and expected outcomes.

#### Communications, Consultation & Engagement

Type: Inform    x    Consult internal    x    Engage    Partnership

**Equality Impact Assessment** – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

#### Legislation Considered – Working Together 2013

#### Risks & Mitigating Actions–

1. There is a risk that some partners will initially be unsure as to how best to contribute to meeting children and young people's needs through the Common Assessment Framework.
2. There may be a reduction in the number of children/young people having their needs met at the earliest point
3. There may be an increase in referrals to Social Care for initial assessments and inappropriate re-referrals as earlier indicators have not been acted upon
4. There is a risk that the number of referrals that can be 'stepped down' from tier 3b/4 services
5. There may be reduced capacity for quality assuring CAF plans and arrangements or evidencing impact

The Council will offer training and support to partner agencies to help them navigate and manage the change and support the required cultural change with Council moving towards an influencing role...This activity will also seek to improve understanding of when it is appropriate to make a social care referral.

EIP Panels to quality assure CAF work

The implementation of e-CAF will reduce administration for all involved, improve information sharing and provide child centred assessment and planning.

**Indicative Number of Staff at Risk:** up to 6 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Service Description: Ref 61 - School Standards and Effectiveness** : Statutory Service discharging the LA's duties for taking a strategic role in supporting schools to improve and for monitoring schools' progress in responding to the challenges that are raised by Ofsted in their evaluation of schools. The LA is responsible for designing, commissioning and brokering an appropriate support package for the school. The LA should also monitor the progress and success of this intervention. The LA has a statutory requirement to intervene in failing

<p>schools. This service area is subject to government inspection</p> <p>Statutory duties in moderation of assessment of SATS (KS1 and 2) and phonics screening</p> <p>Early intervention by local authority in 'schools causing concern' and support during Ofsted inspections.</p> <p><b>Context:</b></p> <p>75 primary schools (35 VA schools, 5 VC schools, 35 maintained schools)</p> <p>11 secondary schools, (7 VA schools, 2 maintained schools, 2 trust schools)</p> <p>4 nursery schools,</p> <p>2 pupil referral units,</p> <p>8 SEN resourced units</p> <p>5 special schools (1 trust school, 4 maintained schools)</p> <p>Plus 7 Academies and 1 Free School</p> <p>45,000 pupils</p> <p>Currently 3 schools are in receipt of statutory intervention and the percentage of secondary pupils going to good or better provision is in the lower quartile nationally.</p>
<p><b>It is proposed to commence consultation on/implement the following change</b> – Reduction in the Local Authority support provided to schools which are not in receipt of statutory intervention, requiring improvement or are assessed at risk of being less than good.</p>
<p><b>Rationale for service change proposal</b> – The service will focus on its statutory requirement to provide support and intervention for schools in a category of concern and reduce elements of advice; support and preventative work unless schools buy these services.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce</b> – Advice, support and preventative work in schools which is non statutory.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users</b> – reduction in support provided to schools with the opportunity to trade for the provision of these elements if required for example Headteacher assessments and appraisal, curriculum support for English &amp; Maths. Risk of a greater number of schools judged by Ofsted to be less than good or moving into the lowest Ofsted category. This then places a further statutory duty on the LA.</p> <p><b>Partners</b> – Good education is key to young people's life chances and a reduction in the quality of Education will have long term implications for employment, lifetime earnings, reliance on the state, social mobility and potentially lifespan.</p>

<b>Council (including other services within the Council) –</b> Reduction of staff. If schools fail an Ofsted inspection and are forced to become academies the Council's funding is reduced (both capital and revenue).
<b>Communications, Consultation &amp; Engagement</b>  Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input checked="" type="checkbox"/>
<b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures.
<b>Legislation Considered –</b>  Education Act 1996 School Standards and Framework Act 1998 Education Act 2002 Education and Inspections Act 2006 Education Act 2011
<b>Risks &amp; Mitigating Actions –</b>  The Council will ensure that it continues to discharge its statutory duties as outlined above. This area of service is subject to inspection by Ofsted so reduction in service standards is an inspection risk. Work will be prioritised to minimise the risk.  Schools will have the opportunity to buy back services should they wish to retain them.
<b>Indicative Number of Staff at Risk:</b> up to 3 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 62 - Schools Regulatory Service:</b> A range of statutory services for: Planning and provision of school places, school organisation, maintenance and asset management. Coordination and implementation of school admissions and appeals for all Sefton schools including 'in year' and 'fair access'. Home to school transport including school buses and travel passes for school children. Processing of free schools meals eligibility for Sefton Families. Processing applications for children's employment and children working in entertainment. Monitoring and tracking children missing education. Provision of Education for excluded children. School Governance support.</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b> An end to end review of activity, policies, procedures and processes.</p>
<p><b>Rationale for service change proposal –</b> The Council's reducing resources requires rigorous prioritisation.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> This will be a whole service review and at this stage it is anticipated that the Council will improve back office processes, information on the website and seek to increase income from traded services.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> Customer access channels may change, there may be a reduced level of support for some activities and increased waiting times.</p> <p><b>Partners –</b> as above</p> <p><b>Council (including other services within the Council) –</b> approximately 3 FTE at risk of redundancy.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input checked="" type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures..</p>
<p><b>Legislation Considered –</b> Children and Young Persons Act 1963, Education Act 1996, School Standards and Framework Act 1998, Education Act 2002, Education and Inspections Act 2006</p>
<p><b>Risks &amp; Mitigating Actions –</b></p> <p>As risks are identified during the review Cabinet member will be kept informed and work will be prioritised to ensure</p>

that this risk is minimised.

**Indicative Number of Staff at Risk:** up to 3 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Service Description: Ref 63 - 14-19 Services:** Statutory Service discharging the LA's duties for 'raising the participation age'; to provision of impartial information advice and guidance; to enable and assist young people to participate in education and training; to deliver the "September Guarantee".

<p>Per annum there are approximately 15,000 service users in the 14-19 age range, plus an additional 200 learners with High Needs up to the age of 25. Plus parents and carers of the young people. New statutory duties have been introduced from September 2014 with regard to support which must be provided for post 16 Special Educational Needs students.</p> <p>The service is delivered through an external provider and the contract was entered into in on 1 April 2014 for a 3 year period and Data Management support is provided through Halton Borough Council. It is a statutory duty to report monthly on young people who are 'not in education, employment or training' (NEET).</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b> Reduction of Connexions Contract payment and changes to contract requirements and the renegotiation of the data management work by Halton Council which is carried out on behalf of a number of the Greater Merseyside Authorities.</p>
<p><b>Rationale for service change proposal –</b> The Council's reducing resources requires a rigorous prioritisation of activity</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Ensure we provide services strictly in line with eligibility criteria.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> Some broad Information, Advice and Guidance activity will be reduced as well as some focussed visits to hard to reach/engage young people. Liaison with schools and joining up activity with the National Citizenship Service will also be reduced. Dedicated support to the Youth Offending Service (TOS) will cease.</p> <p>This is likely to have an adverse impact on the Council's ability to get young people back into and keep them in education and training particularly for hard to reach groups.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> Young people may experience a longer waiting time for a face to face meeting with an advisor. Reduced level of support to get young people back into employment, education and training.</p> <p><b>Partners –</b> Reduced attendance at meetings and input from Connexions outside of the core contract area. Reduced support for partner agencies as outlined above.</p> <p><b>Council (including other services within the Council) –</b> Impact on schools carers advice and YOS where services will be significantly reduced. NEET figures likely to increase and adverse impact on youth employment.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input checked="" type="checkbox"/></p> <p>Discussions will take place with the provider should members agree the proposed option be taken forward.</p>
<p><b>Equality Impact Assessment –</b> Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision</p>
<p><b>Legislation Considered –</b> Learning and Skills Act 2000 Section 139A (as amended by Education and Skills Act 2008, Section 80)  Education and Skills Act 2008 Section 10 and 68.  Apprenticeships, Skills, Children and Learning Act 2009 section 41 inserts sections 15ZA and 15ZB into the</p>

