
Report to: Council

Date of Meeting: 22 January 2015

Subject: Medium Term Financial Plan and Budget 2015 to 2017

Report of: The Chief Executive and Head of Corporate Finance & ICT

Wards Affected: All

Is this a Key Decision? Yes

Is it included in the Forward Plan? Yes

Exempt/Confidential No

Purpose/Summary

Since 2011 the Council has faced unprecedented reductions in its resources as a result of cuts in Government Funding. In the preceding 4 years, cuts of £114 million have been identified and implemented. For the period 2015/16 to 2016/17 it is forecast that savings of a further £55 million will need to be identified. This represents a real term reduction of 45% on the 2011 spending level.

Consequently detailed ongoing work has sought to identify budget reductions that would meet the two year savings requirement. This process has involved detailed risk assessments, relative prioritisation and the impact on our communities. The process was agreed by Cabinet in November 2014.

The Council has now received confirmation of the level of Government funding it will receive in 2015/16 and this has confirmed that previous forecasts are accurate and the level of cuts required remains at £55 million.

Reductions of this level have and will continue to have a significant impact on Council services and outcomes for Sefton communities. It is therefore important that the Council's remaining resources are spent in areas of highest priority that minimises the negative impact on communities. However it is also important to stress that it will be impossible to deliver savings on this magnitude and it not result in reduced levels of service across the range of Council activities. These include those services commissioned with public, private, voluntary, community and faith partners to deliver support to our communities.

This report:-

- Updates the Council's financial position for 2015/16 and 2016/17 following the Local Government Finance Provisional Settlement 2015/16
- Sets the financial position in the context of the Council's priorities
- Describes the process undertaken to deliver a programme of savings options that reflects the need to produce a balanced budget alongside the objective of minimising the impact of the cuts on Sefton communities
- Provides the Council with savings options that will contribute to the forecast budget gap for the next two years
- Outlines the gap remaining and the timetable for producing a balanced two year budget plan

Council are recommended to:

- i) Note the approach to identifying options including the Core Purpose as given and the Budget Principles as given in paragraph 4.2 and endorsed by Cabinet 2014.
- ii) Note the update of the Local Government Finance Provisional Settlement 2015/16 and the updated Medium Term Financial Plan as outlined in paragraph 3.
- iii) Note the work programme timetable in Annex A
- iv) Note the budget process undertaken by officers to date as set out in paragraph 4 and the process that officers will be undertaking to conclude the budget plan for the next two financial years, as agreed by Cabinet on 27 November 2014.
- v) To note that the items approved by Cabinet on 27 November 2014 identified in Annex C1 are efficiencies within the existing policy and budget framework and are being implemented immediately by officers.
- vi) Consider the proposals contained in Annex C2, have due regard to the Equality Impact Assessment information provided, latest recorded position with respect to consultation, identified risks and mitigating actions and information, impact on the community service users, partners and the Council and authorise officers to take necessary steps to progress options pending decision and consideration by Council in due course.
- vii) To approve the proposals contained in Annex C2
- viii) Note the officers will comply with HR policies and procedures and this will include regular HR monitoring reports to the Cabinet Member Corporate Services.
- ix) Note that figures in the annex are working assumptions of proposals to be considered and the figures should not be seen as predetermining any decisions.
- x) Note that further options are being developed and assessed and a further report will be presented to Cabinet for consideration in February 2015.

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

	<u>Corporate Objective</u>	<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community			√
2	Jobs and Prosperity			√
3	Environmental Sustainability			√
4	Health and Well-Being			√
5	Children and Young People			√
6	Creating Safe Communities			√
7	Creating Inclusive Communities			√
8	Improving the Quality of Council Services and Strengthening Local Democracy			√

Reasons for the Recommendation:

To ensure that the Council is fully aware of the latest MTFP position, to consider £39.228m of savings options which will need to be phased over the two budget plan. This will support the Council in its duty to agree a budget for 2015/16 and the level of 2015/16 Council Tax before the statutory date of 10 March 2015, and maintain a sustainable financial future for the Council by agreeing a balanced two year financial plan for 2015/16 and 2016/17.

(A) Revenue Costs

The revenue gaps for each of the years 2015/16 to 2016/17 are projected at £32.487m and £22.340m respectively following the December 2014 Settlement announcement. The figures are individual in-year savings targets, assuming the previous years' targets are achieved.

(B) Capital Costs

This report does not include any proposals to amend or add to the existing capital programme.

Implications:

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

Legal

There are no direct legal implications arising from the contents of this report. However in the course of each of the individual projects, consultations, options etc. to achieve the savings required detailed consideration should be given to the legal, human rights and equality implications. Such consideration will also need to be evidenced to ensure that the Council's decision making processes are defensible.

Human Resources

The proposals contained within this report have a potential impact upon employees and the potential for both voluntary and compulsory redundancies. It will be necessary for the Authority to comply with the duty to consult with recognised Trade Unions and employees and to complete as necessary a notification under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992. Also form HR1 to the Department of Business Innovation and Skills notifying of redundancies may need to be filed dependent on numbers. Full and meaningful consultation should continue to take place with the Trade Unions and employees on the matters contained within this report. The options contained in this report have estimated post implications of a reduction of over 200 posts.

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

Impact on Service Delivery:

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

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

Regular and ongoing consultations have taken place with Strategic Directors, Director of Built Environment, Director of Street Scene, Director of Young People & Families, Director of Older People, Director of Corporate Support Services and Director of Commissioning, Head of Corporate Personnel, Head of Corporate Legal Services and Trade Unions.

The Head of Corporate Finance & ICT (FD 3387/15) has been involved in the preparation of this report. The Head of Corporate Legal Services (LD 2679/15) has been consulted and her comments have been incorporated into the report.

External Consultations

These are detailed in the individual proposals as appropriate

Are there any other options available for consideration?

Additional budget savings and options will need to be identified by 5 March 2015 to ensure that future years' budgets can be balanced. It is a legal requirement to set a balanced budget and to ensure the medium term financial position is robust.

Implementation Date for the Decision

Immediate following the meeting

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Background Papers:

None

1. Introduction

- 1.1 Since 2011 the Council has faced unprecedented reductions in its funding which has led to £114m of savings being identified and implemented. This situation is set to continue with an estimated further £55m of cuts required over the next two years in order to achieve a balanced budget.
- 1.2 Reductions of this magnitude cannot be achieved without significant impact on our communities and a requirement for the Council to be explicit about what are the most important services it continues to fund. However this is not just about the services the Council commissions or provides, it is also about the community leadership role the Council undertakes in order to influence and facilitate change and how it works in partnership with others to achieve better outcome for Sefton communities.
- 1.3 It has been important therefore to ensure that the process used to identify options should reflect the relative priority of services and the risks associated with a significant reduction in service level.
- 1.4 It is recommended that the Council continues to plan its budget over a two year period. This will enable a strategic approach to budget reductions and gives appropriate lead in times which will minimise the impact of transition and enable a smoother implementation.
- 1.5 This report provides an overview of the process used to identify options and contains savings proposals. Further options will need to be identified to meet the remaining budget gap. These further options may be identified from different areas of the Council's budget but it may also be necessary to revisit the proposals in this report.
- 1.6 The Cabinet has considered reports relating to the 2015/16 and 2016/17 budget at its meetings in November 2014 and January 2015 and this report aggregates the information contained in both of the reports.

2. Council Priorities

- 2.1 It is important to ensure that budget cuts take into account the relative priority of services. Through various consultation responses the communities of Sefton have identified the following thematic priorities
 - Most Vulnerable
 - Community Resilience
 - Economy
 - Environment
 - Health and Wellbeing
- 2.2 Of course these priority themes can comprehensively cover most Council services and therefore it is necessary to differentiate what is the most important activity the Council undertakes to support its communities i.e. its core purpose. Council budget discussions over the last 4 years have centred on the priority given to our most vulnerable people and also those core services that Council Tax payers expect to see delivered. In addition, prominence has also been given to building more confident and resilient communities and, of course, economic prosperity is extremely important in building a sustainable Borough going forward. Therefore in order to inform the allocation of a significantly reduced resource, the Core Purpose of the Council is assumed to be

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

3. Overall Financial Position 2015/16 to 2016/17

3.1 The Council at its meeting of March 2014 had noted the projected budget shortfalls within the Medium Term Financial plan as follows:

	£m
2015/16	32.366
2016/17	<u>22.340</u>
Total	<u>54.706</u>

3.2 Government provided the provisional 2015/16 funding levels on 18th December 2014 and these are considered within this report. No further forecasts have been issued relating to 2016/17. This report shows how this latest settlement announcement impacts on the Council's two year financial plan. In summary there is little difference between the Councils previous forecasts and the Government announcements therefore it is confirmed that estimated budgets cuts of £55 million will need to be identified over the next two years

3.3 The levels of external funding included in the reports to Cabinet and Council up to December 2014 were based on assessments by officers of a number of announcements previously made by the Government. These forecasts have been revised as new information has become available.

3.4 The Local Government Minister (Mr Brandon Lewis MP) announced the Provisional Local Government Finance Settlement for 2015/16 on 18th December 2014 which is to be approved by Parliament in February 2015.

3.5 The Provisional Settlement announcement gives Sefton a **reduction** in Government General Grant funding of £19.639m over the current year.

3.6 There have been some other grant announcements that will have an impact on the general grant funding available to the Council in 2015/2016:

New Homes Bonus (NHB) – Sefton's NHB allocation has increased by £0.573m. The 2015/2016 MTFP had assumed an allocation of £0.406m, so £0.167m of funding is available.

Housing Benefit & Council Tax Support Admin Subsidy – The 2015/2016 MTFP assumed that there would be a reduction in grant of £0.250m. However, the actual reduction is only £0.146m an improvement of £0.104m.

Education Services Grant – The MTFP assumed that this grant would reduce by 20% in total. Although the total funding available has reduced by 20% this grant is also influenced by pupil numbers. The impact of three secondary schools transferring to Academy status in 2014/2015

has reduced the grant available to Sefton by £0.183m (see report elsewhere on the agenda). Other changes in pupil numbers have increased the indicative grant by £0.011m (subject to final pupil numbers in January 2015) so the net reduction is £0.172m.

2.5 The net impact of 2015/2016 Government Funding for Sefton is shown below:

	2015/2016	2015/2016
	£m	£m
Forecast Reduction of Government General Grant (as reported to November 2014 Cabinet)		-19.419
December 2014 Settlement Funding Assessment and associated grants		- 0.220
Revised reduction in Government General grant		-19.639
<u>Other Grants</u>		
New Homes Bonus	0.167	
Housing Benefit & Council Tax Support Admin Subsidy	0.104	
Education Services Grant	-0.172	+0.099
Net Reduced Government Funding as at January 2015		-19.540

3.5 Prior to the identification of budget options, a review of the MTFP resource forecasts has been undertaken. This review has taken into account

- The impact of the 2014/15 Budget set by Council on 6 March 2014.
- The Provisional Local Government Finance Settlement 2015/16 and forecasts of other Government grants
- Latest forecasts of Council Tax and Business Rates yield.

3.6 A detailed analysis of these changes is shown in Annex B and is summarised below

	2015/ 2016 £m	2016/ 2017 £m	Total £m
Funding Changes:			
Council Tax Surplus	-3.415	3.550	0.135
Council Tax Base	-1.660	0.000	-1.660
Business Rates Surplus / Deficit	-1.295	1.619	0.324
Business Rates Income	-1.598	-0.076	-1.674
Government Grants (Incl. December Cabinet amendments)	-0.569	-1.395	-1.964
	-8.537	3.698	-4.839

3.7 In summary, after taking these changes into account the forecast two year budget gap reduces to £49.867m.

4. **Budget Process**

- 4.1. As indicated above a structured process has been devised by officers of the Council to identify budget options in the context of the Council's priorities and the risk associated with significantly reduced level of services across the Council. The Council will need to balance the requirement to set a deliverable two year financial plan and at the same time ensure that the Council has a robust financially sustainable future.
- 4.2. The identification of potential options started the establishment of a set of principles which were informed by feedback from external consultation in previous years. These principles are
- **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**.
 - **Pursue growth/investment** as well as savings.
 - Communicate and engage with people with **people to expect and need less**
- 4.3. The identification of options started with the first principle i.e. to identify spending reductions which had no impact on service levels or outcomes. The process identified efficiency savings options of £15.340m, as presented with updated values to Cabinet on 15th January 2015, and these are detailed in Appendix C1.
- 4.4. Members are asked to note that a proposal to develop further efficiencies in recycling and green waste was considered approved at the November 2014 Cabinet which identified further efficiency savings of £0.430m. This change has already commenced implementation.
- 4.5. The remainder of the review process falls into three stages
- **Risk Analysis** – Officers assessed the risk **on communities** of not continuing to provide/commission current council services.
 - **Priority Theme Spending analysis** - Allocated all existing spending over thematic priorities and considered the outcomes to be achieved. The outcomes are mapped against the Core Purpose and linkages, dependencies, cross service implications and the overall impact of the options can be considered
 - **Invest for the Future** – This stage is still being developed and aims identify investment needed to deliver strategic priorities, invest to save and to minimise the risk that the Council will only deliver acute services.
- 4.6. Using the output from the first two stages all services have been asked to describe the impact on outcomes of a significant reduction in their budgets. Each service area has been given a revised resource level derived by applying a percentage reduction to current spending levels. These percentages vary and are based on their contribution to the Council's core purpose and the risk analysis. The illustrative reductions were
- a. 5% reduction in "most vulnerable"
 - b. 35% reduction in "running the council"
 - c. Minimum 15% real contribution from "traded services"

- d. All other services have a % reduction based on their relative risk banding from the assessment of impact on communities. This ranges from 100% to 0%.

Service Directors were asked to describe what their service would look like at this reduced level of budget. This was a starting point for the impact analysis and was intended to drive radical thinking about the budget reductions.

