

## 2013-17 LISTED BUDGET SAVINGS PERFORMANCE AT DECEMBER 2016

<b>Savings achieved to date</b>	23,381,100
<b>Progress is Satisfactory</b>	5,343,150
<b>Risk of savings not being fully achieved</b>	403,000
<b>Known shortfalls or significant risk that savings will not be achieved</b>	6,789,200
<b>Total of Savings</b>	<b>35,916,450</b>

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
Review of Commissioning - reducing funding support to community groups - Commissioning & Neighbourhood Coordination	261,000				261,000	This saving will be achieved in 2016/17.
Libraries - Review of operation and management of libraries including book fund and opening times	70,000				70,000	This saving will be achieved in 2016/17.
Parks Maintenance - Botanic Gardens Shop Closure	30,000				30,000	This saving will be achieved in 2016/17.
Parks Maintenance - Increase allotment fees by an average of £10 per full size plot in 2016/17 and again in 2017/18.	20,000				20,000	This saving will be achieved in 2016/17.
Further Changes in Style and Standards of Parks Management	27,000				27,000	This saving will be achieved in 2016/17.
Arts - Review management and opening times at the Atkinson	120,000			120,000		This saving will be achieved in 2016/17.
Street Scene - Building Cleaning - change frequency of office cleaning	19,000				19,000	There has been a reduction in the cost of cleaning Council and internal facilities during 2016/17 so the required saving is being met.
Public Conveniences increase charges	40,000	40,000				This saving will not be achieved in 2016/17. This is due to the one off costs of fitting coin mechanised doors at facilities that were previously provided free of charge and higher than expected costs for maintenance and vandalism issues. Although charges have been increased / introduced, the financial benefit to the Council has been less than expected. Negotiations are currently underway with an external operator to provide a fully managed service at a cost that can be contained within the reduced budget. Therefore this saving is expected to be achieved from 2017/18 onwards.
Public conveniences reviewed for efficiency savings	20,000	20,000				This saving will not be achieved in 2016/17. This is due to the one off costs of fitting coin mechanised doors at facilities that were previously provided free of charge and higher than expected costs for maintenance and vandalism issues. Although charges have been increased / introduced, the financial benefit to the Council has been less than expected. Negotiations are currently underway with an external operator to provide a fully managed service at a cost that can be contained within the reduced budget. Therefore this saving is expected to be achieved from 2017/18 onwards.
Careline Service/Security Force (income target)	75,000		75,000			This saving is not being achieved as it is reliant on income derived from other parts of the Council (which have been subject to cuts) and the cessation of a healthcare project which was also expected to generate income for the service. At this stage no alternative income sources have been identified and it is therefore unlikely that this additional income requirement will be met in 2016/17.
Street Scene - Building Cleaning - change frequency of office cleaning	50,000				50,000	There has been a reduction in the cost of cleaning Council and internal facilities during 2016/17 so the required saving will be met.