Education Act (1996); section 42 inserts section 15ZC into Education Act (1996)

SEND code of practice 0-25 years (July 2014)

**Risks & Mitigating Actions –**

The savings will require renegotiation with Connexions and Halton Borough Council over the terms of existing contractual arrangements.

Connexions input will be required for Education Health and Care plans under the SEN reforms for Post 16 students. Ways of linking the agendas to mitigate the reduction in service will take place.



<p><b>Service Description: Ref 64 - Children's Admin Service Development</b></p> <p>The Service Development team manage the implementation of and changes to core ICT systems across adult/children's and public health. This includes business analysis, interface between council and IT provider, specifying IT requirements, commissioned services and managing provision on behalf of operational services</p> <p>This service manages the statutory complaints process for children's /adult social care and public health. They are responsible for providing independent advocacy for Looked After Children and managing all subject access requests' for information relating to current or former social care clients. The team deal with approximately 400 Children's Services and 300 Adult SC &amp; Health complaints per annum; they respond to more 120 formal subject access requests per annum; they co-ordinate the involvement of more than 40 independent volunteers working with looked after children.</p> <p>This service is responsible for the statutory provision of information about services for children, young people, and their families.</p> <p>This team is responsible for providing clerical support to the Directors of Adults/Children's services and respective Heads of Service.</p> <p>This team provides reception support, administers internal and external mail distribution, and provides general clerical support.</p>
<p><b>It is proposed to commence consultation on/implement the following change – Service redesign</b></p>
<p><b>Rationale for service change proposal –</b> the Council's reducing resources requires a rigorous prioritisation of activity.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> To be determined</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> The bulk of these services are not directly visible to the community but support the effective functioning of frontline services.</p> <p><b>Partners –</b></p> <p><b>Council (including other services within the Council) –</b></p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered – N A</b></p>
<p><b>Risks &amp; Mitigating Actions–</b> The risks and mitigating actions will be identified during the review and any areas of</p>

concern will be reported to the Cabinet Member.
<b>Indicative Number of Staff at Risk:</b> up to 5 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Service Description Ref 65****Collective Strategic Transport and Highway Network Management and Development:**

Strategic Transport Planning and Investment delivers Merseyside and local transport strategies including development and delivery of Local Transport Plan, Local Sustainable Transport Strategies and transport asset management plan. The team leads on the City Region initiatives and Port access expansion. It leads on development and investment opportunities and funding bid preparation.

Highway Network Management coordinates all works and other activities on the highway, thus managing access to the highway network. It delivers this through the Sefton council noticing (soon to be permit) scheme and the statutory network management duty and includes managing all works by Sefton, Utility companies and third parties including processing temporary road closures and third party highway licenses. The team is also responsible for the production and delivery of the Network Management Plan. It also manages legal (skips, scaffolding, cranes, street cafés etc) and illegal obstructions (excavation works without a licence, A boards, goods, materials etc) on the highway and manages developers working on the highway that have been licensed by the Highway Development and Design team. The team also delivers the winter service policy and operational plan and coordinates the Councils out of hours highway emergency service.

Highway Safety manages parking policy and the management of parking enforcement including processing of penalty charge notices. The team responsibility also includes the identification of highway safety schemes including permanent traffic regulation orders, accident analysis, safety audits, disabled parking and dropped crossings, blue badge policy, abnormal load management, road safety education, school travel plans etc. The team also provides traffic management and parking strategies for special events

Highway Development and Design identifies designs and delivers highway improvement schemes and is responsible for the delivery of the Broom's Cross Road project. The team also works with developers on the highway impact of residential and commercial developments, entering into legal agreements to undertake works on the highway. The team provides professional comments on the highway impact of planning applications and undertakes traffic modelling, street naming and numbering and adoption and stopping up of highways.

**It is proposed to commence consultation on/implement the following change**Highway Development and Design

- Increase income target in line with current and forecast development activity by £44,000 (2015/16)
- Service reorganisation/rationalisation deletion of post(s)
- Network Management
- Increase income target by £100,000. (2016/17)
- Additional Income by increasing road closure charge to cover true cost of service. £30,000 (2016/17)

Highway Safety

Service reorganisation/rationalisation-

Strategic Transport Planning and Investment

- Service reorganisation/rationalisation- deletion of post(s)

**Rationale for service change proposal**

- The Council will sustain a minimum service. All activities will remain but response times, service levels etc. may reduce. The Council is obliged to enter into legal agreements under Sections 38 & 278 of the Highways Act 1980 with developers in the Borough for the formal adoption of new estate roads and improvements to existing roads/highways. This will primarily be generated from developer contributions to Section 38 & 278 Highways Act 1980 legal agreements, but also from all activities / services provided across the Team. Developer activity is showing signs of increase in support of this proposal.

- The proposed Permit Scheme will generate additional income to cover additional cost of staff in delivering the scheme. This is a year 2 proposal by which time the permit scheme will have been in operation for 12 months and more clarity will be available.
- Service rationalisation carries significant risk and staff resources will be reduced
- There should be an awareness that level of income is proportionate to level of staff availability and that reduction in one could result in a similar reduction in the other

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The following activity will change**

- Significantly reduced ability to provide structural checks and analysis of Developer proposals through the planning application process. Significantly reduced capacity to undertake accident analysis, scheme delivery, highway signage, safety audits on new schemes, walking and cycling initiatives and ability to respond to public / Member queries.
- Significantly reduced ability to deliver what are currently externally funded programmes such as Local Strategic Transport Fund. Unable to contribute to Local Plan, core strategy or develop new transport strategies
- The Council will still be able to provide a reduced level of service with response times to enquiries and priorities affected.