- 4.7 In addition it will be important that the overall results are assessed against priority outcomes to ensure:
 - Coherence of the proposals when taken as a whole
 - Linkages, dependencies and cross service implications have been fully evaluated
 - Potential for double counting of savings has been eliminated
 - The overall impact on the outcome for each thematic area is understood
- 4.8 At this stage £18.619m of options have been identified through this process. They are detailed at Appendix C2. These proposals consist of a range of different processes, arrangements and initiatives which are summarised below:
 - Review and/or reduction of service standards
 - Review of policy
 - Review of eligibility criteria
 - Cessation of service provision
 - Changes to fees and charges
 - Removal and/or reduction of facilities and/or subsidies
 - Increases in income charges
 - Changes in practical arrangements to deliver Council services and functions
 - Contract re-negotiation
- 4.9 The process to identify remaining options is ongoing and this will be reported prior to the budget being set in March 2015. It may also be necessary to revisit the size of reduction for those options detailed in Appendix C2 should insufficient savings be identified from those areas still being reviewed.
- 4.10 Members should be aware that all options will carry some degree of risk given the significant budget shortfall to be addressed. The Officers have taken into account the different likelihood of a negative impact on residents and communities in prioritising the options presented here.

5. Summary of Revised Budget Gap

5.1 The table below summarises the adjustments and options presented in this report

		£m	£m
Budget Gap reported to December 2013 Cabinet			54.706
Funding Changes (Annex B)		- 4.839	
Efficiency savings (Annex C1)		-15.340	
Options for consultation and preparation by Officers (Annex C2)		-18.619	
Changes to green waste collection agreed by Cabinet in November 2014		-0.430	
Total Options presented in this report			-39.228
Future options to be determined			15.478

5.2 As can be seen in the table above savings of £15.478m still need to be identified to balance the two year budget plan. In addition it will be necessary to produce a phased budget plan which reflects the implementation of the savings options. Some options cannot be achieved until 2016/17 and it may be preferable to Council for others to be phased into the second year to reflect the relative priority of the service.

5.3 As Members can see there remains a significant budget gap to be balanced. Further options are being developed and assessed and a further report will be presented to Council on 5 March 2015.

6. Bridging the Savings Gap

6.1 As can be seen above savings of £15.478m still need to be identified and approved to meet the shortfall of £55 million. This remaining shortfall will need to be met prior to the Budget Council meeting on 5 March 2015. A number of areas are still being analysed and evaluated and are at various stages of consideration;

- a) Management Arrangements - the Chief Executive will undertake a review of senior and middle management to reflect remaining Council responsibilities. At this stage a budget planning assumption of £1.3m is being made. This will be firmed up over the coming months as specific proposals are considered.
- b) An ongoing review of major strategic transactional service contracts will identify the scope to renegotiate and achieve service changes and efficiencies. At this stage a budget planning assumption of £1m is being made. This will be firmed up over the coming months as specific proposals are considered.
- c) A review of the services commissioned from the Voluntary Community and Faith Sector will identify the risk and impact of reductions in this area. No budget planning assumption will be made until specific proposals have been identified
- d) One of the significant challenges facing the Council going forward is balancing early intervention and prevention with acute services particularly in services to vulnerable children

and their families. Work is ongoing to identify the impact of savings in these areas and a budget planning assumption will be identified prior to the budget being set.

- e) The relationship between the Council's Capital and Revenue budgets is being considered
- f) All MTFP assumptions remain under review
- g) No assumption has been made regarding a Council Tax increase. Every 1% increase generates around £1million. The Government announced its Council Tax referendum rules in December which indicates that the maximum increase before a referendum is required is 2%. If applied in both years this would generate £4m.

6.2 In addition to the above Council officers will continue to review all areas of Council spending to identify savings options. Further report will be presented to Cabinet over the next two months prior to consideration by Full Council. The Council has a legal responsibility to set a balanced and robust budget.

7. Consultation

7.1. The Council has undertaken wide ranging consultation on the prioritisation for services over the last four years, seeking views of its residents and communities as well as consulting on very specific changes in service changes. The consultation has used face to face, telephone and web based methods and has given opportunity for all to contribute their views.

7.2 Consultation on the Council Residential and Nursing Care Usual Cost of Care for 2015/16 to enable appropriate fees to be agreed.

7.3 Officers have sought the views of the VCF and business sectors as part of the consultation on the prioritisation of resources for future years.

7.4 Separate consultation has taken place internally with staff and the trade union representatives. The staff has been encouraged through a range of media to contribute ideas to finding ways to make savings across the Council services. These have each been evaluated and where the option is realisable these have been taken forward.

8. Equality Act 2010 Duty and Impact Assessments

8.1. As the Council puts actions into place to set a sustainable budget plan 2015/16 2016/17 there is a need to be clear and precise about our processes, and impact assess potential change options, identifying any major risks and mitigating these as far as possible. The impact assessments, including any feedback from consultation or engagement where appropriate, are detailed on the Annexes to this report. This will ensure that Members make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented in compliance with the Equality Act 2010.

9. Conclusion

9.1 The Council, in delivering the actions needed to balance the budget shortfall of £55m, are presented with identified options totalling £39.288m for consideration and consultation. The Council is asked to note the £15.340m efficiency savings which have been approved by Cabinet and should be taken into account when making the final budget decisions. The gap of £15.478m remains to be addressed by Council at the 5 March 2015 meeting.

- 9.2 The challenge faced by the Council cannot be underestimated and as stated earlier, this is shared with our public, private, voluntary, and community and faith partners. Implementation of all options would need to take into account appropriate consultation requirements and the possible financial impacts of part year delivery. The plan also needs to be flexible to cope with any variations in the level of uncertainty which surrounds the introduction of the Better Care Fund, a new Government in May 2015 and unforeseen mitigation which may be required to achieve the changes proposed.
- 9.3 It is still considered essential that the Council aims for a two year plan. This will ensure timely implementation of proposals and release capacity from options identification to transformation and overall redesign of services.
- 9.4 Consultation will continue over the coming months and standard Council procedures will be observed in the instances where we are required to inform the public.
- 9.5 The decisions facing the Council over the coming months will require a fundamental rethink of service provision and standards. It will be important that these changes are effectively communicated to ensure that the expectation of our communities can be managed.

BUDGET WORKPLAN (Shaded areas indicate complete)

Date	Milestone	Comment
Tuesday 25 th November 2014	Overview & Scrutiny Management Board	<ul style="list-style-type: none"> O&S to consider budget report and pass comments to Cabinet for consideration.
Thursday 27 th November 2014	Cabinet	<ul style="list-style-type: none"> Consideration of process, efficiencies and options
Tuesday 13 th January 2015	Overview and Scrutiny Committee (Performance and Corporate Services)	<ul style="list-style-type: none"> Progress report Determine comments for Cabinet on options to be consider at 15 January 2015 Cabinet
Thursday 15 th January 2015	Cabinet	<ul style="list-style-type: none"> Feedback on any consultations which have been completed Recommend budget savings for implementation Consideration of further options Council tax & NNDR tax base Pay Policy
Thursday 22 nd January	Council	<ul style="list-style-type: none"> Consider Cabinet budget recommendations Council tax & NNDR tax base Pay Policy
Thursday 5 th February 2015	Cabinet	<ul style="list-style-type: none"> Feedback on any completed Engagement and Consultation activity Identify any further consultation Recommend any budget savings for implementation, where complete
Tuesday 24 th February 2015	Overview & Scrutiny (Performance & Corp. Services)	<ul style="list-style-type: none"> Proposed Revenue Budget for 2015/17 for comment
Thursday 26 th February 2015	Cabinet	<ul style="list-style-type: none"> Feedback on any completed Engagement and Consultation activity Full Year Fees and Charges Capital Recommend any budget savings for implementation,
Thursday 5 th March 2015	Council	<ul style="list-style-type: none"> Approval of budget and council tax

Levels of Funding 2015/16 and 2016/17

A.1 Council Tax Income - Surplus

Summary impact on budget – Net increase in budget gap of £0.135m over 2 years (with £3.415m one-off saving in 2015/16)

Cabinet has received reports over the last year indicating that the net income being received from Council Tax has exceeded that assumed. This is largely due to the Council Tax Reduction Scheme discounts claimed to date being lower than originally estimated.

A forecast Surplus of £1.141m was declared on 15 January 2014 and Sefton's share of £0.972m was built into the Revenue Budget for 2014/15 approved by Council on 6 March 2014. The actual surplus on the fund at 31 March 2014 was £2.589m. Therefore a further amount of £1.448m remains to be distributed in 2015/16 (Sefton's share is £1.233m).

In addition, the previous MTFP assumed that for Sefton a surplus of £0.806m would be available in 2015/16 (relating to 2014/15) and a further £0.518m would be available in 2016/17 (relating to 2015/16). Current forecasts are that the surpluses will be £2.988m and £0.383m respectively, an increase of £2.182m in 2015/16 and a reduction of £0.135m in 2016/17.

Therefore an additional £3.415m will be available in 2015/16 to reduce the budget gap. However, as these are one-off resources, this has the impact of increasing the budget gap in 2016/17. Therefore the increase in the budget gap for 2016/17 will be £3.550m.

A.2 Council Tax Income – Changes to the Council Tax Base

Summary impact on budget – Reduction in Budget Gap of £1.660m in 2015/16

The experience of the Council Tax Reduction Scheme discounts being claimed, referred to in Section 3.1, is generating surpluses on the Collection Fund. The Council Tax Base has been adjusted to take account of the level of discounts claimed in 2013/2014. Although the discounts claimed have reduced further in 2014/15 the Council Tax Base has not been adjusted further given the level of uncertainty around future claims.

In addition, collection rates are currently higher than the 96.5% budgeted for. It is considered reasonable that the collection rate be increased by 0.5% to 97.0% to reflect current performance.

A.3 Business Rates Income – Surplus / Deficit

Summary impact on budget – Net increase in budget gap of £0.324m over 2 years (with £1.295m one-off saving in 2015/16)

The Business Rates Retention Scheme introduced on 1 April 2013 allows local authorities to retain 49% of their Business Rates income. This change made Business Rates income a key financial risk for the Council for 2013/2014 onward.

Business Rates income has historically been very volatile as it is subject to revaluation appeals and changes in the level of economic activity. The level of income is also subject to changes in the level of mandatory reliefs such as Small Business Rate Relief, Empty Property Relief and Charity Relief. This makes it very difficult to forecast Business Rates income accurately.

Estimates of Business Rates income assumed a general reduction based on previous years' experience. However, there has been an increase in gross rates charges.

The previous MTFP assumed that there would be no surplus or deficit in 2015/16 or 2016/17. Current forecasts are that there will be a surplus relating to Sefton in 2015/16 of £1.295m (net of the shortfall on S31 grants relating to retail relief in 2014/15). There will also be a deficit of £0.324m in 2016/17 which relates to the unwinding of the spreading adjustment relating to the provision for appeals which has contributed to the surplus in 2015/16.

Therefore an additional £1.295m will be available in 2015/16 to reduce the budget gap. However, as these are one-off resources, this has the impact of increasing the budget gap in 2016/17. Therefore the increase in the budget gap for 2016/17 will be £1.619m.

A.4 Business Rates Income

Summary impact on budget – Reduction in budget gap of £1.674m
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There is expected to be an increase in Business Rates income compared to that previously assumed in the MTFP due to the experience of gross rates charges increasing, as referred to in Section 4.3.

A.5 Government Grants

Summary impact on budget – Reduction in budget gap of £1.964m
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The announcement on 18th December 2014 of the Provisional Settlement for 2015/16, and other recent grant announcements, gives Sefton a reduction in Government funding of £19.540m which is £0.121m more than assumed within the MTFP.

The funding reduction previously assumed for 2016/17 was based on an assessment of national public sector funding totals and their potential impact on Sefton. These figures have now been revised following a more detailed analysis of the potential changes, particularly in light of information produced by the LGA and the 2015/16 Provisional Settlement.

However, it should be noted that information on funding levels for 2016/17 is very limited and significant variations might occur. Officers will continue to monitor announcements that may allow for a more accurate assessment to be made.

Budget Reductions Achieved through
Improvements in Efficient and Effective use of Resources

This annex contains a number of efficiencies which do not require a change of policy or external consultation and have been considered by Cabinet at November 2014 and updated at the Cabinet meeting on 15th January 2015.

<u>Ref</u>	<u>Service Area</u>	<u>Efficiency</u>	<u>Proposed Budget Net Reduction £000</u>
1	Registration Service	Increased income as result of increased service activity	54
2	Community Equip't	Improved efficiency	72
3	Burials and Cremations Service	Increased income as result of increased service activity	390
4	Catering Services	Increased income as result of increased service activity	66
5	Commercial Waste Skips Services	Increased income as result of increased service activity	45
6	Coroners	Shared service agreed cost reduction due to completion of mortgage	24
7	Commissioning	Decrease in non-staffing expenditure	36
8	Sefton Care Line and Sefton Securities	Increased income as result of increased service activity	238
9	Home Improvements DFG	Re-profiling the allocation of costs and increasing the level of recharges	10
10	SEN 0-4 Inclusion Funding	Improved efficiency	12
11	Procurement	Reduction in non-staffing expenditure	16
12	Member's Allowances	Reduce the budget provision for Members Allowances –as agreed by the Council on 5 July 2012	35
13	Learning Support - LAC	Reduction in the LA budget	10
14	Complementary Education	Removal of vacant posts from the establishment	51
15	Education Psychology	Spend to be directed to DSG High Needs Funding	25
16	SEN Assessments & Monitoring	Spend to be directed to DSG High Needs Funding	36
17	DCATCH	The scheme has already closed to new pupils, saving reflects cohorts of pupils completing the programme	30
18	LEA playing fields maintenance	Improved efficiency in maintenance scheme	52
19	Finance	Reduced debt management charges	390
20	Health Protection and Infection Control	Efficiency following re-procurement of service	52
21	Civic Services	Civic Services (Attendants) – Voluntary Redundancy	20
22	Tourism	Revised estimate following policy decision	27
23	Trading Standards	Deletion of vacant post and reduction in supplies / services	114
24	Democratic Services	Voluntary reduction in support staff hours	14

25	General inflation provision	Remove general inflation provision set in MTFP at 2%. This will require all services to deliver general efficiency in the delivery of all services	4,360
26	Additional public health grant	Utilise increase in the public health grant to support the ongoing delivery of the Council's Health and Well Being strategy priorities	544
27	Levies	Merseyside Waste and Recycling Authority and the Integrated Mersey Transport Authority have been requested to support the Council by finding 10% efficiency savings in setting their budgets for 2015/16/17	3,700
28	Review of previous budget assumptions and implications of previous budget decision	The estimates of the financial implications of all budget decisions have been reviewed in the light of implementation of options and subsequent changes in service demand. The original Medium Term Financial Plan can be revised to take account of this updated information.	1,841
28b	Reduced accommodation costs	Lease on Houghton Street	76
29	Adult Social Care	Social care services will be required to contain net demographic growth within existing budgets for the duration of the plan. The figure has been adjusted to reflect Cabinet's previous decision relating to the underachievement of the services 2014/15 budget savings requirement. This assumption will need to be kept under close scrutiny to ensure deliverability	3,000
		Total Efficiency Savings	15,340

