

## **CHAPTER FIVE**

### **Delivering the Change**

The critical success factors for this Programme of work comprises of the following elements:

- Strong leadership and influence
- Effective resourcing
- One Council, One Sefton approach
- Delivering the priorities of the Vision 2030
- Understanding and managing dependencies and risks
- Quality assurance
- Effective communications and stakeholder buy-in
- Effective and meaningful engagement and consultation
- Data quality, availability and effective modelling
- Sustainability of change
- Capable and flexible workforce
- Embracing change and doing things differently
- Working in partnership across the public, voluntary and private sector

The complexity of the Framework for Change means that dependencies between projects, day to day Council activity and partners activity are unavoidable and are likely to increase as the programme progresses. The Council will need to understand and manage those dependencies very closely.

The programme will regularly review strategic, operational and programme risks and put in place measures to manage those risks. However it must be stressed that reductions in the Council's budget of the level required by Government cannot be achieved in a risk free environment. It must be recognised that it is no longer possible to mitigate all aspects of risk. In those circumstances steps will be taken to ensure they are identified and managed within the limited resources available.

The costs of delivering this programme will be managed as described in para 3.0 of the report.

### **Sequencing and Phasing**

The complexity of the Framework for Change means that the sequencing and phasing of activity and delivery is recognised as a critical part of planning for implementation. The Programme will develop plans that ensure the effective delivery of change. Where necessary issues will be escalated to the Programme Board.

### **Programme Management**

As mentioned in para 5.4 of this report a number of key principles will underpin the risk management of the Framework for Change programme and the budget. Appropriate governance arrangements will be put in place including the establishment of a Senior Officer Programme Board, led by the Chief Executive and including the Council's s151 officer, Director of Social Care and Health, Executive Directors and Programme Director.

The Head of Strategic Support will operate as Programme Director assuming the strategic leadership of a Programme Management Office (PMO). The PMO will manage, control and co-ordinate Framework for Change activity through standardised project management processes and methods. The PMO will be the source for guidance, documentation, and metrics related to the practices involved in managing and implementing the projects contained in the Framework for Change. Accountability for delivery of the individual projects and options will continue to rest with Heads of Service/Project Sponsors.

The PMO will also get involved in some project-related tasks and follow up on project activities through to completion. The office will report on programme progress, risks and issues to the Senior Officer Programme Board and Cabinet keeping implementers and decision makers moving toward consistent, focused goals and objectives. In addition they will support communication across projects at various appropriate stages and be expert in planning and control methods, the management of risk, change control and configuration management. There will be a strong link to Corporate Resources and Commissioning, through named link officers.

When developing the Framework for Change Programme to this point, appropriate resource has been seconded and consideration is now being given to future arrangements. The Strategic Support Team, managed by the Manager of Strategic Support will be integrated within the PMO.

### **Organisational Development**

The programme will be underpinned by an Organisational Development Plan and Workforce Development Strategy that will develop a workforce that enables the delivery of the Framework for Change. The Strategic Leadership Board will help support employees to deal with the cultural changes that will be taking place over the life of the programme. When developing the Framework for Change appropriate resource has been sourced to support this area of work.

## Framework for Change - Public Sector Reform Projects – Summary

The Table below summarises the estimated savings that will be delivered through the Public Sector Reform projects.

Budget planning assumption/specific option

		£'m	Section
1	Early Intervention and Prevention – Most Vulnerable	1.089	<b>A</b>
2	Early Intervention and Prevention- Locality Teams	12.000	<b>B</b>
3	Early Intervention and Prevention- A New Deal with Citizens	0.000	<b>C</b>
4	Special Educational Needs and Disability	1.617	<b>D</b>
5	An Excellent Education for All	0.637	<b>E</b>
6	Creating New and Improving Revenue Streams	2.337	<b>F</b>
7	Environment and Pride in Place	1.145	<b>G</b>
8	Asset and Property Maximisation	3.300	<b>H</b>
9	ICT and Digital Inclusion	3.739	<b>I</b>
10	Commissioning and Shared Services	3.258	<b>J</b>
	<b>Total</b>	<b>29.122</b>	

Each of these projects is now considered in full detail. The section reference is indicated in the table above

The table in para 5.3 identifies the generic risks and mitigating actions that apply to many if not all of the projects in this chapter of the report and these should be considered alongside the following information.