**Impact of service change –  
Service Users –**

- Charges will be revised in line with neighbouring local authorities for temporary closure from £670 to £1300. Revise emergency closure from £310 to £600. Potential increase in accident levels as schemes not developed in a timely manner, education not undertaken
- Reduced ability to respond to genuine concerns of highway problems

**Partners –**

Reduced support to Planning in structural analysis  
Reduced safety audits

**Council (including other services within the Council) –**

Increase in accident levels as schemes not developed. Unable to respond to genuine concerns of highway problems  
Impact on possible main streaming of some of LSFT functions. Severely impact on ability of Sefton to develop and maintain economic sustainability.  
Permit Scheme will provide the Council with greater control over works on the highway and will generate additional income to cover additional cost of staff in delivering the scheme. This is a year 2 proposal by which time the permit scheme will have been in operation for 12 months and more clarity will be available

**Communications, Consultation & Engagement**

Type: Inform  Consult internal  Engage  Partnership

**Equality Impact Assessment – N/A**

**Legislation Considered –**

Highways Act 1980, New road and street Works Act 1991, Traffic Management Act 2004

**Risks & Mitigating Actions –**

- There will be a reduced capacity to undertake structural assessments which may result in developers seeking alternatives which could reduce income
- There may be a reduced ability to respond to genuine concerns of highway problems, so work will be prioritised to minimise this risk
- To mitigate the impact of increased charges the Council will retain the fee for civic/charity event road closures at £410
- Priority will be given to developer activity which is likely to generate the most income (generally those with the biggest impact on the highway network)

**Indicative Number of Staff at Risk:** up to 6 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

**Service Description: Ref 66 - Parking Services**

The Council enforces parking restrictions within the borough under the Traffic Management Act 2004. The Council also aims to promote the safe flow of traffic, pedestrian safety, the increased use of public transport and access to town centres.

**It is proposed to commence consultation on/implement the following change**

1. 10p increase per hour P&D on-street and off street	£150k
2. Remove Free 30mins in Crosby and Southport Sunday free areas	£60k
3. New charges on car parks in Crosby, Formby and Churchtown	£90k
4. Park and Ride inc to £2 (from £1.50)	£40k
5. Remove refund for Leisure users at Dunes and Bootle	£100k
6. Increase registration charge for RPP permits to £30 (from £20)	£7k
7. Remove option for 30 minute parking in Southport and Bootle on-street	£100k

**Rationale for service change proposal** There is no evidence to suggest that changes to parking service charges at the proposed levels will negatively impact upon footfall in key retail areas.

**Link to budget principles:**

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The following activity will change /stop**

Number of car parks where parking is free will reduce.

New off- street parking areas will be introduced. These will be at Crosby Lakeside, Blucher Street, Burbo Bank, Formby Sumner Road and Churchtown Botanic Gardens (Verulam Road)

The enforcement activity of our enforcement contractor NSL would be spread more thinly to ensure enforcement takes place across new areas.

Refund of parking fees to users of Dunes and Bootle Leisure centres would cease.

Option to pay for 30mins parking on street would cease, minimum charge will be for 1 hour.

**Impact of service change –**

**Service Users –** Motorists will be faced with charges on car parks which have not previously been charged for or increased charges on existing car parks / on street spaces

Users of Dunes and Bootle Leisure centres would no longer received a refund of their parking charge. Currently

users receive a refund, the proposal will mean that no refund is provided which will increase the cost of usage by between £2 to £4 per visit e.g. those customers on the GP referral scheme who are required to visit daily will have to pay £10 per week for parking, this group are mainly pensioners and low income groups. Leisure centres are also likely to see a reduction in gym membership.

Residents of RPP areas would pay an increased charge for permits. At the current time some residents (those who only have a visitors permit) pay nothing.

Users of town centre on-street parking will no longer be able to pay for 30 mins. parking, the minimum duration will now be 1hour.

**Partners** – Would have impact on enforcement activity of our enforcement contractor NSL. Would not require increase in level of resource but existing resource will be spread more thinly to ensure enforcement takes place.

Southport BID / Local Businesses will complain that customers will be subject to increased parking charges

**Council –**

Removal of refund for Leisure Centre users may see reduction in usage and impact on health. This will result in a reduction in come to the Leisure Centres of £25k per annum.

Income will be generated.

Increase in number of complaints about increased costs.

**Communications, Consultation & Engagement**

Type: Inform  Consult internal  Engage  Partnership

**Equality Impact Assessment** – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision

**Legislation Considered** – Traffic Management Act 2004

**Risks & Mitigating Actions –**

The income figures from an increase in parking charges and removal of 30 min option on-street are estimates and are based on a continued drop in parking numbers. Whilst the drop in previous years has been approx 5% per annum the drop in the first six months of 2014/15 compared with the same period in 2013/14 is 1.2%. Increases / Changes to the charges such as those proposed could lead to resistance by the public who may park elsewhere (car parks owned by others) or chose not to make the journey to park. There may be complaints from the business community if parking charges rise again in April 2015, following a 20p per hour rise in 2014.

Removal of the free 30 mins in Crosby would bring the charges into line with those in Waterloo, but may meet with resistance from Crosby traders.

For new charges on car parks which are currently free to park, there will be resistance from motorists to the charges, this could lead to increase parking on adjacent on-street areas, with the consequent need for expenditure to introduce additional restrictions on these streets.

If the refund of parking charges for leisure centre users is removed then this could lead to a reduction in usage of

the centres leading to a reduction in income.

The introduction of charges for RPP permits was met with strong resistance when first proposed approximately 6 years ago. The increase of this charge from £20 to £30 may meet with similar local resistance.

It should be noted that any increase in revenue generated by increases in charges which produce income from on-street restrictions can only be reinvested in parking / transport matters and cannot be taken as general savings. Consequently, the items at 1 (on-street only) 6 and 7 would have to be related to increases in costs.

Elected members could consider a policy discretion for gym contract members and GP referral scheme.



<p><b>Service Description: Ref 67 - Property &amp; Facilities Management</b></p> <ul style="list-style-type: none"> <li>• The managed expenditure, e.g. rents, utilities, repairs, health and safety etc. that enables the provision of the Council's accommodation</li> <li>• The staff employed to efficiently manage the Council's property.</li> <li>• Management and implementation of Council's Accommodation Strategy</li> </ul>
<p><b>It is proposed to commence consultation on/implement the following change</b></p> <p>There is no substantive change proposed for this service. Revenue savings will be realised through the closure and disposal of operational properties which is a continuing part of the Council's Accommodation Strategy, and service rationalisation.</p>
<p><b>Rationale for service change proposal</b></p> <p>As Council accommodation needs change there will be a rationalisation of the investment portfolio to realise capital receipts and ultimately reduce holding and management costs.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change /stop</b> This will be determined with each change.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> No direct impact, <b>Partners –</b> Not applicable</p> <p><b>Council –</b></p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Not applicable</p>
<p><b>Legislation Considered –</b></p> <ul style="list-style-type: none"> <li>• Corporate Manslaughter &amp; Corporate Homicide Act 2007</li> <li>• Occupiers Liability legislation</li> <li>• Health &amp; Safety at Work Legislation (Multiple various Acts and Provisions)</li> <li>• Equality Act 2010 (Disability Discrimination)</li> <li>• RICS &amp; BIFM - Best Practice &amp; Guidelines</li> <li>• Landlord and Tenant Acts and other statutory requirements relating to property ownership.</li> </ul>
<p><b>Risks &amp; Mitigating Actions –</b> To be assessed and mitigation identified with each change</p>
<p><b>Indicative Number of Staff at Risk:</b> up to 2 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.</p>