This Annex contains a package of budget proposals for Council'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	315
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
Total				1,875

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 Reduction in Highways Maintenance programmes to focus on preventative, critical and high risk works'	6,672	800 160
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
Total				2,120

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	1,360	400

		Review and potential cessation of funding for some activities		
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	1,800
39	Neighbourhoods	Reduction and re-prioritisation of activity	778	150
			Total	2,410

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 (Parks Maintenance Budget)	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		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	150
			Total	775

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. Reduction in pest control services but retain full rat control service	1,812	370
51	School Health	Re-specify/recommission the healthy Child programme for the whole 0-19 age range	1,388	260
52	Yet to be determined			0
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
			Total	1,100

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	54
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	Reduction in the Local Authority support provided to	530	60

	and Effectiveness	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	63
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	84
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	416
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
86	Business Intelligence & Performance	Re-structure	1,077	360
87	Public Health	Reduction in funding for commissioned intelligence work		50
88	Catering	To increase the charge for each meal by 10p in September 2015 (start of the school term) and by a further 10p from September 2016		450
89	Building Cleaning	To increase fees and charges to schools		70
90	Commercial Waste	To increase fees and charges		10
91	Tourism	Additional income from events		13
			Total	5,596

Community Resilience

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
82	Housing Related Support	Further decommissioning and re-commissioning of funded services in accordance with the approved Commissioning Intentions and Priorities	2,169	900
			Total	900

Health & Wellbeing

Ref	Service Area	Change Proposal	2014/15 Budget £000	Proposed Budget Reduction £000
83	Integrated Wellness	Integration of Lifestyle services	5,349	3,049
84	Substance Misuse	Reduction in Substance Misuse spend	6,031	740
85	Affordable Warmth	Cessation of SEARCH scheme and Easier Breathing Project	54	54
			Total	3,843

Most Vulnerable

Service Description: Ref 30 - Children With Disabilities:

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.

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.

It is proposed to continue with consultation on the following change – develop and implement a new eligibility criteria policy which will ensure equitable allocation of resources to meet assessed need.

Rationale for service change proposal – 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.

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

Link 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 to expect and need less

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

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

Impact of service change –

Service Users – 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.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

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 17/18th 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 16th October.

Equality Impact Assessment – The Impact Assessment will be published once the new policy on eligibility criteria has been established and approved by Cabinet & Council

Legislation Considered – Children’s Act 2004
Children & Families Act 2014

S17 CA requires a local authority to safeguard and promote the welfare of children who are in need and provide a range and level of services appropriate to those needs. S2 CSDPA requires a local authority to provide welfare services to disabled children.

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 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-term conditions, giving them and their relatives' peace of mind.

Impact of service change –

Service Users – Service users will continue to have their eligible assessed, care needs met, although the means and approach to meeting them may change.

Partners – 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.

Council – 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.

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 users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change, ensuring equality duties are discharged in accordance with the Equality Impact Assessment published in October 2013.

Legislation Considered – 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

Risks & Mitigating Actions –

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.

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.

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 an 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:

- 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 to expect and need less

The following activity will change –

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 any equality implications 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>Service Description: Ref 33 - Highways and Infrastructure Sefton Council, as Highway Authority, has responsibility for the maintenance of approximately 900km of highway, including carriageways and footways.</p>
<p>It is proposed to implement the following change 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>Rationale for service change proposal: 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>The following activity will change/ reduce/ stop</p> <ul style="list-style-type: none"> • 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 • Reduction to the annual highway maintenance programme. • More (less economic) reactive and less preventative work
<p>Link to budget principles:</p> <ul style="list-style-type: none"> • Focus on our core purpose. • Keep the needs of our citizens at the heart of what we do rather than think and act organisationally. • Pursue growth/investment as well as savings. • Communicate and engage with people to expect and need less
<p>Impact of service change –</p> <p>Service Users – 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>Council – 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"> • Greater accident risk • Reputational risk
<p>Communications, Consultation & Engagement</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>Equality Impact Assessment – It is not expected that there will be any equality implications related to this change.</p>
<p>Legislation Considered – Under s.41 of the Highways Act 1980, the highway has a duty to maintain</p>

highways that are maintainable at the public expense.

Risks & Mitigating Actions –

- 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
- If required additional funding requests will be made to the Strategic Capital Investment Group
- 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>Service Description: Ref 34 - Street Lighting – Energy Costs</p>
<p>It is proposed to engage with the community on implementation of the following change 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. 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>Rationale for service change proposal - 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>Link to budget principles:</p> <ul style="list-style-type: none"> • Efficiency before cuts – Protect the impact on communities • Focus on our core purpose. • Proactively manage demand not just supply. • Communicate and engage with people to expect and need less
<p>The following activity will change/ stop</p> <ul style="list-style-type: none"> • Alternate street lights switched off on ‘high energy’ luminaires (main roads) between 8pm and 6am (4000 lights) • A further 14,000 street lights with lower output luminaires switched off in residential streets between 8pm and 6am • A total of 18,000 of the boroughs 31,000 street lights involved • 13,000 street lights would remain unaffected by the switch off proposal
<p>Impact of service change – Service Users – Some customers may perceive a reduction in service whilst others may agree with switching off street lights between certain times. Partners – Potential for increased workload for Ambulance / Police service due to increase in crime and accidents in darkened streets. Council –</p> <ul style="list-style-type: none"> • The risk of increased insurance costs Higher level of claims for damages for slips / trips etc • Reputational risk
<p>Communications, Consultation & Engagement</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p> <p>Between 24th May and the 28th 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><u>The findings of the consultation have been used in the following ways:</u></p> <ul style="list-style-type: none"> • 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 updated and made available to the community via the website

Equality Impact Assessment – See below - 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 engagement.
- 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>Impact Analysis Report: - Ref 34 - Street Lighting – Energy Costs</p>
<p>Detail of proposal: 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. 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>Ramifications of Proposal: Is there a consequence to ‘Threshold’: Yes Is there a consequence to ‘Capacity’: Yes There will be a number of options continued to be explored looking at times and location where street lighting can be turned off or reduced.</p>
<p>Are there any protected characteristics that will be disproportionately affected in comparison to others? The switching off of street lights overnight has in the past drawn concern from the public, and can be an emotive issue. In general there could be a disproportionate impact if the scheme starts to extend in to ‘work and social time’ should this to happen and where street lighting is reduced or diminished in locations such as schools this could adversely affect children and parents (predominantly female) travelling to and from school. This raises safety issues.</p> <p>Disability: Lower street lighting will affect visually disabled people/pedestrians and people with mobility problems (dimly lit areas can cause trips/falls etc.)</p> <p>Mitigation: Careful consideration has and will be given to areas assessed for reduced lighting or early switch off as to ensure there will be minimum impact. Full account of local amenities such as Leisure Centres will be given and disability access to such amenities. The current proposal looks at switching off between 8pm and 6am. This should not affect school runs or community safety. Changes will be subject to a detailed risk assessment</p>
<p>Consultation. Between 24th May and the 28th 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. Further community engagement will be undertaken to monitor the impact of the change on the population and in particular those with protected characteristics.</p>
<p>Is there evidence that the Public Sector Equality Duties will continue to be met? The current proposal meets the public sector equality duties.</p>
<p>What actions will follow if proposal accepted by Cabinet & Council? Careful consideration has and will be given to areas assessed for reduced lighting or early switch off as to ensure there will be minimum impact. Should the monitoring highlight any disproportionate impacts action will be taken to ensure the Council continues to comply with the Equality Act 2010. As implementation plans become better understood following consultation the published service standards will updated and made available to the community via the website.</p> <p>Changes will be subject to a detailed risk assessment.</p>

Service Description: Ref 35 - Operation and delivery of the Library Service

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.

It is proposed to commence consultation internally and engage with the community to implement the following change – Review of management and operation of the service

Rationale for service change proposal – To identify further efficiencies while retaining a comprehensive service.

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.
- Communicate and engage with people to expect and need less

The following activity will change, stop or significantly reduce –

Potential Savings
Reduce the Library stockfund
Replace library Management system
Review Library Management / Administration
Review Library Opening times
Review Stock Services Unit

Impact of service change –

Service Users – an average of 15% reduction in opening hours across the borough, anticipated to be of an evening and weekend when visitor numbers are low.

Partners – an average of 15% reduction in opening hours across the borough

Council – dependency with Arts and Sports.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

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.

Equality Impact Assessment – Once the review is complete equality implications will be assessed for Members to consider prior to making any formal decision with regard to opening hours agree. 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.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

Risks & Mitigating Actions –

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.

Mitigation

On-going review of usage to determine suitable opening times within the context of available resources.

Review of ways in which library services can be promoted on line – e.g. use of online book reservations and information requests.

Indicative Number of Staff at Risk: 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.

Community Resilience

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 places 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 to expect and need less

The following activity will change, stop or significantly reduce – Reduced access to Council funded short breaks places.

Impact of service change –

Service Users –

- A new assessment process will be introduced to support the transition period
- Fewer short breaks activities which support children, teenagers and their parents and carers funded by the Council

Partners –

- Reduced access to funding to deliver aspects of the Aiming High offer
- Increase in demand on adult and mental health services as a result of additional family pressures

Council –

- 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.
- Increase in number of Carers assessments requested
- Charge for short breaks places

Communications, Consultation & Engagement

Type: Inform x Consult internal x Engage x Partnership x

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 17/18th 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.

Equality Impact Assessment – The Impact Assessment will be published once the new policy on eligibility criteria has been established and approved by Cabinet & Council. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered –

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

Risks & Mitigating Actions –

People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for children, families, carers and the workforce 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.

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.

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

Mitigate by:

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

Service Description: Ref 37 - Housing Standards

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.

It is proposed to commence internal consultation on and progress implementation of the following change

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.

Rationale for service change proposal 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.

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 to expect and need less

The following activity will change, stop or reduce

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.

Impact of service change –

Service Users –

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.

Partners – Last year the Council engaged 308 empty property owners, with 31 brought back into use, and a further 18 targeted with enforcement action, including pursuing a small number of ‘enforced sales’. It is proposed to increase the enforcement activity.

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

Council Income; 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.

Local Plan. 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.

Council land holding; 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.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Those directly impacted by this change will be informed of change should members agree this proposal.

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

Legislation Considered –

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.

Risks & Mitigating Actions –

- There may be an increased backlog of enforcement cases and response timescales.
- 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
- 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.
- 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

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

Impact Analysis Report: - Ref 37 - Housing Standards

Detail of proposal: 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.

Ramifications of Proposal:

Is there a consequence to 'Threshold': **No**

Is there a consequence to 'Capacity': **Yes**

Are there any protected characteristics that will be disproportionately affected in comparison to others? No. The Council will still comply with the equality duty as it relates to the Gypsy/traveller site in Formby.

Consultation. Those directly impacted by this change will be informed of change should members agree this proposal.

Is there evidence that the Public Sector Equality Duties will continue to be met? Yes. The proposal makes reference to the Gypsy/traveller community and the Council will continue to meet the Public Sector Equality duty as it relates to Gypsy/traveller site in Formby.

Landlords have a duty to maintain their properties by carrying out necessary repairs and tenants also have a responsibility to keep the properties in a good condition. The standards tenants can expect, and their responsibilities as a tenant, will be set out in a tenancy agreement. Should a tenant report a concern to the Council puts the Council in breach of its duty under the Equality Act 2010 the Council will take the appropriate action.

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

Those directly impacted by this change will be informed of change. There will be ongoing monitoring of the impact of the change to ensure that those with protected characteristics are not disproportionately impacted.

Service Description: Ref 38 - Supported Living

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 progress the implementation of 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 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. As this change progresses equality implications will be assessed and reported as appropriate.

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.

Service Description: Ref 39 - Neighbourhoods and Partnerships –

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.

It is proposed to commence consultation on/implement the following change - To reduce organisation, development, commissioning and support to the following areas:

Community Resilience, Welfare Reform, Neighbourhoods, VCF – Point of Contact, VCF – Commissioning and Strategic Partnerships.

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.
- Communicate and engage with people to expect and need less

The following activity will require prioritisation

- 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)
- 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)
- Co-ordination of responses to gun and gang crime (inc co-ordination of MARGG and Task and Finish Groups)
- Maintenance and repair of Alleygates
- Engagement within IOM processes and PREVENT agenda
- Corporate Support for Equalities Duty
- Co-ordinated response to Hate Crime (inc Hate Crime MARAC)
- Co-ordination of S106 for Linacre Bridge (committed so monitoring role)
- Co-ordination of Big Local
- Community Right to Challenge
- Strategic Partnerships
- Community Safety Partnership
 - Corporate lead for Community Resilience (working with partners including VCF)
 - Community Support Fund
 - Reduction in support to our 3rd sector organisations
 - Lead on Welfare Reform Mitigation Action Plan
 - Lead co-ordination for Welfare Reform Partners
 - Management of Area Committee budgets
 - Direct link for Parish/Town Councils
 - Co-ordination of partnership Bonfire/Halloween
 - Co-ordination of work around Town and Village Centres
 - VCF Commissioning
 - Regional links across Community Safety Partnerships and with Office of Police and Crime Commissioner.

Impact of service change –

Service Users – 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 & Rescue, One Vision Housing and other partners may have a less responsive service.

Partners –

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

Council –

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

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – no equality implications.

Legislation Considered –

Domestic Violence:

Legal obligations/statutory duties

The council has statutory duties:

- to provide for the well being of its citizens (Local Government Act 2000);
- to do all it reasonably can to prevent crime and disorder in its area (Crime and Disorder Act 1998);
- to assist people fleeing domestic violence with finding suitable accommodation (Part VII of the 1996 Housing Act);
- to secure alternative accommodation for those who are accepted as homeless through domestic violence (Part VII the Housing Act 1996);
- to protect children and young people (Children Act 1989, United Nations Convention on the Rights of the Child 1991)

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.