## Early Intervention & Prevention (EIP)

### Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
Most Vulnerable	Looked After Children Reform Programme		539	539
	Acute wrap around services	550		550
	<b>Sub totals</b>	<b>550</b>	<b>539</b>	<b>1,089</b>
Locality teams	Multiagency working	9,000		9,000
	Personalisation - asset based approach		3,000	3,000
	<b>Sub totals</b>	<b>9,000</b>	<b>3,000</b>	<b>12,000</b>
A New Deal with Citizens		0	0	0
	<b>Sub totals</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Totals</b>	<b>9,550</b>	<b>3,539</b>	<b>13,089</b>

## **Early Intervention & Prevention Project Overview:**

The Council faces significant demographic and financial pressures. The purpose of this project is to create an approach that will enable early resolution to problems faced by people thereby developing their resilience. This model will tackle the multiple needs of households in a joined-up way and at an earlier stage. There will be multidisciplinary teams that will work with the voluntary and community sector and other partners to deliver early intervention and preventative support.

It is proposed to integrate at every appropriate level: service offers, activity, access channels, management, back office, accommodation, budgets, performance and more.

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

<b>Project</b>	<b>Work Package</b>
1 The Most Vulnerable	1a) Looked After Children Programme
	1b) Acute wrap-around care model
2 Locality Teams	2a) Multi Agency Working
	2b) Personalisation
3 A New Deal with Citizens	3a) Work and live well
	3b) Alternative service offer
	3c) Building capacity

Combined these projects will improve outcomes for citizens, provide a better customer experience while reducing the reliance on the public sector through early and effective intervention. The proposed changes will sustain people based Council services, in a time when they could collapse through the rising demand faced.

The intention is to move from separate services to coordinated and integrated approaches for residents who need help. Current services often work in functional silos, tackling single issues and not always addressing the underlying reasons why the person may be looking for help. In future, a single approach for those who seek help is proposed- whether their concerns are about housing, welfare, employment, early years, social care, or other issues. The new model will also take a new approach to community based activity.

The proposed change:

- Creating geographical based multiagency / multi-disciplinary teams that integrate services, management and back office functions. Providing a single service response to those that may need help and support, through an outreach, not building based, approach.
- Further developing a consistent and co-ordinated community model that gives a universal self-service and voluntary and community provision (e.g. online directories, online assessment and sign posting, community champions and ambassadors / friends of approaches to provide lower level support and signpost)
- Developing an asset based approach to social care (known as 'Personalisation'), working with clients to determine outcomes which draw positively on their strengths and capabilities.
- Introduction of Acute Wrap Around services

This will be achieved by:

- Centralising teams and activities that need to be centralised and work together

- Creating acute wrap around services - by re-contracting commissioned services to work together in new ways, rather than separately.
- Investigating new fostering models for Looked After Children, including the development of a new system of intensive fostering utilising expert advice from fostering mentors providing expert support to other foster care
- Dividing Sefton into three geographical patches and then bringing all the services, contracts and support together in those patches, based on an analysis of current and anticipated future demand and need. The new model will have a single leadership and management structure and integrated back office. The diversity of services offered through the integrated teams will include universal offers such as leisure centres and libraries, and specialist services such as the Anti-Social Behaviour team
- Introducing an asset based/outcome focused Resource Allocation System for all new assessments, care plans and direct payments
- Co-production based on the overall vision of a new way of working with our communities in future. This will result in encouraging collaboration on the shared outcomes and build a joint understanding with all our citizens of how they can fully participate and shape action.
- Jointly commissioning the voluntary sector in a different way so that an active approach to community capacity building is taken and using data to focus the resources in the right places at the right time.
- Mobilising people in their communities to do more as decision makers on devolved services and in a range of committees and decision making forums.
- Creating an infrastructure which encourages citizens to act as community ambassadors, taking a lead on local projects in co-operation with the Council and other partners.
- Supporting our community groups to find investment opportunities to develop, grow and sustain themselves by securing further social investment from alternative sources
- Creating an offer that is not reliant on buildings
- Maximising the use of resources and reduce duplication of service offer and activity

Community asset mapping will be undertaken primarily by Social Investigation, which encompasses different methods of gathering community knowledge through a community engaged approach. This method differs from previous information gathering methods in that the focus is on gathering information directly from individuals and communities, instead of about people and communities (from secondary sources alone e.g. current general directories).