<b>Service Description: Ref 68 - Flood and Coastal Erosion Risk Management</b>
<p><b>It is proposed to commence consultation on/implement the following change</b></p> <p>Reconfigure how the service is funded</p> <ul style="list-style-type: none"> <li>• Additional charge to CERMs</li> <li>• Charge staff time to external fees</li> <li>• Reduce works budget</li> <li>• Restructure of service provision (with potential loss of posts)</li> </ul>
<p><b>Rationale for service change proposal</b></p> <p>The Council has the ability to vary the changes made to external funding streams</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will stop</b></p> <ul style="list-style-type: none"> <li>• No functions will be stopped, there will be a reduction in service and reduced response times which will have a detrimental effect on vulnerable people affected by flooding</li> <li>• There will also be a reduction in works delivery</li> </ul>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> There will be a reduction in service and reduced response times which will have a detrimental effect on vulnerable people affected by flooding</p> <p><b>Partners –</b> increased expectation on Council to deliver if staff resource charged to external funding</p> <p><b>Council (including other services within the Council) –</b></p> <ul style="list-style-type: none"> <li>• Reduced ability to respond to enquiries and emergencies</li> <li>• Reduced capacity</li> <li>• Reputational risk</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b></p>
<p><b>Legislation Considered –</b> Floods &amp; Water Management Act 2010, Flood Risk Act 2009, Land Drainage Act 1991, s 41 of Highways Act 1980</p>
<p><b>Risks &amp; Mitigating Actions –</b></p> <ul style="list-style-type: none"> <li>• There are increasing pressures on the service due to legislation (Floods &amp; Water Management Act 2010, Flood Risk Act 2009, Land Drainage Act 1991, s 41 of Highways Act 1980) to manage flood risk, provide support to Planning Services in relation to development proposals and to work with partners to manage a</li> </ul>

significant flood and coastal erosion risk within the borough.

- There are risks that service scope, response time and quality will be adversely affected. This will be managed by being clear on key outcomes and priorities and focussing remaining resources on these areas to minimise impact.
- Reduction in service provision and posts would impact on service priorities and delivery and impact on our ability to bid for and draw in external funding.

**Indicative Number of Staff at Risk:** up to 2 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 69 Regulatory Services Support</b>  Administrative support to Environmental Health, Trading Standards, Licensing &amp; Information systems support to the above and Street Scene Department.</p>
<p><b>It is proposed to commence consultation on / implement the following change</b>  Reduction in discretionary budgets and loss of 0.5 fte admin support.</p>
<p><b>Rationale for service change proposal –</b>  The Council's reducing resources requires a rigorous prioritisation of activity.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b>  Back office processes will be changed.</p>
<p><b>Impact of service change –</b> This budget is a recharge to frontline Environmental Health, Trading Standards and Licensing Services. It is anticipated that changes in working practices and increased shift to online services will reduce the requirement for back office administrative support.</p> <p><b>Service Users – None</b></p> <p><b>Partners – None</b></p> <p><b>Council:</b></p> <ul style="list-style-type: none"> <li>• Reduced support to frontline staff</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b>  No impacts</p>
<p><b>Legislation Considered –</b> Support for the discharge of numerous statutory services.</p> <p><b>Risks &amp; Mitigating Actions</b>  Reduced capacity to respond to unexpected demands</p>
<p><b>Indicative Number of Staff at Risk:</b> 1, note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.</p>

**Service Description: Ref 70 --- Public Conveniences**

The Council currently operates a number of public conveniences across the Borough as follows:

7 x pay-to-use units:           5 in Southport (Promenade\*, Eastbank Street\*, Hill Street\*,  
Park Lane and Preston New Road)

1 in Blundellsands (Burbo Bank\*)

1 in Waterloo (South Road\*)

3 x 'Free-to-use' toilets:   Maghull (Leighton Avenue)

Crosby (Moor Lane)

Ainsdale (Shore Road)

The toilets are currently cleaned by two external organisations.

Savings identified in previous years have reduced the 'controllable' cost of the service to £53k per annum, although the service currently costs £74k per annum to deliver.

The five pay-to-use 'Danfo' units (\*) were funded via Prudential Borrowing in 2006. Funds for this prudential borrowing are not included in the above sum.

<p><b>It is proposed to commence consultation on/implement the following change</b> – It is proposed to negotiate a zero budget option with current contractors to deliver the service. If this is not possible then closures will apply.</p>
<p><b>Rationale for service change proposal</b> – A number of the current public toilets operated by the Council are ‘pay to use’. Even with the income generated from these facilities there is still a net cost to the Council of operating both the pay-to-use and the remaining free-to-use toilets.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce</b> – There will be reduced or no public toilet provision in Sefton.</p>
<p><b>Impact of Service Change –</b></p> <p><b>Service Users</b> - If residents and visitors require to use a toilet when away from their home they will need to access such provision via private sector facilities such as shops, restaurants, fast food establishments, public houses and entertainment facilities.</p> <p><b>Partners</b> - Sefton Council currently has an agreement with Arriva to provide a toilet in Southport and a toilet in Crosby for the use of Arriva Drivers. For this service the Council receives £10k per year. These toilets are attached to existing Council facilities. Alternative arrangements will need to be made by Arriva should access to these separate facilities be withdrawn by the closure of the public convenience facility to which it is attached. This may include retaining an external cleansing provision for these two facilities only on the basis that the payment received from Aviva will cover the cleansing cost. However, this potential option will form part of the proposal currently being developed and detailed below.</p> <p><b>Council –</b></p> <p>The five pay-to-use ‘Danfo’ units (marked with * on the list overleaf) are subject to prudential borrowing and therefore costs would still be incurred until such time as the borrowing is repaid. ‘Mothballing’ (NNDR/other) costs would also still be incurred.</p> <p>There may be an impact upon tourism activity in certain areas, as the provision of public toilets may affect the decision of a potential visitor or groups of visitors as to whether or not to visit the area in question.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b></p> <p>Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision</p>

**Legislation Considered –**

There is no statutory requirement to provide public conveniences. However, if provided, there is a requirement to meet relevant Health & Safety requirements, as well as ensuring equality of access.

**Risks & Mitigating Actions –**

There is a current charge to use the majority of the public conveniences. A proposal is currently being presented to the two private contractors who currently cleanse the toilets to ascertain whether there would be any interest in their operating the facilities, including the cleansing function currently undertaken, without any additional charge to the Council.

This could be done on the basis of their retaining all of the income collected from the facilities, and also being able to raise the charge of using and accessing the facilities to a level which would cover the cost of the preparation and provision of the facilities by an outside organisation.

Alongside providing facilities at no cost to the Council, some facilities may also be recommended for closure where necessary if a suitable arrangement cannot be established. This may occur where the ability to charge for use does not exist and/or cannot be introduced. As such, the budget saving will be achieved by closing any such facilities at the end of March 2015.

In previous consultation undertaken in relation to the provision of Public Conveniences, a total of 205 people completed a survey on line and 5 completed a hard copy survey. Fifteen people responded via email. There were four meetings with community groups, where 113 people attended; three of these meetings were facilitated by Sefton Pensioners Advocacy Centre. The results from the surveys show that 68.5% would be prepared to use toilets in cafes, restaurants and other buildings.

On 28<sup>th</sup> February 2013 the Council approved the proposal for Street Scene to carry out detailed analysis of use of public toilets to identify which ones are economically viable to keep open, which free-to-use facilities should now be charged for, and which facilities should now be closed.