Domestic Violence, Crime and Victims (Amendment) Act 2012

ASB

Anti Social Behaviour, Crime and Policing Act 2014

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)

Equality Act 2010

Sections 5-7 of the Crime & Disorder Act 1998

Localism Act 2011

Best Value statutory guidance,

Welfare Reform Act 2012

Risks & Mitigating Actions – 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.

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

Service Description: Ref : 40 - Planning Services

It is proposed to implement the following change Realign and reduce revenue budgets – including consultancy budgets

Rationale for service change proposal 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.

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 to expect and need less

The following activity will stop or reduce significantly

- Independent retail planning advice regarding new retail proposals in Sefton is unlikely to be able to continue to be commissioned.
- Fewer commissions of evidence/studies to support and effectively defend the Local Plan, Neighbourhood plans and other planning policy work
- Inability to refresh some technical studies to keep evidence base and policy position up to date.
- Possible delay in progressing implementation of supporting policies/supplementary policy documents to assist implementation of Local Plan

Impact of service change –

Service Users – There will be a reduction in service /delays progressing some areas of key policy work.

Partners – 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.

Council –

- Reduced ability to respond to enquiries, development proposals etc
- Reduced capacity with regard to consultancy
- Reputational and legal risks – including judicial review and non adoption of local policies.

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.

Communications, Consultation & Engagement

Type: Inform Consult Internal External Engage Partnership

Equality Impact Assessment – There will be no equality implications

Legislation Considered –

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.

<p>Service Description: Ref 41 - Planning Services (Income)</p>
<p>It is proposed to implement the following change</p> <ul style="list-style-type: none"> • Increase income targets across parts of the service (Development Management, Building Control, and Technical Support [land charges]) <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>Rationale for service change proposal - 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>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change -</p> <ul style="list-style-type: none"> • No activities will stop. • 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.
<p>Impact of service change –</p> <p>Service Users – 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>Partners – limited impact</p> <p>Council – Limited impacts</p>
<p>Communications, Consultation & Engagement</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>

Equality Impact Assessment – There will be no equality implications

Legislation Considered –

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 internal consultation and progress the implementation of 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 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.
- Support for regional / national work only where there is a significant local impact and strong business case for intervention.

Impact of service change.

Service Users:

- 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.
- Vulnerable consumers and small businesses would not be supported in respect of contract disputes /scams/cold calling and rogue traders.
- Extended response times that may compound consumer detriment in contract issues
- Greater risk of young people accessing tobacco / firework / solvents (and other age restricted products).
- Sefton Approved Trader Scheme will be re-evaluated and may be dissolved.

Partners:

- Referrals from National Citizens Advice of low level criminal trading standards activity would not be investigated.
- All routine support for TSNW regional group and National Citizens Advice helpline will cease.

Council (including other services within the Council):

- Potential increase in number of Corporate Complaints (public perception of diminishing service standards)
- Revision of the Customer Charter to reflect new service standards

Communications, Consultation & Engagement

Type: Inform Consult Journal Engage Partnership

Equality Impact Assessment – No equality implications. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered:

- Enforcement of 200+ UK statutes /regulations and EU regulations covering product safety, age restricted products, consumer fraud, rogue traders, weights & measures (Statutory Duties)
- Required Statutory Post - Chief Inspector of Weights and Measures / Weights & Measures Authority
- Product surveillance of safety of goods imported from outside EU through the port of Liverpool. (regulated by BIS)
- Animal Feed, Health & 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 & Mouth, Avian Flu (regulated by DEFRA)

- **Risks & Mitigating Actions** 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

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.

National Regulators instruction may allow that authority to ensure Council compliance by seeking an order from a higher court.

- The likelihood of compensation or for non-performance
- Referrals to the Ombudsman may increase. The service will prioritise activity as resources allow.

Mitigation

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.

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.

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.

It is proposed to commence internal consultation and progress the implementation of 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 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

Consult internal

Engage

Partnership

Impact Assessment – no equality implications Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered –

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)

Risks & Mitigating Actions

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.

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 44 - Parks and Greenspace Service: Plant Shop at Botanic Gardens.			
<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>			
It is proposed to continue internal consultation on the following change – Closure of plant shop and the plant production facilities which support this at Botanic Gardens. Outsource the management of the Fernery and Aviary.			
Rationale for service change proposal – the Council’s reducing resources requires a rigorous prioritisation of activity.			
Link to budget principles:			
<ul style="list-style-type: none"> • Focus on our core purpose. • Proactively manage demand not just supply. • Communicate and engage with people to expect and need less 			
The following activity will change, stop or significantly reduce – Closure of plant shop and plant production area at Botanic Gardens.			
<p>The aviary and fernery will be retained. These will be maintained by contractors and the potential for volunteer support will be investigated.</p>			
Impact of service change –			
Service Users –			
<ul style="list-style-type: none"> • Visitors no longer able to buy plants at the park • Loss of a visitor attraction at Botanic Gardens • Reduction in the total support available to the local Botanic Gardens Community Association • Loss of facility for occasional volunteers / student placements including adults with learning difficulties. • Potential increase in anti-social behaviour in this park due to reduction in staffing levels. • Potentially restricted opening hours at the Fernery. 			
Partners –			
<ul style="list-style-type: none"> • Local ‘In Bloom’ groups etc would have to buy plants, hanging baskets elsewhere. 			
Council (including other services within the Council) –			
<ul style="list-style-type: none"> • Loss of posts • Potential significant impact on one of Southport’s main tourist destinations e.g. fewer visitor numbers 			
Communications, Consultation & Engagement			
Type: Inform	x	Consult internal	x Engage Partnership
Equality Impact Assessment – There are no equality implications. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate			

Services.

Legislation Considered – Not applicable

Risks & Mitigating Actions –

Risk:

- Impact on one of Southport's tourist destinations,

Mitigation:

- Continued maintenance of the aviary and fernery, through the grounds maintenance contract and with volunteer support (this has been included in the costings).
- Explore whether there is suitable external interest to run the shop as a franchise.
- Botanic Gardens Community Association will continue to be supported by other PGS staff

Indicative Number of Staff at Risk: 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 45 - Parks and Greenspace Service: Allotments

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.

The 'paid for' facilities include 13 allotment sites.

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

Increase allotment fees by an average of £10 per full size plot in 2016/17 and again in 2017/18.

The fee increase above will also apply to those allotment sites which are self-managed by allotment societies, on behalf of the Council.

Rationale for service change proposal – 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.

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.
- Communicate and engage with people to expect and need less

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

Impact of service change –

Service Users –

- Rates will increase from £76 in 14/15, to £96 by 17/18.
- 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

Partners –

- 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.

Council –

- Potential negative impact on other Council agendas, e.g. older people, health, sustainability etc

Communications, Consultation & Engagement

Type: Inform

Consult internal

Engage

Partnership

Equality Impact Assessment – There are no equality implications as

- the policy of who can use allotments is inclusive and non discriminatory under the equality act 2010
- The cost increase is not designed to hit any one particular protected characteristic
- The demographic of allotment users is circumstantial
- Reasonable adjustment for disabled users are in place
- The overriding need to reduce council spending is prior to the need of the user cohort, as allotment provision is not an essential front line service.

Legislation Considered – 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 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 reluctance to pay the increased fees.

Mitigation:

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

Service Description: Ref 46 - Parks and Greenspace Service: Sports Users Fees and Charges

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.

The 'paid-for' facilities include:

- Formal
- Cricket
- Rugby
- Bowling

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 & 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.

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

Rationale for service change proposal –

The Council can no longer afford this level of subsidy

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.
- Communicate and engage with people to expect and need less

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

Impact of service change –

Service Users – 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.

Partners – There may be a general reduction in the number of people joining sports clubs which may affect their viability

Council –

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

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.

Equality Impact Assessment – No equality implications, previous Equality Analysis recognised trends in service use such as Older People using bowling greens and young adults playing football and rugby etc. The cost increase goes across all sports facilities, whilst it is unfortunate that groups are facing higher fees to keep using the facilities, it's not discriminatory to increase the fees. This option does not apply to Junior sports.

Legislation Considered – Not applicable

Risks & Mitigating Actions –

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 consultations on and progress the implementation of 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 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 -

- 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 – There will be no equality implications as the Council will prioritise access routes and pathways so that all of the community can participate in public life.

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

Indicative Number of Staff at Risk: There are no staffing implications at this stage. Should the opportunity arise to consider VR/VER requests, then these will be factored into the savings proposals, if it is appropriate to do so.

Service Description: Parks and Greenspaces Service: Ref 48 - Grounds Maintenance Contracts

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.

It is proposed to implement the following change – the gm contractor making further reduction within the GM contracts

Rationale for service change proposal – improved commissioning

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 to expect and need less

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

Impact of service change –

Service Users – None

Partners – None

Council (including other services within the Council) – None

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – The Quality Assurance group in looking at this option recognises that it is a technical change. No equality implications

Legislation Considered – N/A

Risks & Mitigating Actions – N/A

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 progressing the implementation of 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 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 – See below. 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 (subject to an extension to the contract).
- Discussions also indicate that subject to an appropriate extension, lifeguarding could be retained at Southport town beach funded by Contractor's efficiencies.
- 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.

<p>Impact Analysis Report: - Ref 49 Coast and Countryside Service</p> <ul style="list-style-type: none"> • Detail of proposal: 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
<p>Ramifications of Proposal: Is there a consequence to 'Threshold': No Is there a consequence to 'Capacity': Yes</p>
<p>Are there any protected characteristics that will be disproportionately affected in comparison to others? Yes.</p> <ol style="list-style-type: none"> 1) The service reduction will mean delays in clearing sand from access points and maintenance of access features such as disabled boardwalks which may have access issues for disabled / elderly users and families with prams/push chairs and who may use on-beach car parking. 2) Lack of Coast and Countryside Rangers may lead to higher incidents of crime including hate crime. <p>Mitigation:</p> <ol style="list-style-type: none"> 4) Key access spots have been identified in previous consultations with disabled community and there will be 'priority' access spots that will continue to be maintained subject to prevailing conditions and resources. Continued dialogue with the disabled community will enable us to identify and further inform the community of accessible sites. 5) Whilst the Coast and Countryside Service report crimes and request support from the Police, when they are not available the community contacts the police in the normal manner – the Council will make it clear that the police should be contacted in the instance of serious offences and will work with partners to ensure that Hate crime is reported and acted on. 6) There will be a reduction in enforcement, but the Council will attempt to continue to provide evidence and support the Council legal Department and the police within our resources.
<p>Consultation. Extensive consultation has taken place with the community on previous occasions and engagement will continue within the ongoing day to day operational work of the remaining workforce.</p>
<p>Is there evidence that the Public Sector Equality Duties will continue to be met? Yes: the Council will continue to deliver services in line with the Equality Act 2010 and ensure that key facilities are accessible by the disabled and elderly community members.</p>
<p>What actions will follow if proposal accepted by Cabinet & Council?</p> <ol style="list-style-type: none"> 1) Reorganise work schedules, but take into account that other operational aspects of the service will not take place 2) Ensure system is in place to identify 'hot spots' for access issues and prioritise them. 3) Inform public of any changes to services. <p>Monitor service provision.</p>

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 the implementation of 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 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.

Statutory nuisance investigation of pollution and public health hazards limited to significant health impact or those affecting several residents only.

Pollution – Permitting of prescribed industrial processes.

Pollution – remediation of contaminated land through land development.

Public Health – input to resolve blocked / defective drainage or sewage contamination.

Public Health - addressing filthy and verminous premises / public health funerals.

Public Health – forced removal of accumulation of waste on private land if consisting of putrescible material or harbourage for rats.

Pest Control - treatment service for public health pests.

Environmental Enforcement – investigation of fly tipping which involves a significant quantity of material, littering and dog fouling likely to provide evidence of the offender.

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.
Dog Warden – Collection of and kennelling of stray dogs
Dog Warden - Dangerous dog Investigations prioritised to those involving dog on human attacks.

Impact of service change

Service Users –

- There will be reduced level of protection and response times will increase in respect of some environmental health risks.
- Impact on environmental quality as likely to see an increase in public health pests, dog fouling, litter, statutory nuisance.

Partners – failure to deliver expected best practice national partnership network controls on food safety, standards and food fraud, non participation with HSE national Health & Safety priority interventions.

Council –

- 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.
- Cleansing - Increased demand upon cleansing services due to less waste enforcement and increased fly tipping and litter.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – See below. 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.

Impact Analysis Report: - Ref 50 - Environmental Health

Detail of proposal: 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.

Ramifications of Proposal:

Is there a consequence to 'Threshold': **No**

Is there a consequence to 'Capacity': **Yes**

Are there any protected characteristics that will be disproportionately affected in comparison to others? No the changes to the standards will apply to everyone.

Consultation. The community will be informed of the Council's service standards associated with service.

Is there evidence that the Public Sector Equality Duties will continue to be met? Yes

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

The impact of changes will be monitored and should there be any disproportionate impacts on those with protected characteristics the Council will ensure that its duty under the Equality Act 2010 continue to be met.

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 engage and progress the implementation of 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 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.

Council

NHS England, Public Health England and CCG may identify the following key areas of concern

- The threat to health services ability to deliver the health obligations to children and families with SEN
- Potential instability of current provider to deliver immunisation programme due to loss of current level of school health contract.
- The cessation of early intervention and health promotion services leading to greater

demand on downstream services

Communications, Consultation & Engagement

Type: Inform Consult internal Engage X Partnership X

Discussions with the provider and schools will progress should members agree the proposed option be taken forward.

Equality Impact Assessment – Equality implications will be assessed should members agree the proposed option be taken forward. This will be reported prior to implementation in October 2015.

Legislation Considered – Health & Social Care Act 2012

Risks & Mitigating Actions –

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.

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.

The Council will review school health within the context of a 0-19 service.

Public health will liaise with NHS England on any impact of changes on the capacity of current provider to deliver school based immunisation programmes.

Service Description: Ref 53 - Operation and delivery of Sport and Leisure

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.

It is proposed to commence consultation on the implementation of the following change –

Review and restructure management

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 to expect and need less

The following activity will change, stop or significantly reduce –

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.

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
Total Potential Achievable savings in year 1	0.470

Impact of service change –

Service users should see no significant changes from proposals.

Partners – Council's current ICT provider will have the opportunity to bid for the DD work, under a revised contract arrangement.

Council – A reduction in Council subsidy of the sport & leisure operation
Communications, Consultation & Engagement
Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>
Equality Impact Assessment – No equality implications. 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 <ul style="list-style-type: none"> • 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 and progress the implementation of 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 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 – Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change, ensuring equality duties are discharged.