Once developed this approach will enable the Council to make sure that the right people are supported at the right time in the right ways. The new approach will, where appropriate, help people move out of acute services and instead receive support from multi-agency teams in their community, with the ambition to help them become more independent and able to manage their own care with the support of those around them. At the same time all new demand coming into the system will be diverted into the right level of support, rather than bringing demand into acute services. This will be proactive in addressing issues before they become problems.

This all means that the Council will:

- Start to reduce the number of children who are most vulnerable
- Move children to in-house fostering or placing them for adoption in a timely fashion
- Further reduce the number of children who are in specialist placements out of borough
- Further reduce the number of adult requiring specialist support from the Council (current and new demand)
- Reduce the number of children and young people transitioning into adults disability services

- Further reduce the number of people relying on public services
- Empower the community to develop independence

In addition to the above the Council will be working to:

- Optimise the use of buildings across the public estate, developing a hub, spoke and touchdown (a location where people can access support) model that embraces agile working and avoids a 'building based service mentality' but optimises access for the most vulnerable and targeted groups
- Embrace digital technology

The Council will take the lead in developing the model for Early Intervention and Prevention and will reform Council services on this basis. However for the model to be at its best it requires all public sectors partners to participate – the Council will continue to influence an approach that is based on the wider public sector working together. There is already a good commitment from core partners to move to this model and schools are keen to be involved.

## **Section A - The Most Vulnerable –**

### **Looked After Children Reform**

**It is proposed to commence action/ implementation of/ consultation on the following change** – To reduce the number of Looked After Children and ensure that placements for those children who need to be Looked After are high quality and cost effective.

#### **The following activity will change –**

Reduce the number of children placed at home with their parents on care orders. This will have a positive impact on social work and Independent Reviewing Officers caseloads.

Review fostering schemes introducing a tiered approach to ensure that harder to place children are afforded an opportunity to live in a family environment, in their own community and avoid cost of expensive agency residential placement.

Restructure of Children's Social's Care Team to ensure that there is appropriate capacity in frontline teams to enable good quality social work and improve the oversight and challenge of Independent Reviewing Officers.

Support family connected/ kinship carers who are approved as foster carers to consider Special Guardianship Orders enabling the child to become a member of their family and no longer looked after.

### **Outcomes**

**Service Users** – The right children are in care for the shortest amount of time

More Looked After children live in their local community and are supported in a family through an intensive fostering approach.

More Looked After children achieve permanence through adoption or special guardianship orders.

Foster Carers will be consulted, assessed, trained and supported to look after children and young people in the new model.

**Partners** – working collaboratively via Multi – agency hubs and acute wraparound to support children in their placements

**Council** – improved value for money. Less use of residential care homes and reduced caseloads.

### **Impact of service change**

**Service Users** – Children currently placed in residential provision may be moved to intensive fostering placements which enable them to live in a family home.

**Partners** – Opportunity to work collaboratively via Multi – agency hubs and acute wraparound to support children in their placements, reduce the likelihood of transition to adult services and



specialist placements.

**Council** – Increasing capacity through reduced caseloads

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

Type: Inform  Consult internal

Engage  Co-production  Consult external

### **Equality Impact Assessment**

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

### **Legislation Considered**

Including various Children's Acts 1989, 2004 and 2016 etc.

### **Risks & Mitigating Actions**

The budget remains highly volatile due to the nature of need for example if a young person is subject a criminal remand then they become Looked After and the cost of the care element of the remand has to be met. Occasionally a Young Persons needs are such that a secure placement is required and this will put considerable pressure on the budget.

However all steps that our taken to reduce the cost and improve the quality of placements for all Looked After children should help to mitigate the risks described above.

The marketing of fostering and adoption may require new approaches in order to maximise the potential of this change.

**Staffing Implications** – no redundancies associated with this element

**Savings** – £ 539K

## The Most Vulnerable –

### Acute wrap-around care model

**It is proposed to commence action and implementation on the following change** – a review of contract commissioning arrangements for homeless services, substance mis-use (adults & young children), domestic violence and mental health.

**The following activity will change** – the recommissioning activity will be based around a collaborative approach.

### Outcomes

**Service Users** – integrated services will improve the customer experience for families and individuals. More confident and resilient communities.

**Partners** – all partners will prioritise resources according to need.

**Council** – will commission person-centred and localised services where possible, protecting the most vulnerable and facilitating confident and resilient communities.