Further information will be provided to elected members should there be any external interest in this proposal.

**Service Description: Ref 71- Bulky Items Collection Service**

Bulky item collection service for domestic residential properties only. Managed properties, such as nursing homes or youth hostels are *not* included in this service

The Bulky Item Collection Service generated 47,000 calls in 2010/11. This figure dropped to 39,000 in 2011/12. Following the introduction of a £5 charge for the service in 2013 the volume of calls has dropped to 12,000. This also mirrors a similar national trend and it is perceived that due to the economic downturn there are less 'major purchases', such as settees, beds, tables, white goods, etc, and therefore a reducing demand for disposal.

**It is proposed to commence consultation on/implement the following change –**

It is proposed to increase the collection charge for the Bulky Item Service in order that the service is available at a neutral cost to the Council. In other words the Council will cease to subsidise this service.

It is proposed to increase the charge from the current £7.50 (from 1/8/2014 onwards) per collection to £10 per collection.

**Rationale for service change proposal –**

Under this proposal the service would seek to reduce the Council subsidy and cover the cost of the service. . If demand increased at a higher than expected level, additional vehicles and crews could be provided on a 'business needs' basis.

Under the Environmental Protection Act 1990, the Council has a duty to collect such waste or 'bulky items' from residents if requested. However, the Council is at liberty to make a charge for such collections if it feels it is appropriate to do so.

Knowsley currently charge £25 per collection, but will collect five items, including bathroom fittings. They currently receive less than 3,000 calls per year.

Wirral currently charge £38 per collection, and the scheme is operated by their private contractor BIFFA. Further information is not currently available.

Liverpool currently offers a free service but is considering introducing a charge.

St Helens currently charge £32.00 per collection.

There are no concessions offered by any authority which currently charges a fee to collect 'bulky items'.

**Link to budget principles:**

- Focus on our core purpose.
- Proactively manage demand not just supply.
- Communicate and engage with people with people to expect and need less

**The following activity will change, stop or significantly reduce –** The service will still be provided, but will be done so on a cost covering basis.

**Impact of Service Change –**

**Service Users** - The removal of bulky items will be subject to an increased charge.

**Partners** - The subject of 'Bulky Refuse Collection Services is currently being considered as a potential 'shared





<b>Impact Analysis Report: BULKY ITEMS</b>
<p><b>Detail of proposal:</b> It is proposed to increase the collection charge for the Bulky Item Service in order that the service is able to operate at a neutral cost to the Council and therefore reduce the subsidy to nil</p> <p>It is proposed to increase the charge from the current £7.50 per collection to £10 per collection.</p>
<p><b>Ramifications of Proposal:</b></p> <p>Is there a consequence to 'Threshold':       <b>No</b></p> <p>Is there a consequence to 'Capacity':       <b>No</b></p>
<p><b>Are there any protected characteristics that will be disproportionately affected in comparison to others?</b></p> <p>No. All residents can equally access the service should they choose to do so.</p>
<p><b>Consultation.</b> The community will be informed of the change via the website and when requesting the service through the Contact Centre or One Stop Shop</p>
<p><b>Is there evidence that the Public Sector Equality Duties will continue to be met?</b></p> <p>All duties will continue to be met via the delivery of a 'Bulky Items' collection service, for which legislation allows the Council to levy a charge.</p>
<p><b>What actions will follow if proposal accepted by Cabinet &amp; Council?</b></p> <p>Residents and potential users of the service will be advised of the cost via the 'self-pay' page on the website and by staff at the Contact Centre, via whom residents are currently able to book the service.</p> <p>The Council website will be updated to signpost customers to alternative solutions</p>

<b>Service Description: Ref 72 - Operation and delivery of the Atkinson Centre, Southport</b>
<b>It is proposed to commence consultation on/implement the following change –</b> Review the management and operation of the service.
<b>Rationale for service change proposal –</b> the Council's reducing resources requires a rigorous prioritisation of activity.
<b>Link to budget principles:</b> <ul style="list-style-type: none"> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<b>The following activity will change, stop or significantly reduce –</b> To be identified in the review
<b>Impact of service change –</b> To be identified in the review
<b>Communications, Consultation &amp; Engagement</b> Type: Inform <input type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>
<b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.
<b>Legislation Considered –</b>  Local Government Act 1972. The building's entertainment license will be allowed to lapse. 2012 Equalities Act 1990 Planning Act ( Listed Buildings and Conservation Areas)
<b>Risks &amp; Mitigating Actions</b> The review will consider risk and mitigation. Cabinet Members for Leisure, Children & Families & Corporate Services or Cabinet will be asked to approve the outcome of review as appropriate.
<b>Indicative Number of Staff at Risk:</b> up to 10 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description Ref 73 - Active Sports :</b></p> <p>Active Sefton offers a host of sport and fitness activities, regardless of age or ability. Whether you are new to sport and fitness or need professional coaching advice. 6 fitness suites, 3 swimming pools, hundreds of classes, a cycling track and athletics track and a huge selection of other activities.</p> <p>Operation and delivery of Sport and Leisure - Active Sports</p> <p>Increase in Income from Active Sports</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b> Charging for / increasing charges Sports Development Activity</p>
<p><b>Rationale for service change proposal –</b> Sefton has provided most of its sport and physical activity programmes to children free of charge. In 2010 the Active Sports Team has recouped £27,000 of the costs to provide this service.</p> <p>It is believed that by introducing a combination of increased charges and new programmes the subsidy can be further reduced</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b></p> <p>The reduction in subsidy could be met by;</p> <ul style="list-style-type: none"> <li>• Increased charges</li> <li>• Introduction of charges to activities that are currently 'free' e.g. Sportivate</li> <li>• Increased charges for schools / youth club service delivery (e.g. schools buy in)</li> <li>• Increased co-ordination of events and competitions</li> <li>• Effective usage of workforce (Increased delivery hours of Development Coaches/Apprentices/Volunteers reducing casual staffing costs)</li> <li>• Introduction of a minimal fee for leisure (e.g. 400 cards issued per year @ £20 each = £8000)</li> </ul>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> There will be some parts of the Community who will not be able to afford to join these schemes, or only able to pay for one session per week where their child currently will attend 5 sessions per week.</p> <p><b>Partners –</b>May affect the prospect of receiving future grants if a charge is initiated</p> <p><b>Council –</b></p>

1. Potential for increased income
<b>Communications, Consultation &amp; Engagement</b>  Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership
<b>Equality Analysis</b> —see below
<b>Legislation Considered</b> –
<b>Risks &amp; Mitigating Actions</b> –  <u><b>Risks</b></u> – <ul style="list-style-type: none"> <li>• Non take up of activities and subsidy level will not be achieved</li> <li>• Potential for increase in Anti Social Behaviour in certain “ hot spots” throughout the borough</li> <li>• Possible reduction of those taking part in Sport &amp; Physical activity along with the associated negative health impacts.</li> <li>• Income currently received contributes to existing staffing budget, therefore an increased income target could result in possible redundancies.</li> <li>• If staff are reduced the ability to deliver the service reduces</li> </ul> <u><b>Mitigation-</b></u> Provision of an Active Choices card for the most needy which will reduce the fee by 50%

<b>Equality Analysis Report:</b> Health & Wellbeing (Active Sports – increased income) -
<b>Detail of proposal:</b>  The Health & Wellbeing service (via the Recreation & Culture section) promote and provide a number of sport and physical activity based interventions for children & young people throughout the borough. Current activity is provided for children and young people aged 2 – 18 and programmes are delivered across a range of locations including Leisure Centres, Schools and Children’s Centres and include the delivery of the following activities; <ul style="list-style-type: none"> <li>•Active Totz</li> </ul>

- Active Kidz
- Sport Specific & Multi Sport Coaching Programmes
- Be Active Holiday Programme
- Coach Education
- Street Games

Currently, there are approximately 15,000 users of the programmes, equating to over 100,000 visits to these activities per year.