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Cleansing Service - Reorganisation of workload and work patterns	25,000				25,000	The budgetary provision for Cleansing Services has been adjusted to take account of the restructure which has now been implemented. As such, the required savings target will be achieved in 2016/17. However, it should be noted that the income target for recharges to internal facilities and services needs to be reviewed in the light of a reduction in cleaning budgets available across the Council.
Street Cleansing - Bulky Items Collection Service - Restructure Crews and introduce charge for bulky items	6,000				6,000	The budgetary provision for Bulky Items has been adjusted to take account of a restructure and increased charges and as such, the required saving target will be achieved in 2016/17.
Green Waste	430,000	430,000				Saving not likely to be achieved following the reorganisation of the recycling service.
Public Conveniences - Closure of all public conveniences	74,000	24,000		50,000		The original saving was predicated on the entire budget for the service being removed. There will still be residual costs to be incurred in closing the facilities in terms of NNDR, insurance, utilities, etc. for which no budget remains. Consequently, it will not be possible to meet the saving target in full during 2016/17 or in future years.
Bulky Items - Increasing collection charge from £7.50 to £10 per collection	48,000				48,000	The budgetary provision for Bulky Items has been adjusted to take account of a restructure and increased charges and as such, the required saving target will be achieved in 2016/17.
Sefton Care Line and Sefton Securities - Increased income as result of increased service activity	200,000	200,000				This saving target was predicated on increasing income by insourcing a wider range of previously externalised maintenance, testing and installation services across Council facilities and services. This did not happen as expected or proposed and as such it will not be possible to generate this additional income on top of the increased income target set for the current financial year. As such, this saving target will not be met during 2016/17. However additional business e.g. through the promotion of the Arc Angel product, is expected to generate significant income in the future which will not only enable this saving to be achieved but will also contribute towards future years' savings. Savings options in this area for 2017/18 and beyond will need to acknowledge the need to make this saving first
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	250,000				250,000	This saving requirement is based upon increasing the cost of a school meal annually over a two year period. The first increase generated the required additional income. Therefore, it is expected that the second increase will also provide the required increase in income. As such, the required saving target will be met in 2016/17.
New Options - Increase Cremation and Burial Fees by 5% above inflation	150,000	150,000				A new crematorium has opened in West Lancashire within five miles of the existing facility in Southport. This has had an effect on the income generated at the facility. The crematorium at Thornton is also operating at reduced capacity (2 days a week) for some months this year due to a replacement programme for the old cremators which have failed emissions tests. As such the increased income levels will not be achieved in 2016/17. In future years, although full capacity will return at Thornton, the impact of the private crematorium will continue and the loss of income arising from this competition will prevent the income target of £150,000 from being met.
Improved procurement of Council wide communications activity	61,050				61,050	This saving will be achieved in 2016/17. Following a review and realignment of budgets a recently deleted vacant post is being used to achieve the saving.
Corporate Communications Team - Deletion of vacant posts and Team restructure	100,000	0		0	100,000	This saving was in total £204k (£100k phased 2016/17) and was originally to be met from a reduction in staffing. However the saving was then anticipated to be achieved by both staffing and income i.e. staffing £104k in 2015/16 (achieved) and income £100k in 2016/17 which has previously been reported as not achievable. Having reviewed the Communications budget and the wider Strategic Support budgets this saving will now be achieved.
Transformation - Reduction of Transformation resource	75,000				75,000	This saving will be achieved in 2016/17 due to a restructure of teams.
Environmental Health - Reduction in front line environmental health regulatory services. Reduction in pest control services but retain full rat control service	170,000			170,000		On target to be achieved.
Parking - Review of service and charging regimes	467,000	100,000		367,000		There will be a shortfall in income achieved due to the proposal to cease the refund of car park charges at leisure centres. The remaining 367k should be achievable subject to market conditions.

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Street Lighting Energy - Invest to save in lighting columns and bulbs to allow reduced hours of lighting.	530,000	530,000				It was anticipated last month that £100k would be achievable from energy savings / reduced tariffs which would have restricted the unachieved element of this saving to £430K. Latest information suggests that there will be no contributory saving in tariffs and the entire saving will not be achieved in the current year. Furthermore, the indicative tariff for 2017/18 will increase by £112k (based on current consumption levels) which will put further pressure on the achievement of the saving in subsequent years. Whilst every effort will be made to cover the saving through increases in income, this cannot be guaranteed. Excess income has been used in previous years to cover the regular overspend on winter service. There is a spend to save initiative for Cabinet to consider shortly. The outcome of the Cabinet decision will inform how the Council considers this saving option.
Further Changes in Style and Standards of Parks Management	64,000			64,000		On target to be achieved.
Parks Maintenance - Reduction in GM Contracts	30,000			30,000		On target to be achieved.
Coast - Reduction to visitor and site management activities. Extension to the length of the life guard contract on reduced terms. Car-parking income charges	75,000			75,000		On target to be achieved.
Highway management, development, design and safety - Changes to charges Service reorganisations	130,000			130,000		On target to be achieved.
Budget re-alignment of salaries to be funded from grants, contracts and reserves	116,000	116,000				It is forecast that this saving will not be delivered in year as the majority of budget relates to Head of Service and grants that are used to fund remaining staff within the service who are not core funded. This saving will not be achieved in the long term and the Medium Term Financial Plan has been adjusted to reflect this.
14-19 Services - Changes to commissioning arrangements for Information, Advice & Guidance	40,000				40,000	Achieved.
Management fee reduction - Formby Pool Contract	50,000				50,000	Following re-negotiation of the contract this saving will be achieved
School Health - Re-specify/recommission the healthy Child programme for the whole 0-19 age range	260,000				260,000	Saving achieved in 2016/17
Sports Leisure- Active Sports - Increase in income due to increased charges and new programmes	30,500			30,500		This £30.5k saving is the residual amount of a total saving target of £84k of which £53.5k was achieved in 2015/16. It appears that there has been an element of duplication around this particular saving with the original proposal only anticipating £30k additional income. While there may be some further additional income achieved in this particular area in 2016/17 it is unlikely that the full remaining £30.5k will be achieved in this specific income budget. However, It is anticipated that this will be achieved from other income areas. The situation will continue to be monitored throughout the year.
Public Health-Internal restructure to reflect the need to strengthen the influencing role of the team, and reduced need for commissioning capacity	100,000				100,000	Saving achieved in 2016/17
Integrated Wellness - Integration of Lifestyle services	1,549,000				1,549,000	Saving achieved in 2016/17
Substance Misuse - Reduction in Substance Misuse spend	440,000				440,000	Saving achieved in 2016/17