### Impact of service change

**Service Users** – the families and individuals will receive wrap around care at the time and place when needed. The approach will reduce the number of people/agencies/services that the customer needs to interact with.

**Partners** – joint commissioning opportunities

**Council** – increased partnership working, more efficient and effective use of resource and reduced expenditure

### Communications, Consultation & Engagement

Type: Inform  Consult internal

Engage  Co-production  Consult external

### Equality Impact Assessment

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

### Legislation Considered

Care Act 2014, The Health and Social Care Act 2008 and the Mental Capacity Act 2005

**Risks & Mitigating Actions –**

Improved accessibility of services has the potential to increase demand from service users. However these services will be provided through an assessment of need and information will be made available to the community with regard to eligibility criteria and thresholds. The introduction of the Locality based teams is designed to strengthen early intervention activity and to mitigate this risk.

**Staffing Implications** – 4-5

**Budget Planning Assumption** – £ 550K

## **Section B Locality Teams**

### **Multi Agency Working**

#### **Options for Locality Based teams**

The development of locality based and multi-agency teams is complex and there are a number of options available for consideration. The following outlines the areas of work and the options available within it.

**Options about geographical patches:** A multitude of data sets has been analysed by overlaying data (e.g. demand, trends, service uptake, poverty indicators and much more). The Council has developed a set of principles about what defines a patch based model of working (i.e. accessibility, population size, need of the geography). Based on this the recommendation is to split Sefton into three geographical patches on which to base the new model of working. Each patch has approximately the same level of demand for services but patches differ in terms of geographical size.

#### **Options for the frontline service offer**

In scope -

The Atkinson	Well young person's projects
Leisure centres	Integrated Youth support
Children's Centres	Public health admin
Libraries	Common Assessment Framework
Family Centres	One stop shops
Area management	Housing Options
Children's social work teams	Homeless Prevention
Children's admin	Special Educational Needs & Disabilities (SEND)
Adults social work teams	Troubled families
Adult social care back office	Education welfare
Early years	Anti-social Behaviour team
	Welfare rights service

Each geographical patch will have a core offer based on need and a flexible offer that will be developed in conversation with the community and partners. The core offer will be universal for everyone to access and the flexible offer would be based on the priorities for that local area. One size will not fit all. This model is moving away from services based in separate buildings to a more agile integrated offer. The Council will remove duplication of service, activity and teams. It is important to note that this does not remove the offer but it does rationalise it.

- **Options around use of buildings:** once a clear service offer for each patch is established officers can consider which buildings will be utilised across the geographical patch and what each building is used for. A hub and spoke model with touchdown centres is proposed; this model supports the new way of working and reduces cost of building management. Research and analysis undertaken has created a rationale for choosing buildings, for

example assets have been mapped against demand, mapped buildings running costs and state of repair considered where low levels of renovation or ICT installation work may be required to reduce set up cost. An important feature of the model is that it is predicated on agile working and not a building based model.

- **Options around the leadership and management of Multi-agency working:** Options around leadership and management have been considered, based on the degree and level of appetite for full integration of services. This will see the integration of leadership and management posts for locality teams allocated to the hubs, with adult and children's social care teams to integrate in later phases and potentially with partners.
- **Options around the back office infrastructure for multi-agency working:** as with the leadership and management there are options around how to configure the back office infrastructure (administration, building management, centre management, front of house reception for people etc.) This will see the integration of back office posts for locality teams allocated to the hubs, with children's social care support team to integrate at a later stage.
- **Other options for consideration related to teams**
- **Subsidies:** There are options around removal of the level of subsidising that the Council currently provides for example childcare.
- **Services and supplies:** there are options around the reduction of resources, which are linked to the levels of integration. Budgets and costs will be combined for a single team and not separate budget for multiple services, this should reduce duplication of spend and optimise the use of the resources.
- **Commissioned services:** options to review the scope of commissioned providers, options to change contracts, to move contracted providers to work as part of the new teams and therefore apply contract efficiencies for management, back office and premises; costs that may currently be part of contracts. There are a number of contracts that the Council may consider decommissioning as the new teams become more effective at providing a coordinated response, removing duplication.