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 and progress the implementation of 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 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 – 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 – There are no equality implications as service Users will 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 and progress the implementation of 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 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 budget¹ 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 – No equality implications. 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: 4 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 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.

<p>It is proposed to commence consultation on and progress the implementation the following change –</p> <ul style="list-style-type: none"> • Consult on reduced eligibility for service intervention • Consult on increasing income based on the services traded model
<p>Rationale for service change proposal –</p> <ul style="list-style-type: none"> • Continue to develop AWS traded model • Clear definition of Targeted Offer based on council objectives, Children’s Services & Early Intervention & Prevention priority groups
<p>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change, stop or significantly reduce – the thresholds associated with unauthorised and persistent absence will be reviewed, yet complying with statutory legislation where applicable. 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>Impact of service change – Service Users – 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. Increase in NEET and children missing from education. Partners – 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. The triage activity with Police and other partners for children and young people missing from school and home would significantly reduce or stop. Council (including other services within the Council) – Changes may place additional pressures other Council services.</p>
<p>Communications, Consultation & Engagement</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>Equality Impact Assessment – No equality implications. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p>Legislation Considered – 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</p>
<p>Risks & Mitigating Actions – Risks</p>

- 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.

Service Description: Ref 58 - Youth Offending Team :

Statutory youth justice service (as outlined within the Crime & Disorder Act 1998) primary aim is to prevent offending and re-offending

YOT is a multi-agency partnership (statutory partners are local authority, health, police and probation)

YOT provides borough wide youth justice services to:

- Courts'
- Children & young people who offend
- Victims and communities who are offended against

Accountability:

- YOT Partnership Management Board
- Community Safety Partnership – Sefton Safer Stronger Community Partnership Board
- Sefton Local Safeguarding Children’s Board
 - Youth Justice Board of England & Wales in relation to the provision of youth justice services against national standards

It is proposed to commence internal consultation on and progress the implementation of the following change –

Opportunity to merge services based on Government funding to support a coherent adolescent service:

- Social Care
- YOT
- CAMHs
- Outreach respite recovery

Potential to reduce management capacity to support integrated services for adolescents

Rationale for service change proposal –

- Further efficiencies, rationalising management capacity
- The Council’s reducing resources requires a rigorous prioritisation of activity
- Reductions in younger offenders
- Increase in numbers of young people diverted from the criminal justice system
- Improvements in step-down arrangements to support reductions in re-offending
- Opportunities to integrate high cost intensive adolescent services for those young people on the edge of care or custody

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 to expect and need less

The following activity will change, stop or significantly reduce – Service standards may be reduced.

Impact of service change –

Service Users – The location to access services in the north of the borough may change.

Partners – EIP – Youth Team; YOT; AWS; PRU; Children’s Social Care; Family Support
External Partnerships – 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.

Health – re-design 2014 will impact on cash and staff contribution for 2015

Council (including other services within the Council) – ASB

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – No equality implications as service users will continue to receive support. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered –

Children’s Act 2004
Legal Aid Sentencing & Punishment of Offenders Act 2012
Crime & Disorder Act 1998
Positive for Youth 2011
Education & Skills Act 2008 – Raising the Participation Age
MAPPA –duty to co-operate

Risks & Mitigating Actions –

Risks

- There may be an increase in
 - numbers in criminal justice system impacts on delivery capacity and compromises inspection expectation
 - risk & vulnerability factors for young people allied to reductions in early intervention & prevention results in teenagers high cost, poor outcomes – ‘care and custody’
- There may be changes to funding levels from partners may impact on desired outcomes for this vulnerable cohort.

Mitigation

- 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 & Welfare legal administration

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.

Service Description: Ref 59 - The Outreach & Respite Recovery Programme 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.

This targeted and successful provision works with those whose needs have been assessed as complex through CAF or Social Care or YOT.

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.

Work is done separately and jointly with the child/young person, their parent/carer and other members of the family.

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

It is proposed to commence consultation on and progress the implementation of the following change – Restructure the Strengthening Families' Delivery Team

Rationale for service change proposal – Service improvements based on the success rate of the Outreach & Respite Recovery Programme

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 to expect and need less

The following activity will change, stop or significantly reduce – Reduction in staffing ratios

Impact of service change –

Service Users –

- There will be a delay in accessing services

Council) –.

- Potential increase in the number of referrals to Social Care.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – No equality implications as service users will continue to receive support. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered –

Children's Act 1989
Children's Act 2004
Working Together 2013
Children's & Families Act 2014

Risks & Mitigating Actions –

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>Service Description: Ref 60 - Locality Assessment: 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 & South).</p>
<p>It is proposed to commence consultation on and progress the implementation of the following change – A redesign of CAF team within EIP</p>
<p>Rationale for service change proposal –</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>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change, stop or significantly reduce – Reduced access to a CAF Coordinator to chair and record Team around the Family meetings. Reduced budget to support family interventions</p>
<p>Impact of service change –</p> <p>Service Users – 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>Partners – 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>Council – Potentially increase in referrals to Social Care if partners disengage from supporting/resourcing CAF; 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.</p>
<p>Communications, Consultation & Engagement</p> <p>Type: Inform x Consult internal x Engage Partnership</p>
<p>Equality Impact Assessment – No equality implications as service users will continue to receive support.. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>

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 schools. This service area is subject to government inspection

Statutory duties in moderation of assessment of SATS (KS1 and 2) and phonics screening
Early intervention by local authority in 'schools causing concern' and support during Ofsted inspections.

Context:

75 primary schools (35 VA schools, 5 VC schools, 35 maintained schools)
11 secondary schools, (7 VA schools, 2 maintained schools, 2 trust schools)
4 nursery schools,
2 pupil referral units,
8 SEN resourced units
5 special schools (1 trust school, 4 maintained schools)
Plus 7 Academies and 1 Free School
45,000 pupils

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.

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

Rationale for service change proposal – 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.

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 to expect and need less

The following activity will change, stop or significantly reduce – Advice, support and preventative work in schools which is non statutory.

Impact of service change –

Service Users – 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 & 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.

Partners – 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.

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

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – No equality implications as there is no change in the provision of education for children and young people. Officers will comply with HR policies and procedures.

Legislation Considered –

Education Act 1996
School Standards and Framework Act 1998
Education Act 2002
Education and Inspections Act 2006
Education Act 2011

Risks & Mitigating Actions –

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.

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 Service: Statutory Service charging 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".

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. 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. 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). 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.

It is proposed to commence consultation on and progress the implementation of the following change – An end to end review of activity, policies, procedures and processes.

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

Rationale for service change proposal – The Council's reducing resources requires a rigorous prioritisation of activity.
• Efficiency before cuts – Protect the impact on communities
• Focus on our core purpose.

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

The following activity will change, stop or significantly reduce – 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.
• Proactively manage demand not just supply.
• Ensure we provide services strictly in line with eligibility criteria.

Impact of service change – Communicate and engage with people to expect and need less
Service Users – Customer access channels may change, there may be a reduced level of support for some activities and increased waiting times.
The following activity will change, stop or significantly reduce – 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 Council (including other services within the Council) – approximately 1 FTE at risk of redundancy.
Partners – as above
Council (including other services within the Council) – approximately 1 FTE at risk of redundancy.
Citizenship Service will also be reduced. Dedicated support to the Youth Offending Service (YOS) will cease.
Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership
This is likely to have an adverse impact on the Council's ability to get you people back into and keep them in education and training particularly for hard to reach groups.

Equality Impact Assessment – No equality implications as there is no change in the provision of education for children and young people. Officers will comply with HR policies and procedures..

Legislation Considered – Children and Young Persons Act 1963, Education Act 1996, School Standards and Framework Act 1998, Education Act 2002, Education and Inspections Act 2006

Risks & Mitigating Actions –
Partners – Identified during the review. Cabinet member will be kept informed and work will be prioritised to ensure that support is on par with agencies as outlined above.

Indicative Number of Staff at Risk: up to 3 note that where changes and/or savings cannot be achieved Council (including other services within the Council) may have to reduce staff numbers and/or reduce services significantly reduced. NEET figures likely to increase and adverse impact on youth employment.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Discussions will take place with the provider should members agree the proposed option be taken forward.

Equality Impact Assessment – No equality implications as children and young people will still continue to receive support but there may be a longer waiting time. Children with additional learning needs, or those assessed as in need of more specialist support will continue to receive such services as deemed appropriate through the relevant care and support planning processes.

Legislation Considered –

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 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.

Service Description: Ref 64 - Children's Admin Service Development

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

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 & 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.

This service is responsible for the statutory provision of information about services for children, young people, and their families.

This team is responsible for providing clerical support to the Directors of Adults/Children's services and respective Heads of Service.

This team provides reception support, administers internal and external mail distribution, and provides general clerical support.

It is proposed to commence consultation on and progress the implementation of the following change – Service redesign

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.

The following activity will change, stop or significantly reduce – To be determined

Impact of service change –

Service Users – The bulk of these services are not directly visible to the community but support the effective functioning of frontline services.

Partners –

Council (including other services within the Council) –

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – No equality implications. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered – N A

Risks & Mitigating Actions– The risks and mitigating actions will be identified during the review and any areas of concern will be reported to the Cabinet Member.

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.

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 and progress the implementation of 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 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 – No equality implications

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 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 – No equality implications as they will apply equally to all of the community and visitors.

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>Service Description: Ref 67 - Property & Facilities Management</p> <ul style="list-style-type: none"> • The managed expenditure, e.g. rents, utilities, repairs, health and safety etc. that enables the provision of the Council's accommodation • The staff employed to efficiently manage the Council's property. • Management and implementation of Council's Accommodation Strategy
<p>It is proposed to commence consultation on and progress the implementation of the following change - 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>Rationale for service change proposal - 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>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change /stop - This will be determined with each change.</p>
<p>Impact of service change – Service Users – No direct impact, Partners – Not applicable Council – This will be determined with each change</p>
<p>Communications, Consultation & Engagement</p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p>Equality Impact Assessment – No equality implications.</p>
<p>Legislation Considered –</p> <ul style="list-style-type: none"> • Corporate Manslaughter & Corporate Homicide Act 2007 • Occupiers Liability legislation • Health & Safety at Work Legislation (Multiple various Acts and Provisions) • Equality Act 2010 (Disability Discrimination) • RICS & BIFM - Best Practice & Guidelines • Landlord and Tenant Acts and other statutory requirements relating to property ownership.
<p>Risks & Mitigating Actions – To be assessed and mitigation identified with each change</p>
<p>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>

Service Description: Ref 68 - Flood and Coastal Erosion Risk Management
<p>It is proposed to commence consultation on and progress the implementation of the following change</p> <ul style="list-style-type: none"> • Reconfigure how the service is funded • Additional charge to CERMs • Charge staff time to external fees • Reduce works budget • Restructure of service provision (with potential loss of posts)
<p>Rationale for service change proposal - The Council has the ability to vary the changes made to external funding streams.</p>
<p>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change and reduce</p> <ul style="list-style-type: none"> • 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 • There will also be a reduction in works delivery
<p>Impact of service change – Service Users – 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>Partners – increased expectation on Council to deliver if staff resource charged to external funding</p> <p>Council –</p> <ul style="list-style-type: none"> • Reduced ability to respond to enquiries and emergencies • Reduced capacity • Reputational risk
<p>Communications, Consultation & Engagement</p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p>Equality Impact Assessment – No equality implications</p>
<p>Legislation Considered – Floods & Water Management Act 2010, Flood Risk Act 2009, Land Drainage Act 1991, s 41 of Highways Act 1980</p>
<p>Risks & Mitigating Actions –</p> <ul style="list-style-type: none"> • There are increasing pressures on the service due to legislation (Floods & 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 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.

Service Description: Ref 69 Regulatory Services Support

Administrative support to Environmental Health, Trading Standards, Licensing & Information systems support to the above and Street Scene Department.

Service Description: Refuse Consultation services implement the following change - Reduction in the Borough's operating costs of 0.5m per annum. The Borough currently operates 0.5m of public conveniences across the Borough as follows:
7 x pay-to-use units: 5 in Southport (Promenade*, Eastbank Street*, Hill Street*,

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.
 - Communicate and engage with people to expect and need less

The following activity will change, stop or significantly reduce – Back office processes will be changed.

Impact of service change – 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.

Service Users – None

Partners – None

Council:

- Reduced support to frontline staff

Communications, Consultation & Engagement

Type: Inform Consult Journal Engage Partnership

Equality Impact Assessment – No equality implications

Legislation Considered – Support for the discharge of numerous statutory services.

Risks & Mitigating Actions

Reduced capacity to respond to unexpected demands

Indicative Number of Staff at Risk: 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>3 x 'Free-to-use' toilets:</p>	<p>1 in Blundellsands (Burbo Bank*) 1 in Waterloo (South Road*) Maghull (Leighton Avenue) Crosby (Moor Lane) Ainsdale (Shore Road)</p> <p>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>
<p>It is proposed to progress the implementation of the following change – 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>Rationale for service change proposal – 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>Link to budget principles:</p> <ul style="list-style-type: none"> • Focus on our core purpose. • Communicate and engage with people to expect and need less 	
<p>The following activity will change, stop or significantly reduce – There will be reduced or no public toilet provision in Sefton.</p>	
<p>Impact of Service Change – Service Users - 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. Partners - 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. Council – 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. 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>Communications, Consultation & Engagement Type: Inform Consult internal Engage Partnership <input type="checkbox"/></p>	
<p>Equality Impact Assessment – if negotiations succeed there will be no equality implications. If closures are required an impact assessment will be reported to Cabinet prior to closure.</p>	
<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.</p>	
<p>Risks & Mitigating Actions –</p>	

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 28th 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 progress the implementation of 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 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 service' across a number of Merseyside Authorities in conjunction with the MWDA.

Council – There may be an increase in the level of fly tipping which may increase costs in other areas of the Cleansing Service. However, there is no evidence of any major increase in fly tipping as a result of the implementation of higher charges in any other Borough.

Communications, Consultations & Engagement –

Type Inform Consult Engage internal Partnership

Impact Assessment – See below

Legislation Considered

The requirements of the Environmental Protection Act 1990 have been considered in the development of this proposal. 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.