Charges were introduced in 2011 prior to the current budget saving proposals being put forward for a number of the interventions. The overall objective is to maximise participation by increasing use, thus raising additional revenue, however, there will be a small increase in costs for some of the activities to ensure that they remain economically viable to deliver.

**Ramifications of Proposal:**

Is there a consequence to 'Threshold': Yes/

Is there a consequence to 'Capacity': No

Charges have been in place since April 2011 to ensure sustainability, supporting both running and staffing costs. In 2010/2011 consultation was carried out prior to the introduction of charges to the Be Active Holiday Programme (formally Free & Active). The majority of respondents said they were happy to pay for the service, which was previously free. Two methods of payment were preferred, an annual charge and pay as you go, both of which were implemented as a result. Participants of other programmes were notified in writing of the implementation of charges, which to date has caused no concerns with user groups.

The previous Charges were implemented in line with the Choices card (former Leisure passport), which entitles holders to significant discounts, particularly targeted at low income groups. A three tier pricing structure was introduced accordingly e.g. £3, £2 (Choices T2) and £1 (Choices T1). There will be no change to this charging structure with the current proposal, and free programmes will continue to be implemented to identified at risk groups, through the Positive Futures and Aiming High Teams.

**Are there any protected characteristics that will be disproportionately affected in comparison to others?**

No

**Consultation** An informal consultation process took place in 2010, as part of the Be Active programme feedback. All participants received questionnaires in person, through email and Facebook. Participants were asked whether they would still access the service if charges were implemented, with the majority confirming that they would continue to use the service. They were also asked views on the pricing structure. Whilst it is natural that there would be a drop in usage as the offer has changed from free to charged usage, the usage levels remain high, especially in the areas of deprivation where mitigating measures to ensure participation have been introduced.

Informing the public of the amendment to charges will be undertaken by:-

- Informing parents via letter or other e.means.
- Informing participants via website/email/text/Social Media

- Informing via leaflets to schools /sports clubs

**Is there evidence that the Public Sector Equality Duties will continue to be met?** Equality duties will continue to be met across the programmes, despite the implementation of increased charges in certain areas.

- A range of targeted and universal programmes will continue to run, ensuring inclusivity and accessibility.
- An affordable pricing structure has been implemented and will continue to be monitored to ensure fair access to all.

**What actions will follow if proposal accepted by Cabinet & Council?**

1. All marketing literature will be changed to reflect the change in prices.
2. All users/schools/sports clubs etc will be informed of the change.
3. The changes to the charging structure will be implemented as of 1<sup>st</sup> April 2015.
4. Mitigation measures for vulnerable children & young people will continue to be offered.





<b>Service Description: Ref 75 - Public Health Staffing</b>
<b>It is proposed to commence consultation on/implement the following change</b> – Reduction in public health staffing over two year period.
<b>Rationale for service change proposal –</b> The staffing structure in public health will be reviewed to focus on statutory duties including health protection and advice to CCGs, and to build wider influence on policy across the council and partners. The commissioning role of the team will be streamlined as many key services have been reprocurd.
<b>Link to budget principles:</b> <ul style="list-style-type: none"> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<b>The following activity will change, stop or significantly reduce –</b> The team will need to prioritise statutory duties – health protection, provision of specialist PH advice to CCGs (40% of current capacity), statutory reporting on health of population, safeguarding. The reduction in posts will limit capacity to work with partners on prevention programmes, building community resilience and healthy policy.
<b>Impact of service change –</b>  <b>Service Users –</b>  Partners – Will need to maintain level of service to CCGs, increased dependence on PHE, Champs  Council (including other services within the Council) – limited ability to work across all departments in Council on prevention programmes. The Council would need reduced infrastructure support as commissioning role significantly reduced with reduced budgets and number of contracts
<b>Communications, Consultation &amp; Engagement</b>  Type: Inform <input type="checkbox"/> Consult internal x Engage X Partnership X
<b>Equality Impact Assessment</b> – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.
Legislation Considered – Health and Social Care Act – PH responsibilities of local authorities
Risks & Mitigating Actions – Any VER/VR costs could not be paid from the PH ring-fenced grant. Need to consider shared posts through Champs or with other LAs to ensure access to specialist skills.
<b>Indicative Number of Staff at Risk:</b> up to 5 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 76 - Corporate Communications team</b> Changes to the Corporate Communications team which includes PR, marketing, design, print, advertising and digital activities.</p>
<p><b>It is proposed to commence consultation on the following change:</b></p> <ol style="list-style-type: none"> <li>1. Deletion of vacant post of Marketing Officer (Tourism)</li> <li>2. Deletion of vacant post of Head of Communications</li> <li>3. Communications team re-structure and put two/three further posts at risk,</li> </ol>
<p><b>Rationale for service change proposal:</b> The Council's reducing resources requires a rigorous prioritisation of activity</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce:</b> Some aspects of communications activity would have to be reduced or cease completely due to reduced capacity.</p>
<p><b>Potential impact of service change:</b></p> <p><b>Service Users</b> – Reduced marketing activity could lead to income reductions, less support or key Council priorities such as fostering and adoption, Local Plan. Further there may be an economic impact if there is a failure to appropriately market key events such as Airshow, Fireworks and Southport as a destination for day trippers, coach parties etc.</p> <p><b>Partners</b> – Change of personnel or processes</p> <p><b>Council (including other services within the Council)</b> – Reputational risk to the Council and reduction in communications activity.</p>
<p><b>Additional income opportunities achieved in April 2015 (and each year subsequently)</b> There is a potential to increase income via Schools SLA, Roundabout Sponsorship and commissioning media activity of around £35k.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment</b> Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered</b></p>
<p><b>Risks &amp; Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>• Without a Head of Service there will be no strategic lead on communications policy or strategic officer for media liaison/negotiation.</li> <li>• This risk is currently being mitigated through the interim appointment of the Head of Corporate Legal Services to lead this service until the end of the financial year.</li> </ul>
<p><b>Indicative Number of Staff at Risk:</b> up to 3 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.</p>