### **Outcomes:**

These outcomes reflect an amalgamation of outcomes and objectives outlined in various strategy documents across people-services arena and are intended to provide outcome ambitions for the work: The outcomes are as follows:

- People are in good physical health
- People have good emotional health, mental health and wellbeing
- People are part of strong vibrant communities
- Safeguarding of Looked After Children is made more efficient through supportive networks
- Families are Safe in their Own Homes and Community
- People are Safe and Protected from Harm
- Children are Ready for School
- Children Achieve their Individual Educational Milestones

- Families are in Education, Employment or Training
- The Families System is fit for purpose and sustainable
- Community takes ownership for local solutions in collaborative and sustainable ways

Measures will capture the impact of the redesigned system and as part of the design of the new model a set of measures will also be developed to track progress against these high level indicators and ensure the redesign is fit for purpose

### Public Value

There are four key areas of public value:

#### **For communities, children and families it means:**

- Provision of more personalised care for families, so that they can choose what is best for them
- The start of a cultural shift to move from a dependency culture to independent, resilient citizens
- Individuals and communities can be involved in creating local solutions that work for them
- The Council will be working with local people to give them greater involvement and responsibility over the way that money is spent
- Information and support will be localised and more accessible in ways that make sense to the community

#### **For the Sefton wider economy it means:**

- A growth of social capital – this means that the networks of relationships among people living and working in Sefton will be strengthened and valued.
- Increased opportunities for volunteering and entry into or back into work
- Contributing to job growth from case by case asset transfer and community run resources
- Private sector business contributes to social outcomes through use of the social value act
- Contribution to the regeneration of communities as individuals take greater ownership

#### **For public sector organisations (Commissioners) it means:**

- By commissioning more effectively and collectively prevent duplication of services
- Resources can be spent more effectively
- By integrating establish common cultures, joint assessments and clearer care pathways
- Improved use of intelligence to drive strategic decision making
- A greater diversity of provision that will help to stimulate growth of the third sector and local business
- Developing a vibrant market will offer choice and ensure value for money
- Promotion of innovation, responsiveness and flexibility in the market
- Equity of provision

### **For providers it means:**

- Financial sustainability through new business opportunities
- Enhanced staff ownership, motivation and commitment
- Focus on the needs of the family not the process
- Smarter organisational responsiveness – agile, quick and flexible
- Improved productivity and potential increased capacity

### **Impact of Change on**

#### **The community – training people to help themselves in the future**

- More services and activities will be co-located meaning people will tell their story once, know who and where to go to. The location to access services may change for some, 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. This will mean that some buildings will close.
- Some offers for example the Children Centre offer will not necessarily be building based but as a range of activities will remain accessible.
- Where assessments do not meet eligibility criteria people will be sign posted to activities aimed at preventing need escalating.
- Some people may work with case co-ordinators who will coordinate support around the individual or household to tackle underlying issues. This may mean that existing relationships will change.
- The way that assessed eligible need is met may change.
- The change in approach will mean that the Council and its partners will explore new solutions with our communities to make a positive difference to people's lives and the environment. This will encourage the community to be involved in shaping the delivery of services in local neighbourhoods and so strengthen their voice in decision making. To maximise the opportunity to improve outcomes the community will need to be aware and or agree to data being shared between organisations.

#### **Partners/other organisations:**

- The wider workforce will be trained to recognise and assess a wider range of needs, provide support and signpost to available activities.
- Some partners may close current service delivery points as they co-locate together
- To enable this change partners will need to share data.
- Partners will be diverted from a dependency on grant funding and will be encouraged to engage with a new collaborative, outcome-focused commissioning model

#### **Council**

- Depending on the option chosen a number of Council buildings will be re-profiled, redesigned, disposed of, maximised for alternative use
- Operational processes and practice will change
- Commissioning will be more streamlined and outcomes based in the developed market
- Staffing numbers will reduce and job roles will change
- People may work from different office bases
- ICT systems will change, some may be developed others will be decommissioned.
- Workforces will encourage productive conversations with families to ensure their needs are

met effectively

### **Vision 2030 & Core Purpose**

As part of delivering 2030 the Council and its partners are committed to working together unlock the borough's collective resources for the benefit of all. Through this change the Council and partners will encourage the community to be involved in shaping the delivery of services in local neighbourhoods. In doing so the Council and partners will explore innovative ways of working to enable community capacity to grow and strengthen

### **Risk & Mitigation**

Risks to achieving the changes required have been identified, assessed and mitigated where appropriate, and are being actively managed and monitored through the current Change Teams, PMO and Programme Board. Risks have been identified associated with partnership working and developing the new operating model, commissioning, finances, strategic change, programme dependencies, work force impacts and potential national policy changes.