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
DCATCH - The scheme has already closed to new pupils, saving reflects cohorts of pupils completing the programme	15,000				15,000	Saving will be achieved in 2016/17
Children With Disability Service - Continue with the development of, and implement, new eligibility criteria	315,000		116,000	199,000		The achievement of this savings target has been challenging. A post originally identified to contribute towards this saving has been taken as part of the Senior Management Review. Pressure on Direct Payments in the sum of £0.181m is currently being offset by Care Packages of (£0.039m) and a temporary in year saving on employee costs on Aiming High Family Support Team of (£0.026m). The Aiming High Family Support Team has been merged with CWD Team. This will continue to be monitored closely.
Aiming High - Continue with the development of, and implement, new eligibility criteria. Review and potential cessation of funding for some activities	400,000				400,000	This saving will be achieved in 2016/17.
Attendance Welfare Service - Improved administration of legal procedures. Reduced eligibility for service interventions. Increase income	142,000			142,000		This saving should be achieved in 2016/17.
Locality Assessment - Redesign of Common Assessment Framework team Implement a stronger Lead	60,000			60,000		This saving should be achieved in 2016/17.
Commissioning - Reduction of the Commissioning Service staffing	144,000				144,000	This saving will be achieved in 2016/17 due to a restructure of teams.
Business Intelligence & Performance - Re-structure	360,000				360,000	This saving will be achieved in 2016/17 due to a restructure of teams.
Housing Standards - Reduction in housing enforcement services including cessation of corporate illegal traveller sites co-ordination	20,000			20,000		On target to be achieved.
Planning - Increase in income across parts of the service Development Management, Building Control, and Technical Support [land charges] in light of economic forecast	130,000	33,350		96,650		This savings target relates to Planning / Building Control income and whilst there is likely to be an overachievement of Planning Application income of £116K and Fees for Information and other Planning Fees of £40k, there are currently estimated shortfalls on Building Control (£171K), and the Section 106 admin fee (£18K). The net effect of all of these is a shortfall of income against budget of £33K.
Home Improvements DFG - Re-profiling the allocation of costs and increasing the level of recharges	10,000			10,000		On target to be achieved.
Treasury Management	8,000,000				8,000,000	The Council has changed its policy relating to the provision for debt repayment. This has generated significant savings until 2019/20 (2016/17 saving includes the saving achieved in 2015/16 that was reserved to be utilised in 2016/17 and future years).
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	2,180,000				2,180,000	Budget provision reduced, saving therefore achieved.
Reduced accommodation costs - Lease on Houghton Street	76,000		76,000			This saving is unlikely to be able to be achieved in this or future financial years due to it being a duplication of the 2015/16 saving Ref 67 (£60k). However, a balanced service outturn will be delivered and this will be delivered in future years.
Building Maintenance - Recharge Salaries to Capital Schemes	136,000		136,000			It is currently uncertain as to whether this saving will be delivered in 2016/17. However, a balanced service outturn will be delivered and this will be delivered in future years.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
EEMS (Energy and Environment) - Reduction in Carbon reduction service and community energy service	42,000				42,000	Saving achieved in 2016/17
Finance & ICT Services - Restructuring Finance and ICT services after implementation of new financial system in 2015	500,000			50,000	450,000	It has previously been identified that there is an issue with a saving of £50,000 being achieved by arvato in this financial year. Discussions have now taken place with arvato in order to identify other savings which can be made in order to address this shortfall, and one-off mitigating savings have been potentially identified. The remainder of the saving of £450,000 has been achieved in 2016/17.
Finance & ICT Services - Reduce ICT, printing and telephone costs in line with general Council reductions	190,000				190,000	Saving achieved in 2016/17
Learning & Development - Reduction in activity associated with learning and development	108,000				108,000	Saving achieved in 2016/17
New Options - Remove the discretionary support to Parish Councils for Council Tax Reduction Scheme	95,000				95,000	Saving achieved in 2016/17
Contracted transactional services	1,000,000			382,000	618,000	Saving will be achieved in full in 2016/17, however £0.382m relates to one-off savings in this financial year. Discussions are continuing with arvato to identify ongoing sustainable savings.
Area Finance / Finance Visiting Officers - Review	28,700				28,700	This is the full year effect of the saving resulting from the review of this service and the saving has been achieved in full.
Day Care - Day Care Review	873,050	670,000			203,050	There is a saving requirement in- year of £750k and £123.05k that relates to the previous financial year. The element that relates to the previous year has been achieved in full as a result of the full year effect of contract negotiations already agreed with New Directions. Of the £750k in year saving, £80k has been identified specifically to date. The refurbished Mornington Road and Dunningsbridge Resource Centres (for those with the most complex needs) are due to open in 2017. Further contract negotiations are being undertaken with New Directions to reflect the outcome of the Day Care review. There may be some further savings made in 2016/17 following negotiations and depending on the timing of the completion of refurbishments. A working group has been established to manage the detail of the required changes to the contract, to ensure plans are in place to avoid the risk of the saving not being achieved, in full, in 2017/18