Risks & Mitigating Actions–

The main risk is that by increasing the charge for the collection service, the amount of fly tipping may increase. The higher the charge the more risk of an increase. However, the level of fly tipping has not increased significantly following the introduction of a charge and has been managed within existing resources.

The Council website will be updated to signpost potential services users to alternatives e.g.

"There are several options for disposing bulky waste from your home and reusing unwanted items is the most environmentally-friendly way.

You can give your old item to someone in the community using [Freecycle](#). Membership is free and this can be a quick and easy way to get rid of a useful item.

If you, just want to dispose of your household bulky waste you can take it to your [local Household Waste & Recycling centre](#).

The Sefton Directory includes many voluntary, community, faith organisations who may collect the item from you"

Impact Analysis Report: BULKY ITEMS
Detail of proposal: 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 It is proposed to increase the charge from the current £7.50 per collection to £10 per collection.
Ramifications of Proposal: Is there a consequence to 'Threshold': No Is there a consequence to 'Capacity': No
Are there any protected characteristics that will be disproportionately affected in comparison to others? No. All residents can equally access the service should they choose to do so.
Consultation. The community will be informed of the change via the website and when requesting the service through the Contact Centre or One Stop Shop
Is there evidence that the Public Sector Equality Duties will continue to be met? 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.
What actions will follow if proposal accepted by Cabinet & Council? 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. The Council website will be updated to signpost customers to alternative solutions

Service Description: Ref 72 - Operation and delivery of the Atkinson Centre, Southport
It is proposed to commence consultation on/implement the following change – Review the management and operation of the service.
Rationale for service change proposal – the Council’s reducing resources requires a rigorous prioritisation of activity.
Link to budget principles: <ul style="list-style-type: none"> • Keep the needs of our citizens at the heart of what we do rather than think and act organisationally. • Communicate and engage with people to expect and need less
The following activity will change, stop or significantly reduce – To be identified in the review
Impact of service change – To be identified in the review
Communications, Consultation & Engagement <p style="text-align: center;"> Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> </p>
Equality Impact Assessment – No equality implications identified at this stage. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.
Legislation Considered – <p>Local Government Act 1972.</p> <p>2012 Equalities Act</p> <p>1990 Planning Act (Listed Buildings and Conservation Areas)</p>
Risks & Mitigating Actions <p>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.</p>
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.

<p>Service Description Ref 73 - Active Sports: 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>It is proposed to progress the implementation of the following change – Charging for / increasing charges Sports Development Activity</p>
<p>Rationale for service change proposal – 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. It is believed that by introducing a combination of increased charges and new programmes the subsidy can be further reduced</p>
<p>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change – The reduction in subsidy could be met by;</p> <ul style="list-style-type: none"> • Increased charges • Introduction of charges to activities that are currently ‘free’ e.g. Sportivate • Increased charges for schools / youth club service delivery (e.g. schools buy in) • Increased co-ordination of events and competitions • Effective usage of workforce (Increased delivery hours of Development Coaches/Apprentices/Volunteers reducing casual staffing costs) • Introduction of a minimal fee for leisure (e.g. 400 cards issued per year @ £20 each = £8000)
<p>Impact of service change – Service Users – 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. Partners – May affect the prospect of receiving future grants if a charge is initiated Council – Potential for increased income</p>
<p>Communications, Consultation & Engagement</p> <p>Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p>Equality Analysis—see below</p>
<p>Legislation Considered –</p>
<p>Risks & Mitigating Actions – Risks –</p> <ul style="list-style-type: none"> • Non take up of activities and subsidy level will not be achieved • Potential for increase in Anti Social Behaviour in certain “ hot spots” throughout the borough

- Possible reduction of those taking part in Sport & Physical activity along with the associated negative health impacts.
- Income currently received contributes to existing staffing budget, therefore an increased income target could result in possible redundancies.
- If staff are reduced the ability to deliver the service reduces

Mitigation-

Provision of an Active Choices card for the most needy which will reduce the fee by 50%

Equality Analysis Report: Health & Wellbeing (Active Sports – increased income) -

Detail of proposal:

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;

- Active Totz
- 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

Service Description: Ref 74 - Operation and delivery of Sport and Leisure - Active Aquatics

The Active Aquatics team offer swimming lessons at three leisure centres, Bootle Leisure Centre, Meadows Leisure Centre and Dunes Splash World. Delivering a range of swimming lessons which are suitable for all ages and abilities.

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 1st April 2015.
4. Mitigation measures for vulnerable children & young people will continue to be offered.

<p>It is proposed to implement the following change – Maximising the Pool time at Meadows Leisure Centre to offer more swimming lessons to meet demand.</p>
<p>Rationale for service change proposal – There are waiting lists for swimming lessons at all leisure centres, however, Meadows is the only centre where the Council has not successfully changed the programme, due to a Voluntary Sports Club renting the time on a Saturday morning. The club has been requested to vacate their slot on a Saturday. If the club continues to refuse to move times, notice will be served to initiate the change so that the Council can maximise its income potential.</p>
<p>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change, stop or significantly reduce – No service implications</p>
<p>Impact of service change – Service Users – The Club will be offered an alternative time outside of “peak times”. A reduction in waiting lists. Council – Potential for increased income</p>
<p>Communications, Consultation & Engagement Type:</p> <p>Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p>
<p>Equality Impact Assessment –The Quality Assurance group in looking at this option and is satisfied that service user needs will continue to be met.</p>
<p>Legislation Considered –</p>
<p>Risks & Mitigating Actions Risks – Potential some reputational risk with the Club Mitigation - Alternative time to be offered to the Club. If the Club agree to changing their time this will benefit the community by meeting an identified need for more swimming lessons.</p>

Service Description: Ref 75 - Public Health Staffing
It is proposed to commence consultation on and progress the implementation of the following change – Reduction in public health staffing over two year period.
Rationale for service change proposal – 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 reprocured.
<p>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
The following activity will change, stop or significantly reduce – 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.
<p>Impact of service change –</p> <p>Partners – Will need to maintain level of service to CCGs, increased dependence on PHE, Champs</p> <p>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</p>
<p>Communications, Consultation & Engagement</p> <p>Type: Inform <input type="checkbox"/> Consult internal x Engage X Partnership X</p>
Equality Impact Assessment – No equality implications. 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 – Need to consider shared posts through Champs or with other LAs to ensure access to specialist skills.
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.

<p>Service Description: Ref 76 - Corporate Communications team Changes to the Corporate Communications team which includes PR, marketing, design, print, advertising and digital activities.</p>
<p>It is proposed to commence consultation on and progress the implementation of the following change:</p> <ol style="list-style-type: none"> 1. Deletion of vacant post of Marketing Officer (Tourism) 2. Deletion of vacant post of Head of Communications 3. Communications team re-structure and put two/three further posts at risk,
<p>Rationale for service change proposal: The Council's reducing resources requires a rigorous prioritisation of activity</p>
<p>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change, stop or significantly reduce: Some aspects of communications activity would have to be reduced or cease completely due to reduced capacity.</p>
<p>Potential impact of service change:</p> <p>Service Users – 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>Partners – Change of personnel or processes</p> <p>Council – Reputational risk to the Council and reduction in communications activity.</p>
<p>Additional income opportunities achieved in April 2015 (and each year subsequently) There is a potential to increase income via Schools SLA, Roundabout Sponsorship and commissioning media activity of around £35k.</p>
<p>Communications, Consultation & Engagement</p> <p>Type: Inform <input type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p>Equality Impact Assessment No equality implications. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.</p>
<p>Legislation Considered</p>
<p>Risks & Mitigating Actions</p> <ul style="list-style-type: none"> • Without a Head of Service there will be no strategic lead on communications policy or strategic officer for media liaison/negotiation. • 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.
<p>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.</p>

Service Description: Ref 77 - Transformation:

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.

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.

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.

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.

It is proposed to commence consultation and progress the implementation of the following changes – Reconfiguration of Transformation Team

Rationale for service change proposal – 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.

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 to expect and need less

The following activity will change, stop or significantly reduce –

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.

or

Reconfiguration of Transformation Team and integration of related work areas – taking a One Council approach.

Impact of service change –

Service Users – programme dependent, extended lead in times for public facing changes

Partners – programme dependent, extended lead in times for public facing changes

Council – reduction in the scope of the programme, extended lead in times for key changes.

Communications, Consultation & Engagement

Type: Inform Consult Internal Eng Partnership

Equality Impact Assessment – No equality implications. 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.

Service Description: Ref 78 - Corporate Legal Services –

- a) Management of the Department
- b) Reduction of the Monitoring Officer Budget

It is proposed to commence consultation on and progress the implementation of the following change –

a) Management of the Department

Restructure the legal management of the department to reduce from x2 Principal Lawyer to 1 Principal Lawyer

b) Reduction of the Monitoring Officer Budget

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 “*the monitoring officer*”) 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.

Rationale for service change proposal –

- 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.

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.
- Ensure we provide services strictly in line with eligibility criteria.
- Communicate and engage with people to expect and need less

The following activity will change or significantly reduce –

- 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

Impact of service change –

- a) Service Users – Delays in response in dealing with Complaints including Ombudsman 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
- 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

Partners – Not applicable

Council – The thorough and comprehensive professional service provided to the Council may be compromised, however, work will be prioritised based on risk to the Council.

Communications, Consultation & Engagement

Type: Consult internal

Equality Impact Assessment – No equality implications. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered –

- a) General employment legislation with respect to redundancies, flexible retirement etc
- b) Section 5 of the Local Government and Housing Act 1989

Risks & Mitigating Actions –

- 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.
- 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.

Reviews will be undertaken through LD comments so that decisions the Council takes are lawful.

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. 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

Service Description: Ref 79 - Finance and ICT Services

1. Finance Service – Staffing and running costs
2. Risk and Audit Service
3. Finance Service – Staffing
4. Council wide printing, telephony and ICT costs

It is proposed to commence consultation on and progress the implementation of the following changes –

Staffing and running costs

To reduce the Finance & 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.

Rationale for service change proposal –

1. Finance Service – Staffing and running costs

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.

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.

Reduced activity and workforce numbers will allow a rationalisation of running costs relating to printing, telephony and ICT equipment of £190,000.

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 to expect and need less

The following activity will change, stop or significantly reduce –

1. Finance Service – Staffing and running costs 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

2. Risk and Audit Service

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

Insurance

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

1 The 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 – No equality implications. 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.

Service Description: Ref 80 - Learning & Development

Learning & 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.

It is proposed to commence consultation on and progress the implementation of the following change –

Reduction, cessation and change of delivery of activity would involve a discussion with Departments through the Learning & 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 & 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.

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.
- Ensure we provide services strictly in line with eligibility criteria.
- Communicate and engage with people to expect and need less

The following activity will change, stop or significantly reduce – To be determined in discussions with departments with input from the Learning & Development Board

Impact of service change –

Service Users – To be determined in discussions with departments and also any other users of Learning & Development such as external organisations as appropriate

Partners –

The Council - 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 –

- ensure that essential safeguarding training needs are met
- ensure that essential service specific training needs are met
- progress the Leadership Development agenda
- facilitate and support essential professional development
- facilitate and support the apprenticeship scheme

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – No equality implications identified at this stage. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Corporate Services.

Legislation Considered – Not directly applicable, although departmental support for areas such as HASAWA and the Care Act

Risks & Mitigating Actions – Risks to the organisation in terms of reduced training and support, in particular in times of change. Departments would need to assess the risk.

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>Service Description: Ref 81 - Personnel – This includes Pay & Grading, Operational Teams, Schools Team, Occupational Health and Trade Union Facility Time.</p>
<p>It is proposed to commence consultation on and progress the implementation of the following change –</p> <p>(a) Current secondee to New Directions (subject to consultation) to be moved to work directly for Company</p> <p>(b) Half of Occupational Health post (c) Loss of Personnel Officer post</p>
<p>Rationale for service change proposal – 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>Link to budget principles:</p> <ul style="list-style-type: none"> • 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 to expect and need less
<p>The following activity will change, stop or significantly reduce – Reduction to resource for Personnel.</p>
<p>Impact of service change –</p> <p>Service Users –</p> <p>Partners –</p> <p>Council – Less support (a – c)</p>
<p>Communications, Consultation & Engagement</p> <p>Type: Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Internal <input type="checkbox"/> External <input type="checkbox"/> Engage <input type="checkbox"/> Partnership</p>
<p>Equality Impact Assessment – No equality implications.</p>
<p>Legislation Considered –</p> <p>ACAS Code</p> <p>Trade Union Labour Relations Consolidation Act 1992</p> <p>Employment Relations Act 2004</p>
<p>Risks & Mitigating Actions–</p> <p>Potential for departments where applicable to move to self service, although resource lost.</p> <p>1 employee will be TUPE’d, and another 1 and a half vacancies will be deleted. Other efficiencies will not involve employee posts</p>

Service Description – Ref 86 - Business Intelligence and Performance:

The service provides operational and strategic support to Children’s and Adults Services with regards to support on the budget, support to the Health and Wellbeing Board, BCF and Integration, Strategic Needs Assessment, strategy, policy, consultation and engagement, data and data protection, information governance, FOI, statutory returns, performance management, schools planning. In addition, the Division supports Schools Planning and Re-organisation, SEN and a wide range of operational services within Children’s and Adults Services, such as Children’s Centres, Early Intervention and Prevention Services.

There are 28 posts within the Division which are in scope of this proposal, including the 3 posts funded via public health ring fenced resources. There is a further fixed term post funded through Troubled Families Grant based within the Division and 2 Apprentices which are funded corporately. These posts are not in the scope of this proposal.

It is proposed to commence consultation on and progress the implementation of the following change – It is proposed to restructure of the team with a loss of up to 14 posts. This proposal provides the opportunity to integrate with other teams of a similar nature or composition from across the Council.

Rationale for service change proposal – To integrate business intelligence and performance within a group of services supporting the strategic direction of the Council.

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.

The following activity will change, stop or significantly reduce – There will be reduced levels of staffing and decisions will need to be taken as to the priority focus of the integrated teams. The team currently prioritises its capacity using a risk based approach, to support Departments/Divisions to achieve the Councils’ priorities and this will continue on an integrated basis.

If approved a reprioritisation exercise will be undertaken to ensure the remaining resource is invested in the priorities of the Council.