The following risks and potential mitigating action must be considered

Digital agenda is not delivered in the right timescale to enable this model, this will be mitigated by an effective marketing campaign

Delays to the community model from lack of start-up funds - Community model start-up funding will need to be considered on a case by case basis

Any delay in strategic commissioning work will impact the community model

Risk that good data/intelligence to target those not yet in the system is not created

Visibility of a team can mean 'more referrals' leading to increased demand

The community may challenge the model, as the agile working approach sees a reduction of use in buildings and may be perceived as no service or as response to the cuts and not as service improvement - There will be clear engagement and communications with the community

The adult social care and health integration agenda takes adults service in a different direction and the LCR may develop new approaches that supersede or do not complement our approach plus the Welfare Reform agenda may place additional demand on the "system". The Programme Board will carefully monitor the policy agenda nationally and locally.

### **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. Should this project progress any further equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

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

Type: Inform  Consult internal



Engage

Co-production

Consult external

**Equality Impact Assessment** –

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

**Legislation Considered** –

Due to the nature of this change a range of adult and child social care legislation has been reviewed. As part of the development of the projects, legislation and other legal requirements will be kept under review

**Staffing Implications** –

Staff in scope 850

Potential Number of redundancies 200 - 300

**Budget Planning Assumption** – £ 9M reduction

## **Personalisation**

### **Change Description: Adult Social Care**

Adult Social Care continues to be subject to increasing demographic pressures and the service continues to work to the vision for and priorities outlined in the Adult Social Care Strategic Plan.

The services will move away from an “assessment for service” approach towards an assessment that focusses upon opportunities that exist within communities and families to provide care and support which both prevents people deteriorating and needing high cost care and provides alternatives to paid for care services. Further, the service will utilise staff freed up from carrying out assessments that do not lead to the provision of services to proactive reviews that will ensure that outcomes are being achieved and services are delivering the outcomes identified through assessments. The key changes that will support this programme are:

- Increase the numbers of enquiries that are dealt with at first point of contact through the provision of information and advice.
- Increase the number of contacts resolved at first point of contact
- Reduction in the numbers of contacts leading to a full assessment
- Reduction in the number of assessments that previously led to no service
- Implementation of asset based assessments
- Develop the market to maximise and promote universal opportunities that are inclusive and accessible
- Market commissioned to provide outcome focussed care and support based upon reviewable and clear independence outcomes that underpin the approach
- Increase in the number of reviews

Frequency of changes to care package will increase as a result of providing care based upon people achieving outcomes.

This project will further transform the way adult social care assessments take place, ensuring that they are conducted on a wholly asset based footing that supports service users remaining in control throughout the process.

### **It is proposed to commence action/ implementation of/ consultation on the following change –**

- Introduce revised asset based/outcome focused Resource Allocation System (RAS) for all new assessments, care plans, and direct payments.
- Reallocate released social work/care management resource to deliver a proactive reassessment/review function aimed at assessing against outcomes and reducing costs of ongoing care support packages and direct payments.
- Develop a more rigorous and focussed review process for those in long term nursing/residential care to ensure that they are receiving the appropriate level of services.
- Review the way Direct Payments (DP) are provided to ensure they are focussed on

eligible care needs and are not supplementary or additional to the way in which needs are met.

- Identify the cohorts of care packages that are higher than statistical and regional comparators and focussing reassessment activity on these groups.
- Taking forward a comprehensive review of Care and Support services
- Deliver and action, a strategic commissioning plan to support the redesign of the Care Market that will deliver and sustain an 'asset based approach' to care and support. Further, to develop stronger communities through a review of provider, community and voluntary sector strengths in each locality/neighbourhood and commission each sector in order to ensure that it provides services to support an asset based approach.

### **The following activity will change –**

Adult Social Care will move away from an “assessment for service” approach towards an assessment that focusses upon opportunities that exist within communities and families to provide care and support which both prevents people deteriorating and needing high cost care and provides alternatives to paid for care services. Further, the service will utilise staff freed up from carrying out assessments that do not lead to the provision of services to proactive reviews that will ensure that outcomes are being achieved and services are delivering the outcomes identified through assessments.