<p><b>Service Description: Ref 77 - Transformation:</b></p> <p>The Transformation Programme operates across the whole Council and impacts across the Sefton community. The team works in conjunction with the Chief Executive, Directors and Heads of Service to develop and to advise Cabinet on the Transformation Programme key projects planning, dependencies, progress, risks and their achievability.</p> <p>The Strategic Leadership Team and Cabinet prioritise the Council's Transformation Programme aims and agreed outcomes. This ensures that the team operates strategically across the whole Council to ensure the effective deployment of all resources to both Council-wide and service specific activities, ensuring that organisational boundaries do not impede the delivery of the Council's service aims and priorities.</p> <p>Currently the primary focus of the team is delivering the Adult Social Care Change Programme - The overall aim of this programme is to develop a model for Sefton Council's Adult Social Care that is sustainable, modern and flexible, delivering the four strategic priorities as set out in the ASC Strategic plan 2013-20. Additional resource has been sourced on a temporary basis to support this area of work.</p> <p>The team developing the Customer Access work across the organisation. The team also co-ordinates activity relating to One Council Cultural change, Service Standards, Shared Services, Review of Complaints, Review of Mail processes, cultural change and voluntary redundancy/voluntary early retirement.</p>
<p><b>It is proposed to commence consultation on the following changes – Reconfiguration of Transformation Team</b></p> <p><b>Rationale for service change proposal –</b> The Council's reducing resources requires a rigorous prioritisation of activity. Change management activity is key in delivering the programme of work and the existing team could be reconfigured and if required supplemented by specialist skills by programmes of work with costs being met from departmental budgets or invest to save funds.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Ensure we provide services strictly in line with eligibility criteria.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b></p> <p>The way of delivering programme management would change requiring departments to provide additional temporary support as required or the scope of the programme would be reduced. Only major change would be supported and priorities would be agreed by SLT and Cabinet.</p> <p>or</p> <p>Reconfiguration of Transformation Team and integration of related work areas – taking a One Council approach.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> programme dependent, extended lead in times for public facing changes</p> <p><b>Partners –</b> programme dependent, extended lead in times for public facing changes</p> <p><b>Council –</b> reduction in the scope of the programme, extended lead in times for key changes.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services

**Legislation Considered – NA**

**Risks & Mitigating Actions –**

1. There is a risk that available resource would not be suffice to cover the scope of the programme. The Strategic Leadership Team and Cabinet would continue to prioritise the Council's Transformation Programme aims and agreed outcomes and the team could then be supplemented by specialist skills as required by programmes of work with costs being met from departmental budgets or invest to save funds.
2. With regard to potential integration there is a risk that available resource would not be suffice to cover the scope of programmes, projects planned upgrades and maintenance throughout the organisation would be too big and need to be considered, reduced and prioritised. Change management of other approved projects would need to resourced on a business case basis. .

**Indicative Number of Staff at Risk:** up to 2 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<b>Service Description: Ref 78 - Corporate Legal Services –</b>	
a)	Management of the Department
b)	Reduction of the Monitoring Officer Budget
<b>It is proposed to commence consultation on/implement the following change –</b>	
<b>a)</b>	<b>Management of the Department</b>
	Restructure the legal management of the department to reduce from x2 Principal Lawyer to 1 Principal Lawyer
<b>b)</b>	<b>Reduction of the Monitoring Officer Budget</b>
	The Monitoring Officer is a statutory appointment by virtue of Section 5 of the Local Government and Housing Act 1989. This provision mirrors that of the requirement to have a Head of Paid Service (Section 4).
	Both roles have the following set out as part of the legislation:
	(1) It shall be the duty of every relevant authority— (a) to designate one of their officers (to be known as “ <i>the monitoring officer</i> ”) as the officer responsible for performing the duties imposed by this section and, where relevant, section 5A below; and (b) to provide that officer with such staff, accommodation and other resources as are, in his opinion, sufficient to allow those duties and, where relevant, the duties under section 5A below to be performed;
	Monitoring Officer costs are managed within Legal.
<b>Rationale for service change proposal –</b>	
a)	To reduce management levels and to meet savings targets
b)	Should the Monitoring Officer require expenditure in accordance with the above legislation, it has been agreed and understood with the Head of Finance that the money will be made available from General Reserves.
<b>Link to budget principles:</b>	
	<ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Ensure we provide services strictly in line with eligibility criteria.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<b>The following activity will change, stop or significantly reduce –</b>	
a)	Senior legal support for a range of public and internal clients, meetings, activities and general supervision and management of staff will all be adversely affected.
b)	Not applicable to the Monitoring Officer budget
<b>Impact of service change –</b>	
a)	Service Users – Delays in response in dealing with Complaints including Ombudsman

<p>Complaints, response to FOIA requests, court proceedings (of high value or profile), advice to internal clients (including senior managers and councillors), provision of LD comments etc</p> <p>b) Not applicable as the MO function will continue. Resources required (if any) for the discharge of this duty will be provided from General Reserves. This is essentially a budget realignment</p> <p><b>Partners – Not applicable</b></p> <p><b>Council –</b> The thorough and comprehensive professional service provided to the Council may be compromised, however, work will be prioritised based on risk to the Council.</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: <input type="checkbox"/> Consult internal <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered –</b></p> <p>a) General employment legislation with respect to redundancies, flexible retirement etc</p> <p>b) Section 5 of the Local Government and Housing Act 1989</p>
<p><b>Risks &amp; Mitigating Actions –</b></p> <p>a) There may be an opportunity to facilitate a flexible retirement as part of the reduction in management and to combine this with a desire by another staff member to reduce their hours from full time to part time, to allow these two individuals to occupy a combined FTE post at a Senior Lawyer level as opposed to a Principal Lawyer level. This would also negate the need for a redundancy payment, if this proposal were acceptable to all concerned.</p> <p>b) Steps will be taken so that complaints are handled proportionately and appropriately to support the authority in upholding the statutory duty re standards in public life.</p> <p>Reviews will be undertaken through LD comments so that decisions the Council takes are lawful.</p>
<p><b>Indicative Number of Staff at Risk:</b> up to 2 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option. One staff member to become part time and one Hay 6 post to be deleted and job share with the Grade L. Given the scale of saving indicative figure of a further 1 to 2 posts</p>

<p><b>Service Description: Ref 79 - Finance and ICT Services</b></p> <ol style="list-style-type: none"> <li>1. Finance Service – Staffing and running costs</li> <li>2. Risk and Audit Service</li> <li>3. Finance Service – Staffing</li> <li>4. Council wide printing, telephony and ICT costs</li> </ol>
<p><b>It is proposed to commence consultation on/implement the following changes – Staffing and running costs</b></p> <p>To reduce the Finance &amp; ICT service staffing capacity by about 16 to 18 posts covering all levels and the associated running costs. Reduce the use of printing, telephony and ICT equipment throughout the Council by £190,000.</p>
<p><b>Rationale for service change proposal –</b></p> <p><b>1. Finance Service – Staffing and running costs</b></p> <p>Finance support will be required to deliver the change programme for downsizing the Council. However, once a downsized Council is achieved the support for finance should be reduced, assuming an equal reduction in the number of areas for support rather than the same number of functions but with smaller budgets. The savings will require a reduced service to managers which will mean that only areas of the greatest risk will receive staffed support for managing budgets. The ability to support in the preparation of reports and will be reduced further.</p> <p>Merseyside are looking to set up a Combined Authority Fraud Group, which comprises roles of Housing Benefit and Corporate Fraud primarily Corporate Fraud. A bid for funding as a Combined Authority to support Fraud work across Merseyside has been submitted and the results are expected in early 2015. This budget option assumes that this bid is successful. If the bid does not succeed the saving will reduce to support Corporate Fraud investigations. This option will propose a holistic approach to fraud and look to amalgamate the areas of fraud investigation, including developing approaches to Council Tax Reduction Scheme fraud and Non Domestic rates fraud, which whilst it currently resides within arvato is not given as high priority as Housing Benefit fraud.</p> <p>Reduced activity and workforce numbers will allow a rationalisation of running costs relating to printing, telephony and ICT equipment of £190,000.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Proactively manage demand not just supply.</li> <li>• Pursue growth/investment as well as savings.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b></p> <p><b>1. Finance Service – Staffing and running costs</b> Once the new financial management system is in place and embedded there will be a reduction in information processing and managers will have direct access to systems. Thereby transforming the means of providing financial advice and guidance. Budget monitoring would be undertaken by services using automated reports. Financial administrative task would need to be reconfigured using new systems</p> <p><b>2. Risk and Audit Service</b></p> <p>Audit would be restricted to high risk areas only, as determined by the Section 151 and key statutory posts. Reduced Value for Money audit capacity Remove capacity to undertake employee disciplinary investigations in significant cases unless assessed as high risk. Health and Safety would be strategic overview and major issues only with services providing their own compliance assurance. Risk would be delivered through Merseyside wide approach and local knowledge would be lost from response unit. Emergency Duty Cover coordination would be minimal</p> <p><b>Insurance</b></p>