Impact of service change – The reduction in staff will impact on the services provided by the team to support the Council core purpose, Children’s and Adults Services. Other services across the Council will be impacted to a lesser extent as they are not currently prioritised by the Team. These impacts will include production of data reports, data quality, policy development, consultation and engagement. Additionally a reduced capacity to undertake statutory functions associated with the Health and Wellbeing Strategy and SSNA.

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 – Health and Social Care Act 2012 in terms of the Health and Wellbeing Board. Data Protection, Information Governance and FOI are all statutory requirements, as are the many pieces of legislation and government guidance/rules which prescribe the many statutory returns that the Team makes on behalf of the Council and its Departments. The legislative requirements associated with the duty

to consult on service cessation/reduction are fulfilled by the Team, in supporting functions across the Council, and the ability to meet these requirements is mitigated by the Team and should be factored into discussions on cessation, and reduction of services. Equality legislation, Human Rights and other legislation have also been considered, and there are impacts associated with these.

Risks & Mitigating Actions –

Risks include reduced capacity to meet statutory obligations and service demand associated with the breadth of work undertaken. In mitigation the Council will identify opportunities to automate reports, reduce manual intervention and improve management ability to produce and analyse data. The Council will undertake a risk and prioritisation exercise to determine which statutory obligations continue to be met, as appropriate to the resources available in the future through an integration of teams and roles. The Council will explore with partners opportunities to share posts and resources.

Indicative Number of Staff at Risk: up to 14 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 87 - Public Health Specialist Intelligence:</p> <p>Public health specialist intelligence is central to strategy and commissioning across the authority and partners (e.g. CCG) as part of the authority's statutory duty to improve the health of the population. This investment also funds specialist intelligence which enables the authority to contribute to relevant national policy and delivery via Public Health England. The type of work this funds includes:</p> <ul style="list-style-type: none"> • monitoring health and disease trends and highlighting areas for action • identifying gaps in health information • implementing new knowledge gathered through research • drawing together information from different sources in new ways to improve health • carrying out projects to highlight particular health issues • evaluating progress by local agencies on improving health and cutting inequality • looking ahead to give early warning of future public health problems • Contributes to the SSNA <p>Examples include the domestic violence needs assessment which will inform system wide strategy and internal and external commissioning to improve outcomes across Sefton.</p>
<p>It is proposed to commence implement the following change –</p> <p>The proposal will reduce the funding available for commissioned intelligence work. Some essential intelligence licences are funded from this budget for which investment will be retained.</p>
<p>Rationale for service change proposal – The Council's reducing resources requires a rigorous prioritisation of activity.</p>
<p>Link to budget principles</p> <ul style="list-style-type: none"> • Efficiency before cuts – Protect the impact on communities • Focus on our core purpose <p>Keep the needs of our citizens at the heart of what we do rather than think and act organisationally.</p>
<p>The following activity will change, stop or significantly reduce – Only essential intelligence licences and databases will be funded from the remaining resources. The capacity to respond to health intelligence needs will be reduced.</p>
<p>Impact of service change – Strategy and commissioning will be reliant on the best available information which will be linked to the prioritisation of the focus for business intelligence in the future as outlined in the above proposal</p>
<p>Communications, Consultation & Engagement</p> <p>Type: Inform x Consult internal x Engage Partnership X</p>
<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.</p>
<p>Legislation Considered – Health and Social Care Act 2012</p>
<p>Risks & Mitigating Actions (to include costs) –</p> <p>The Council will prioritise activity to ensure that decisions are well informed and the need of the community is best understood.</p>

<p>Service Description: Ref 88 - School Meals & Catering Services The School Meals & Catering Service undertakes a range of catering functions including the provision of school meals, breakfast clubs, after school clubs, school-related meetings/events, catering provision at Children's Centres, private nurseries on school sites and a private school.</p>
<p>It is proposed to implement the following change – To introduce an income target for the schools meals element of the service's output. Whilst there is an income target for the other aspects of the service's work, the school meals element has been expected to achieve a break-even trading position, as historically this part of the service had been funded via the Dedicated Schools Grant.</p> <p>It is proposed that the additional income can be generated by increasing the price of a school meal by 10p in September 2015 and a further 10p in September 2016.</p>
<p>Rationale for service change proposal – Previously, any additional income generated by the School Meals element of the Service's work was absorbed within the centrally held Dedicated Schools Grant budget at year-end. As school meals funding has been removed from the Dedicated Schools Grant.</p>
<p>Link to budget principles</p> <ul style="list-style-type: none"> • 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.
<p>The following activity will change, stop or significantly reduce – There will be no change or reduction in service levels or services provided because of this proposal.</p>
<p>Impact of Service Change – Service Users – There will be an increase in the charge to parents of 10p per meal in both September 2015 and 2016.</p> <p>Partners – There will be an increase in the price paid by schools for free school meals by 10p in 2015 and 2016.</p> <p>Council – None</p>
<p>Communications, Consultations & Engagement – Type Inform <input checked="" type="checkbox"/> Consult Internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p>
<p>Equality Impact Assessment – There are no proposed changes that will affect or disadvantage any individual or specific group with protected characteristics.</p>
<p>Legislation Considered - All relevant legislation relating to the provision of Catering Services has been considered in the development of this proposal.</p>
<p>Risks & Mitigating Actions – Any service which is required to generate additional income is subject to the pressure of maintaining that particular level of income against a backdrop of the economic downturn. As such, there is always a risk that projected income targets will not be met.</p> <p>If the price of a school meal is increased, there may be some customer resistance to this. However, it is considered that the service would still represent excellent value for money for parents and pupils. The current charge of £1.80 for a primary meal and £2.00 for a secondary meal, is still amongst the lowest in Merseyside and surrounding authorities, and is likely to remain so after the proposed increase.</p>

Service Description: Ref 89 - Building Cleaning

The Building Cleaning Section currently operates across a number of contract areas. The 'core' contracts relate to the cleaning functions undertaken at a range of Council owned and operated buildings, facilities and services. In addition, a number of 'external' cleaning contracts are operated at a large number of schools and work premises.

This proposal only relates to 'external' contracts at a large number of schools and work premises.

This 'external' service currently generates £1.4 million of income per year.

It is proposed to implement the following change – It is proposed to increase the charge levied to these 'external' contracts by 5%, thereby generating an additional £70k in income.

Rationale for service change proposal –

There has been little increase in the charge made to 'external' contracts over recent years. This has mirrored the wider market which has tended to absorb any potential increases in order to retain the business from existing contracts.

However, across the market there have recently been a number of increases passed on to the customer by way of increased staffing costs and increased equipment and product costs.

It is therefore felt that there is potential to increase the charges made against 'external' contracts by 5% in the coming year in order to generate additional revenue.

Link to budget principles

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose

The following activity will change, stop or significantly reduce –

It is not expected that any activity will change, stop or significantly reduce as there will still be a need to deliver the requirements of the contract at each site/location. This proposal is simply based upon increasing the charges made for the service.

Impact of Service Change –

Service Users – No change

Partners – No change

Council – No change as the proposed price increase only applies to 'external' contracts.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership

Proposed Timeline This proposal can be implemented with effect from April 2015.

Equality Impact Assessment – There are no proposed changes which will affect or disadvantage any

individual or specific group with protected characteristics.

Legislation Considered - Occupiers' Liability Acts 1957 and 1984 and Health and Safety at Work Act 1974 – All necessary Health and Safety issues relating to cleaning operations have been considered and will not be impacted by this proposal.

Risks & Mitigating Actions –

Any service which is required to generate additional income is subject to the pressure of maintaining that particular level of income against a backdrop of an economic downturn. As such, there is always a risk that projected income targets will not be met.

There is also a further risk that as competition for existing business increases, some service providers may make a business decision to 'hold' or reduce the charges made for their services. As such, some current clients may decide to seek additional quotations from alternative companies for the work currently delivered by the Council's Building Cleaning Section. However, it is felt that it should still be possible to generate an additional 5% (or £70k) from across the contract portfolio as a whole across a full financial year.

Service Description: Ref 90 - Commercial Waste & Skip Services

Brief Description:

The Cleansing Services Section is responsible for both Street Cleansing and Refuse Collection. It provides a comprehensive cleansing service for residential, retail, tourist and visitor areas, as well as all highways, pavements and litter bins. In addition, the service provides an Alternating Weekly Collection service for Grey, Green and Brown wheeled bins and a Sack Collection for other properties.

In addition, commercial waste and skip services, bulky item and clinical waste collections are also delivered.

Under current legislation, Commercial Waste services must be available and offered by a Local Authority if requested to do so, but local businesses are free to choose how to deal with the waste they produce.

It is proposed to implement the following change –

It has previously been proposed that increased business development, marketing and promotions will deliver an additional £45k for commercial waste and skip operations.

It is now further proposed to increase the fees charged for the collection and disposal of commercial waste by 5% in 2015/16 and a further 5% in 2016/17, thereby generating an additional £20k in income.

Rationale for service change proposal –

The services already benefit from operating within an administrative and operational infrastructure which exists to service the needs of the domestic refuse collection service. As such, there is little additional requirement needed as the volume of business increases. Therefore, additional income can be generated with little additional cost incurred.

Link to budget principles

- Efficiency before cuts – Protect the impact on communities
- Focus on our core purpose

The following activity will change, stop or significantly reduce –

There will be no effect upon existing domestic services. The increasing levels of business will pay for any additional requirement in terms of vehicle maintenance and administration, whilst also recovering costs for the Council.

Impact of Service Change –

Service Users – The services will be actively promoted across the Borough and as such will provide more choice for service users in what is a very commercial market.

Partners – The MWRA will benefit from an increasing amount of recyclable material arising from commercial collections.

Council – The Council will still meet its requirements under the Environmental Protection Act whilst generating additional revenues.

Communications, Consultations & Engagement –

Type Inform Consult Engage Partnership
internal

Lead in time – This proposal could be implemented by April 2015.

Equality Impact Assessment – There are no proposed changes which will affect or disadvantage any individual or specific group with protected characteristics.

Legislation Considered - The requirements of the Environmental Protection Act 1990 have been considered in the development of this proposal. Under the Environmental Protection Act (1990), the Council has a duty to provide a 'trade collection service' and can charge to do so.

Risks & Mitigating Actions –

Any service which is required to generate additional income is subject to the pressure of maintaining that particular level of income against a backdrop of an economic downturn. As such, there is always a risk that projected income targets will not be met. However, Cleansing Services operates a very efficient service, and for the foreseeable future, it is expected that the ability to generate additional sums from additional works can be met.

Service Description: Ref 91 - Tourism Service
It is proposed to implement the following change – The proposal is to increase income from commercial services by £13,000.
Rationale for service change proposal – There are various means of increasing Tourism income, most significant of which is to review the price tariff for major events. These have been priced competitively during the recession but there is some recovery in demand which could be reflected in increased entry prices.
Link to budget principles <ul style="list-style-type: none"> • Efficiency before cuts – Protect the impact on communities • Focus on our core purpose
The following activity will change, stop or significantly reduce – None.
Impact of service change – Service Users – Some users may be deterred by higher charges. Partners – n/a Council (including other services within the Council) – n/a
Communications, Consultation & Engagement Type: Inform <input checked="" type="checkbox"/> Consult internal <input type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>
Equality Impact Assessment – there are no equality implications arising from this saving.
Legislation Considered – n/a
Risks & Mitigating Actions – Advance sales are carefully monitored for several months, so the impact and acceptability of changes in tariff will be detected early, allowing appropriate corrective action to be taken.

Service Description: Ref 82 - Housing Related Support

The Housing Related Support budget funds a mixture of short-term (from a few weeks up to a maximum of two years) and long-term services, falling mainly into the following categories:

- *Visiting/Floating Support Services* - where the support is provided in the person's home and aims to support people who need help to remain independent in their home (e.g. help and advice with rent, bills, managing money, keeping to a tenancy agreement etc.);
- *Short-Term "move-on" Accommodation-Based Services* – where the support is linked to the person's temporary accommodation (e.g. Homeless units; Women's refuge etc.) and aims to provide a stable environment and support to move-on to permanent accommodation;
- *Long-Term Accommodation-Based Services* - where the support is linked to the person's permanent accommodation (e.g. sheltered housing) and aims to provide a stable environment and extra help for vulnerable people;
- *Assistive Technology/Telecare Services* – this is a "lifeline" community alarm system and other technology designed to help someone live independently, provided either as part of the accommodation (e.g. sheltered accommodation) or within someone's own home.

It is proposed to progress the implementation of the following change –

Further decommissioning and re-commissioning of funded services in accordance with the approved Commissioning Intentions and Priorities. In particular:

- *Visiting/Floating Support Services* - decommission existing "niche" services and re-commission a more efficient and cost effective all-tenure, all-age Visiting Support Service designed to address multiple needs (with specialist provision only if necessary) in line with Commissioning Principles & Priorities
- *Short-Term "move-on" Accommodation-Based Services* - re-commission more efficient and cost effective all services in line with Commissioning Principles & Priorities, including a joint re-commissioning of Young People provision funded by Housing Related Support and Young People & Families budgets
- *Long-Term Accommodation-Based Services* - Ceasing funding for long-term accommodation-based provision, purpose built and dispersed Sheltered Housing
- *Assistive Technology/Telecare Services* – review funding for Community Alarm and Telecare services, including considering whether those services should be re-commissioned through Sefton Arc (the Council's in-house service provider), in line with the Council's published Adult Social Care Market Position Statement.

Rationale for service change proposal – The Council's reducing resources requires a rigorous prioritisation of activity. Services funded through the Housing Related Support budget are discretionary housing-related services to help vulnerable people live independently in their own accommodation or to move from temporary accommodation into a more permanent place. The Council is not statutorily required to provide these services.

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 to expect and need less

The following activity will change, stop or significantly reduce –

The Council will:

- Decommission existing Floating/Visiting Support Services and re-commission all-tenure, all-age Visiting Support Service designed to address multiple needs (with specialist provision only if necessary)
- Re-commission Short-Term “Move-On” Accommodation Based Services, including a joint re-commissioning of Young People provision funded by Housing Related Support and Young People & Families budgets
- Work with Providers to explore alternative zero Housing Related Support-contribution models for long-term accommodation-based provision, purpose built and dispersed Sheltered Housing
- Review funding for Community Alarm and Telecare services and consider whether those services should be re-commissioned through Sefton Arc (the Council’s in-house service provider).