### **Outcomes**

#### **Service Users –**

- Individuals and families have primary responsibility for looking after themselves in order to remain fit and healthy whilst planning how they will personally financially contribute towards any care that may be required.
- Contribution to the regeneration of communities as individuals take greater ownership
- The change in approach will mean that the Council and its partners will explore new solutions with our communities to make a positive difference to people's lives and the environment. This will encourage the community to be involved in shaping the delivery of services in local neighbourhoods and so strengthen their voice in decision making.
- Adults will receive targeted information and as a result will take part in initiatives and activities within the local community

#### **Partners –**

- The community, partners, providers and Council are working together, delivering improved outcomes and reducing the longer term reliance on public sector services
- .A growth of social capital
- A greater diversity of provision that will help to stimulate growth of the third sector and local business

#### **Council –**

- Social Care is sustainable and meets the needs of our most vulnerable.
- Care plans are delivered through a transparent and integrated process and meet

assessed need.

### **Impact of service change**

#### **Service Users**

- The way that assessed eligible need is met may change.
- Increased capacity through decreased demand, allowing focus on those with higher needs to reduce their levels of need sooner
- Where assessments do not meet eligibility criteria people will be sign posted to activities aimed at preventing need escalating.
- To maximise the opportunity to improve outcomes the community will need to aware and or agree to data being shared between organisations.

#### **Partners**

- Increased opportunities for volunteering and entry into or back into work
- Resources can be spent more effectively
- Developing a vibrant market will offer choice and ensure value for money
- Promotion of innovation, responsiveness and flexibility in the market
- Partners will be steered away from a dependency on grant funding and will be encouraged to engage with a new collaborative, outcome-focused commissioning model

#### **Council**

- Commissioning will be more streamlined and outcomes based in the developed market
- Operational processes and practice will change
- Strategic Priorities 2013-2020 (refreshed 2015) will require updating

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

Type: Inform  Consult internal

Engage  Co-production  Consult external

### **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.

### **Legislation Considered**

- *Mental Capacity Act 2005*
- *Care Act 2014*
- *Community Care (Delayed Discharges, etc.) Act 2003*

### **Risks & Mitigating Actions**

This work stream relies upon a number of other PSR projects and if these are not delivered in a timely way at the scale and pace identified the changes and the savings identified could be

compromised.

People may find these proposed changes stressful as change can be difficult, challenging and sometimes uncomfortable for people, families, carers and the workforce. Managing expectation through coproduction with citizens, providers, staff and partners, 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. Assessed eligible need will continue to be met.

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 poor outcomes are mitigated against through the implementation of 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.

Any changes to the assessment and provision of Adult Social Care need or services requires a significant level of involvement from the people that use the services, their carers, staff, providers of services and partner organisations. This will be mitigated by the full involvement of user led organisations, providers, partners and staff in the design, development and roll out of the asset based approach to assessment and care planning.

Lengthening the period before which people require care must reduce potential spend, but measurement of care that is not provided is far harder to do than measuring actual spend.

Reductions in costs of packages of care all depend on individual assessments and the capacity of service users, families and professionals to manage a transfer of risk.

**Staffing Implications** – This change will require additional staffing capacity and changes to the way staff are deployed. It will also require changes to the way staff conduct assessments so training for all front line staff will be required.

**Number of staff in scope** All adult social care staff and staff support services.

**Estimated number of redundancies** 0

**Savings** £3M

## **Section C - A New Deal with Citizens**

**It is proposed to commence action on the following change** – To build capacity and enable more services to be delivered for communities by communities, ensuring a significant move to proactive early intervention and wider prevention of escalation and reliance on the council and other statutory services. Commissioning will be streamlined, outcomes based and shaped around shared objectives of partners and the VCF sector. A commissioning framework will explore alternative funding streams for sustained investment and to continuously build capacity. Fundamentally this key transformation signals a positive approach for individuals and communities that encourages self-reliance and independence through an equal partnership.

**The following activity will change** –

- Work together to encourage and enable “Friends of” and other volunteer groups
- Develop and promote healthy workplaces, supporting people to stay in / return to work
- Connecting individual needs with supportive groups within the community
- Encouraging people to act as Ambassadors for connecting and supporting others
- Developing the workforce to create a culture of enabling and supporting communities
- Introduce an integrated model for Making Every Contact Count
- Develop a joint business intelligence hub
- Develop commissioning model with partners to focus on outcomes
- Explore new ways of funding community capacity
- Transfer assets and services to community organisations/charitable trusts
- Explore opportunities for social entrepreneurship
- Explore staff spin-offs and community interest companies

### **Outcomes**

**Service Users** – Residents will be better prepared to take responsibility for their own health and well-being, finding solutions to problems and issues which arise.