Currently moving to Departments dealing direct with Claims Handlers, would need to ensure this continues  
Some investigation work would need to be cross cutting across H&S and Insurance  
Support for Risk, EP, Insurance & H&S would reduce

**Impact of service change – Council**

**FINANCE SERVICE – STAFFING AND RUNNING COSTS**

1The new financial system will improve efficiency, remove duplication and allow faster and more responsive decision making and performance monitoring. The development is underpinned by a “no paper” wherever possible and will speed up the access for administrative and management staff. .

2. Budget monitoring will become more focused on frontline service managers and commissioners with reduced manual intervention from the Finance teams. The changes will streamline the performance and accountability frameworks with automated authorisation and control processes.

3. The changes will lead to processes changing within the schools environment. Support will be provided for the implementation of these changes, but in the longer term will provide more flexible service to schools.

**Communications, Consultation & Engagement**

Type: Inform  Consult internal  Engage  Partnership

**Equality Impact Assessment** – Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

**Legislation Considered –**  
The Head of Finance as sec 151 Officer will take responsibility for risk based approach.

**Risks & Mitigating Actions –**  
There is a risk of loss of school SLA income, agreements with schools would confirm the level and standards of service and costs would need to cover all activity.  
Capacity of risk management would be reduced and there could be a potential for fraud increases. This will be managed through day to day risk management processes.

This level of savings cannot be achieved just through system change there will be a reduction in overall capacity within the service to support departments, respond to ad hoc requests and this will be managed through a risk based approach. The implementation of the system will be underpinned by training and a continuing cultural change. Regular monitoring is in place to identify risks, issues and exploit opportunities as they arise.

Project and system support e.g. liquidlogic would be less available unless more efficient and effective integrated ways of working are delivered.

**Indicative Number of Staff at Risk:** up to 18 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.





<p><b>Service Description: Ref 80 - Learning &amp; Development</b>  Learning &amp; Development includes a number of activities, predominantly focussed on Children's and Adults workforce supporting their priorities. The most basic reasons for providing learning and development are to ensure that Council employees are able to effectively carry out their current role and are prepared for change. It is recognised that employees are more aware of Council strategies and objectives and the need for learning and development opportunities to support delivery of these.</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b>  Reduction, cessation and change of delivery of activity would involve a discussion with Departments through the Learning &amp; Development Board, as to what activities they would reduce, cease or change delivery method in terms of training and support. Officers will consider through the Learning &amp; Development Board how this can be achieved including training methodologies that will consider the balance between in house delivery, greater use of blended learning approaches and commissioned activity.  • Increase income generation opportunities.</p>
<p><b>Rationale for service change proposal –</b> the Council's reducing resources requires a rigorous prioritisation of activity.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Ensure we provide services strictly in line with eligibility criteria.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b> To be determined in discussions with departments with input from the Learning &amp; Development Board</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b> To be determined in discussions with departments and also any other users of Learning &amp; Development such as external organisations as appropriate</p> <p><b>Partners –</b></p> <p><b>The Council -</b> The Council delivers and commissions a complex range of services, many of which are supported by various management structures, specialist and professional support teams. The Council continues to explore opportunities to ensure the efficient and effective deployment of specialist skills and knowledge.  The Council will continue to –</p> <ul style="list-style-type: none"> <li>• ensure that essential safeguarding training needs are met</li> <li>• ensure that essential service specific training needs are met</li> <li>• progress the Leadership Development agenda</li> <li>• facilitate and support essential professional development</li> <li>• facilitate and support the apprenticeship scheme</li> </ul>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input checked="" type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b> Should this option progress equality implications will be assessed. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p><b>Legislation Considered –</b> Not directly applicable, although departmental support for areas such as HASAWA and the Care Act</p>
<p><b>Risks &amp; Mitigating Actions –</b> Risks to the organisation in terms of reduced training and support, in particular in times of change. Departments would need to assess the risk.</p>

**Indicative Number of Staff at Risk:** up to 6 note that where changes and/or savings cannot be achieved through deletion of vacant posts, VR or VER then there may be a need for compulsory redundancies arising from this option.

<p><b>Service Description: Ref 81 - Personnel</b> – This includes Pay &amp; Grading, Operational Teams, Schools Team, Occupational Health and Trade Union Facility Time.</p>
<p><b>It is proposed to commence consultation on/implement the following change –</b>  (a) Current secondee to New Directions (subject to consultation) to be moved to work directly for Company  (b) Half of Occupational Health post (c) Loss of Personnel Officer post</p>
<p><b>Rationale for service change proposal</b> – The Council’s reducing resources requires a rigorous prioritisation of activity. Personnel activity is key in delivering the programme of work associated with the budget however, can be managed, although resource could not be deployed if necessary in the future.</p>
<p><b>Link to budget principles:</b></p> <ul style="list-style-type: none"> <li>• Efficiency before cuts – Protect the impact on communities</li> <li>• Focus on our core purpose.</li> <li>• Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</li> <li>• Communicate and engage with people with people to expect and need less</li> </ul>
<p><b>The following activity will change, stop or significantly reduce –</b></p> <p>Reduction to resource for Personnel.</p>
<p><b>Impact of service change –</b></p> <p><b>Service Users –</b></p> <p><b>Partners –</b></p> <p><b>Council –</b> Less support (a – c)</p>
<p><b>Communications, Consultation &amp; Engagement</b></p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p><b>Equality Impact Assessment –</b></p>
<p><b>Legislation Considered –</b>  ACAS Code  Trade Union Labour Relations Consolidation Act 1992  Employment Relations Act 2004</p>
<p><b>Risks &amp; Mitigating Actions–</b></p> <p>Potential for departments where applicable to move to self service, although resource lost.  1 employee will be TUPE'd, and another 1 and a half vacancies will be deleted. Other efficiencies will not involve employee posts</p>