Impact of service change –

Service Users – There may be a reduction in the support available to individuals as a result of a reduction in service provision and capacity. Some residents may experience increased rent charges as a result of the withdrawal of Housing Related Support funding to services. In instances where provision is ceasing this will be implemented through a phased approach to ensure that service users are supported through the transition.

Partners – Housing providers may need to reduce services provided to residents, or increase management/rental charges in order to offset the reduction in Housing Related Support funding.

Council – There are risks that a reduction in access to preventative services funded through Housing Related Support could increase the pressure on higher-cost statutory services, including, adult and children’s social care services and services provided to meet the Council’s statutory homelessness duties. These risks can be reduced by the more integrated approach to commissioning suggested. There may be an increase in Housing Benefit costs as a result of ceasing/reducing Housing Related Support funding. In order to enable continuity of service and the managed decommissioning/re-commissioning of services whilst decisions are being implemented it will be necessary to extend contracts, as necessary for that purpose, up to a maximum of June 2015. This will result in a maximum saving of approximately 75% of the full saving in 2015/16 but full achievement in 2016/17

Communications, Consultation & Engagement

Type: Inform Consult Internal External Engage Partnership

Equality Impact Assessment – Service users will continue to have their eligible assessed care and support needs met if they meet the threshold for statutory services.

Legislation Considered – Provision of appropriate care post assessment/review is a statutory duty for all local authorities.

The Supporting People grant support (which was formerly aid under Local Government Act 2000, s93) was withdrawn in April 2011 and the monies formerly allocated under this grant are now paid as part of the local authority 'Formula Grant'.

The Care Act 2014

Risks & Mitigating Actions – Services commissioned with Housing Related Support funding are

generally recognised as discretionary/non-statutory services, however, the previous review recognised that the services commissioned may to a greater or lesser extent support or enhance statutory services and the meeting of statutory duties, in particular statutory duties relating to homelessness, Children leaving care and adults with an assessed care need.

There are risks that a reduction in access to preventative services funded through Housing Related Support could increase the pressure on higher-cost statutory services, including, adult and children's social care services and services provided to meet the Council's statutory homelessness duties.

The need to prioritise "*Services and interventions that prevent or minimise demand for higher level statutory services*" is clearly recognised within the Commissioning Principles and the approach taken will seek to reduce the risks through a more integrated approach to commissioning.

Service users with the highest needs will continue to receive services if they meet the social care eligibility criteria for adults or children's services.

Service Description: Ref 83 - Integrated Wellness Service

The Integrated Wellness Service is a newly designed service which comprises of self-care, wellbeing and prevention. It will be the single point of access service for diet and nutrition, physical activity, weight management, stop smoking, alcohol prevention, positive mental wellbeing and NHS health checks. The service will strengthen community resilience, provide choice in terms of where and when people access services and will be needs led to address individual and community need. This new focus will be targeted to those who are in greatest need specifically those people living in wards with the poorest health outcomes.

It is proposed to progress the implementation of the following change

The de-commissioning of the current fragmented range of service providers and the re-commissioning of an integrated service to be implemented from September 2015.

Rationale for service change proposal To deliver a universal programme to improve health and maximise health outcomes within a financial envelope of £2.3 million Council funding. Further work will be progressed with the CCG's to eliminate duplication and target collective resources on those who are in greatest need specifically those people living in wards with the poorest health outcomes. Discussions are also underway to secure European Social Fund resources to further enhance the service.

Link to budget principles

- Efficiency before cuts – Protect the impact on communities
- 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 to expect and need less

The following activity will change, stop or significantly reduce

The level of services provided will be reduced with the Integrated Wellness Service supporting those who are in greatest need specifically those people living in wards with the poorest health outcomes. The service will support over 10,000 people in the most deprived wards with a wider reach up to 70,000 people through promotion of self-care and prevention through the website, hub, whole family behaviour change, social media, health trainers and brief interventions.

The reduced programme may have an adverse impact on;

- level of progress on health improvement and health inequalities
- continuity of support and health gains for local people due to cessation of locally targeted successful long term community programmes e.g. borough wide Healthy Living Centres
- increased demand on health and social care services
- reduced opportunities for chances of employments, skill increase, motivation and healthier life choices

Impact of service change on

Service users – there will be a reduction in the number of people from the wider population accessing service for diet and nutrition, physical activity, weight management, stop smoking, alcohol prevention, positive mental wellbeing and NHS health checks. The service, however, will target 10,000 people in the most deprived wards with a wider reach up to 70,000 people through promotion of self care and prevention through the website, hub, whole family behaviour change, social media, health trainers and brief interventions.

Partners – the providers commissioned through the Integrated Wellness Service will need to reduce services directly provided to residents and through integrated working promote self-care, use of websites,

and social media for information and redesign their workforce to include a health trainers approach to promoting whole family behaviour change, self reliance and community resilience. Expectation providers will be working more closely together in order to enable data sharing, safeguarding and appropriate clinical governance.

Council – there is an interdependency with this options and all Council Health & Wellbeing Services including Leisure. The change will be managed using a One Council approach with a view to seeking to mitigate impacts on the most vulnerable. There will need to be an enhanced referral process across health, community and social care services will need to be established.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – Equality implications will be monitored as the newly designed service is implemented and reported through normal process.

Legislation Considered – Health and Social Care Act 2012

Risks & Mitigating Actions –

The community may not engage with the new ways of working and delivery, the new Health Trainer role within the service will reach out to the community to promote self-care and access to services when appropriate.

Key performance indicators may not be achieved as services are reduced. The Council will work with partners as outlined above (the CCGs and European Social Fund) to secure further resources which if achieved may mitigate the non achievement of key performance indicators.

The workforce, within providers and the Council, may fail to work in a integrated way to promote self-care as the default position. An integrated Training and development plan, supported by integrated referral pathways will be put in place to mitigate this risk.

The mandated Public health services may not be delivered within the appropriate geographical spread e.g. NHS Health Checks for old people aged 40 to 74 years. This will be closely monitored and remedial action will be taken to avoid any intervention by the Department of Health.

Indicative Number of Staff at Risk: the staffing implications are not fully understood at this stage. 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: Substance misuse

Service Description: Ref 84 - Substance misuse

In line with Department of Health and NICE commissioning guidance, a range of services and interventions are commissioned locally to respond to drug and alcohol-related harm. These include:

- a) Community based, inpatient and residential treatment services;
- b) Early intervention and specialist treatment for young people with substance misuse problems; and
- c) Advice and support concerning employment, education, training, accommodation and welfare.

The core substance misuse service was re-commissioned in 2013 and is now provided by Lifeline which provides the following:

- Comprehensive assessment and health checks
- Hepatitis B testing and vaccination provision
- Hepatitis C testing and treatment referral
- HIV testing
- Opiate replacement treatment and medically assisted withdrawal programmes
- Community opiate detoxification programmes
- Structured psychosocial interventions (including cognitive behaviour type interventions and motivational interviewing)
- Relapse prevention programmes
- Criminal Justice and drug Intervention Programmes (DIP)
- Access to residential detoxification and residential rehabilitation programmes
- Needle and syringe programmes
- SMART recovery groups
- Alcohol support and extended Brief Intervention Groups
- Strengthening families
- Recovery support including assisted access to mutual aid groups (NA and AA)

The service currently operates from two offices: Bootle and Southport as well as via community outreach satellite venues.

In addition to the core service, specialist services are commissioned from a range of providers for detoxification, housing related support, employment support etc.

A comprehensive review of all substance misuse services has recently been completed and this will be taken into account in this change.

It is proposed to implement the following change – the service specification will be redesigned with a view to exploring the move from a predominantly residential to a community detoxification model. The recommissioning of aspects of other services will consider efficiencies and the use of generic models.

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 to expect and need less

The following activity will change, stop or significantly reduce – The key changes are the move from a predominantly residential to a community detoxification model and the respecification of services which are likely to include a reduction in outreach and support services and cessation of health promotions.

Impact of service change –

Service Users – 1600 adults are in community treatment at any one time, with 230 people each year requiring specialist residential care and over 40 seeking housing support. There will be fewer clients receiving residential based treatment and more in community based detoxification programmes which are more cost effective.

Partners – There will a requirement to renegotiate existing contracts, decommission and or recommission services with a new specification. Community safety partners may see an increase in demand for related interventions.

Council – Social Care may see an increase in referrals from clients waiting longer for substance misuse interventions.

Communications, Consultation & Engagement

Type: Inform Consult internal x Engage X Partnership X

Equality Impact Assessment – Equality implications will be monitored as the changes are developed and implemented and reported through normal process.

Legislation Considered – The Council has exercised its power under the Health & Social Care Act to commission substance misuse services and it is a condition of the Public Health grant conditions that the Council must have due regard to substance misuse when performing its public health role.

Risks & Mitigating Actions –

Partners sub contract with medical companies and pharmacies to deliver key components of the service. They may be unable to maintain these contracts leading to instability across the service. In implementing this change the commissioning activity will seek to minimise this risk.

The key performance for indicators within the Public Health Outcomes Framework may not be achieved. In addition to this the Council is awaiting feedback on the consultation relating to the Health Premium Incentive Scheme and this may also be a risk. The Council will work with partners to ensure that resources are prioritised to minimise the risk to achievement.

13,000 people in Sefton are high risk drinkers, and 2000 people use opiate and crack, placing a heavy burden on social care, safeguarding, housing and treatment services. Community services may not be the appropriate treatment model for some clients, there is a risk that the numbers requiring residential based treatment remains the same or increases as result of the reductions in this service. In mitigation individuals needs will be assessed. A detailed review of current activity, client need and provider capacity will be carried out to enable a more efficient care pathway to be developed. This will mitigate against possible inequity in access to appropriate services.

There is a risk that the change to service may lead to other Council departments and partners experiencing increasing demand as a consequence of this change as alcohol and drug misuse harms families and communities, alcohol is implicated in half of all crime, 27% of serious case reviews (SCR) mention alcohol, parental drug use is a risk factor in 29% of all SCRS. In mitigation the most vulnerable will be given priority. The Council will discuss the reduction in investment with CCG, Public Health England and the Local Medical Committee. Essential clinical interventions, including opiate replacement treatment, detoxification options, relapse prevention and child safeguarding procedures will be protected. There is a risk that the current provider, due to the previous contract being awarded in October 2013, may withdraw from the contract. Ongoing negotiations with provider is taking place to mitigate this risk to ensure business continuity.

Financial National evidence identifies that drug and alcohol services are cost effective

Public Health England cost benefits calculation show every 100 alcohol dependant people treated can prevent 18 A&E visits and 22 hospital admissions releasing savings to the NHS of £60. This is money that could be spent on other co-commissioned adult services.

The same tool shows total benefits accrued from the treatment investment in 2012-13 of £4.7m in total drug treatment and recovery interventions was £21.4m, comprising a crime cost saving of £14.6m and health cost saving of £6.8m.

Moreover, the tool puts the cost of estimated harm 2012-13 if no opiate or crack cocaine users were treated for their addiction as £21.1m

Indicative Number of Staff at Risk: the staffing implications are not fully understood at this stage. 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 85 - SEARCH and Easier Breathing Funding

The Council currently delivers physical improvement measures in households via:

- SEARCH – delivers 120 heating and insulation improvements since 2005 (originally funded under HAZ and NRF) to households with cold related conditions
- Easier Breathing Project – Assists children under 11 with severe asthma by delivering multiple households improvements that mitigate the impacts of asthma (by reducing unplanned A&E attendance, improving night time sleep and removing one of the key triggers for asthma symptoms to be aggravated).

In addition to these measures the Council receives funding from a number of sources that fund the Affordable Warmth Service.

The Affordable Warmth Service End of Year report 2013/14 states that there were 112 households referred to heating and insulation grant support under the SEARCH scheme and a further 8 households via the Easier Breathing Project.

These interventions are funded to alleviate health inequality with preventative action to address the impact of fuel poverty and cold homes, potentially preventing premature mortality avoid more expensive care and support across the public sector. Reduction of excess winter deaths and fuel poverty targets are included in the Public Health Outcome Framework and HECA Affordable Warmth plan.

It is proposed to progress the implementation of the following change – Cessation of the SEARCH scheme and Easier Breathing Project.

Rationale for service change proposal – The Council's reducing resources requires a rigorous prioritisation of activity and these services are not statutory and households may still be eligible for grants from other sources.

The following activity will change, stop or significantly reduce –

SEARCH scheme and Easier Breathing Project. will stop

There will be a reduced level of support available to households suffering from fuel poverty and cold homes.

Impact of service change –

Service Users –Some SEARCH clients may access ECO funding from utilities but this may take about 2 months to process and allocated on a property basis with the aim of achieving carbon saving
The Easier Breathing scheme is not widely implemented nationally. GOV.uk identifies a number of ways to get help with energy bills or to make homes more energy efficient. The Council will signpost people to alternative sources to apply for support.

Partners - work will continue with health and energy industry partners to seek funding for similar support to continue in future to alleviate health impacts.

Council – The Council has recently developed a Healthy Homes pilot which is a more comprehensive approach to healthy housing which includes affordable warmth and other housing related issues. In two weeks 50 households have signed up for the scheme targeting those with long term respiratory conditions, targeted at over 60s and under 16s. This pilot will be evaluated early in 2015.

Communications, Consultation & Engagement

Type: Inform Consult internal Engage Partnership

Equality Impact Assessment – work will continue with partners and equality implications will be monitored as and when Healthy Homes and other affordable warmth initiatives progress and reported through normal process.

Legislation Considered – Health & Social Care Act 2012, Home Energy Conservation Act 1995 (revised 2013)

Risks & Mitigating Actions –

Sefton's Affordable Warmth Partnership (and Strategy) work will continue with health, the community and energy industry partners to alleviate health impacts.

Significantly reduced ability to deliver the targets set out in the Public Health Outcome Framework, and HECA Affordable Warmth plan.

Excess winter deaths are influenced by a range of factors including cold homes. More information to evidence the impact of this investment on excess winter deaths is required to understand the effect on individual outcomes. It is possible that the cessation of the SEARCH scheme may lead to a rise in Excess Winter Deaths. As outlined above work is progressing on the Healthy Homes pilot to reduce the impact of this reduction and to explore more cost effective, integrated and sustainable ways to support those households that are in need.

The reduction in funding may impact on the Council's ability deliver Level 0 of Cold Weather Plan. Work with partners will be required to develop mitigating actions.

More analysis of the data regarding service users targeted as part of this de-investment will be undertaken to further understand the impact of the loss of this support.