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	3,000,000				3,000,000	This saving has been achieved. However, note the issue regarding Better Care Fund in the main body of the report.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
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	1,560,000			1,560,000		The saving was intended to be delivered in the first instance through a more effective Reablement Service model, reducing the need for ongoing domiciliary care, together with improved use of adaptations and assistive technology. The new Reablement Service is proving effective with the most significant impact being to reduce the requirement for residential care. The intention is to extend Home Care Re-ablement to community referrals. In addition re-assessments continue with a particular focus on those cases where providers have identified that they feel provision could be reduced. Where domiciliary care packages are being re-assessed the option to increase established 30 minute care visits by 15 minute blocks rather than the usual 30 minute blocks is available. Early discussions have been held with the Cabinet Member ASC, in respect of the redesign/ recommissioning of the Domiciliary Care and Reablement Services, with a view to exploring more outcome-focused commissioning
Supported Living - Alternative and more efficient ways of meeting assessed care needs	1,800,000	1,099,000		701,000		Officers continue to work on the commissioning of a more efficient, effective and sustainable supported living and care model. £701k has been identified to date following reviews of Supported Living care packages and work continues in this area with resources having been extended to provide capacity for this work. Negotiation of new rates, following implementation of the National Living Wage and a legal judgement relating to "sleep-in" rates, resulted in some delays to the programme during the latter half of 2016 and ongoing uncertainty relating to possible government changes to housing benefit provision has resulted in a reduced appetite currently amongst housing providers to develop the larger occupancy properties required. Progress on the project, action plan, timeframe and resources is under ongoing review in order to support delivery of the saving and recognising the above difficulties, the Head of Adult Social Care has recently approved the temporary allocation of some additional social care and commissioning support resource to support the ongoing reassessments and completion of the re-specification and redesign of the service model. This work will enable re-commissioning of services during 2017/18. Service users' eligible care and support needs will continue to be met but possibly in larger occupancy dwellings. An increased number of people may have their needs met through Shared Lives or other placements that meet their needs. Any changes to a service user's tenancy will be via reassessment of need and will be agreed with the service user and housing/care providers. It is anticipated that service users' care packages may change through increased/additional use of assistive technology which will result in independence and self-sufficiency. The recommissioning will consider 'zoning' of care providers and the potential impact of an increased focus on personalisation.
Adult Assessments - An end to end review of assessment and review policies, procedures and processes within Adult Social Care.	300,000				300,000	This saving has been achieved following the review of assessment processes, policies and procedures
Housing Related Support Further decommissioning and re-commissioning of funded services in accordance with the approved Commissioning Intentions and Priorities	900,000	65,000			835,000	£835k of this saving has been achieved. Commissioners are reviewing residual contracts and are in discussions with providers to identify how the remaining saving can be achieved. The saving will be achieved in full in 2017/18
Children's administrative support - Service redesign	20,000			20,000		On target to be achieved and will be captured as part of the restructure of Children's Social Care administration.
New Options - Funding of highways, ICT and other developments from capital resources	1,000,000	434,000		566,000		The achievable figure is based on the actual capitalisation in 2015/16. Work will continue to identify all work that can be capitalised in 2016/17, although the full saving may not be delivered.
New Options - Funding revenue consequences of planning projects from Section 106	500,000			500,000		This saving will be achieved in 2016/17.
Financial Assessments	250,000	250,000				Actions ongoing to identify how this saving can be delivered.
Customer Access Point	250,000	250,000				Actions ongoing to identify how this saving can be delivered.

	SAVING REQUIREMENT	Red	Amber	Green	Blue	Comment
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 and 2016/17	2,509,150	859,550			1,649,600	The Council actively engaged with the levying bodies to try to achieve a 10% reduction in the cost of levies to the Council. Unfortunately reductions in the Merseyside Recycling and Waste Authority Levy were not achievable in full. The partial non-achievement of this saving has been built into the 2017/18 to 2019/20 Medium Term Financial Plan.
Budget Planning Assumptions - Management Arrangements	1,300,000	367,650			932,350	£932k delivered on phase one with a further £368k to be delivered.
Voluntary Community Faith Review	1,500,000	1,150,650			349,350	£364k of the savings target has been achieved. The remainder of the £1.5m is not achievable.
<b>Total Savings Requirement 2013-2017</b>		<b>6,789,200</b>	<b>403,000</b>	<b>5,343,150</b>	<b>23,381,100</b>	