**Partners** – Communities and individuals are benefitting from many volunteering opportunities and schemes

**Council** – People prevented from going into services reducing cost and the demand on council services

### **Impact of service change**

**Service Users** – Improved outcomes for residents, reducing confusion so that people know they are going to the right place for what they need

**Partners** – Well engaged community playing key role in the regeneration of their own area.

**Council** – Reduced demand on council services reducing cost

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

Type: Inform  Consult internal

**Engage**

**Co-production**

**Consult external**

**Equality Impact Assessment**

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

**Legislation Considered**

NA

**Risks & Mitigating Actions –**

There may be a short term increase in demand for services at start of the campaign as the public become more aware of service availability – movement towards the community services is dependent upon sequencing of the work in most vulnerable and multi-agency projects. Will need to allow time for community infrastructure to develop.

Access to alternative funding sources may decline, reducing capacity within the sector - Joint commissioning strategies will develop sustainable solutions and monitor vulnerability in the marketplace

**Staffing Implications** – N/A

**Savings** – £0

## **Section D - Special Educational Needs and Disability**

<b>Project</b>	<b>Workstream(s)</b>	<b>Budget Planning Assumption £000</b>	<b>Forecast Saving</b>	<b>Total £000</b>
SEND	All age disability pathway, policy and criteria	887	0	887
	<b>Sub totals</b>	<b>887</b>	<b>0</b>	<b>887</b>
Home to School Transport	Home to School Transport	730	0	730
	<b>Sub totals</b>	<b>730</b>	<b>0</b>	<b>730</b>
	<b>Totals</b>	<b>1,617</b>	<b>0</b>	<b>1,617</b>

### **Section D - Special Educational Needs and Disability**

**Project description:** This project provides a model to transform the way the Council provides and delivers services for children and adults with disabilities. The cost of providing services is increasing each year mainly due to the increasingly complex needs of young people with additional needs and disability, while the budgets and grants received are reducing. In order to meet the needs of the most vulnerable families with disabled children and/or adults across Sefton, the Council must redesign what it does and how it is delivered. The Council will continue to provide services but it will have a strengthened role in facilitating capacity building and marketplace development rather than just a provider. The Council will continue on the journey of joining up children and adult services and developing joint commissioning with health partners to provide services in a different way that promotes independence.

There are two core work streams in this project:

#### **All Age Disability Pathway, policy and eligibility criteria**

Sefton supports about 5000 people with SEND including 1500 children with disabilities and 900 adults with Learning Disabilities in a variety of different ways to be able to have life opportunities similar to their peers. Consultation with children and young people with SEND and their families has highlighted changes that could transform the services needed. A clear transitions pathway and eligibility criteria would provide transparency, choice and independence; positive behaviour support would enable individuals to be more independent and resilient, as well as supporting families with strategies to handle challenging behaviour. It is a statutory requirement to jointly commission support with the Clinical Commissioning Group (CCG) and co-produce with families of disabled children and adults.

The implementation of an all age disability pathway will not only have benefits for children and adults in joining up processes and developing seamless services but it will also reduce the reliance on the public sector in the future. Demand has increased for SEND support in recent years, and the needs of young people who transition from children's into an adult service are becoming more complex and costly to meet. The development of a dedicated combined transitions team to enable planning and commissioning for future cohorts to ensure their needs



can be met within available resources and they achieve the best possible outcomes.

Information and advice is fundamental to enabling people, carers and families to take control of, and make well-informed choices. The Council's website, Sefton Directory and the Local Offer are constantly reviewed to help provide people, their families and professionals with accessible information about transport support available locally.

**It is proposed to commence action/ implementation of/ consultation on the following change** – This work stream will continue to develop the joining up children and adults services by starting with the development and implementation an *All Age Disability Pathway, policy and eligibility* criteria to provide a transparent framework and consistency of service. Transitions work will be enhanced to ensure efficient use of resources to meet the needs of the cohort, manage expectations of children and families, and promote independence and choice. This will need to be co-produced with families of disabled children and/or adults and jointly commissioned with health.

The project also seeks to empower children with SEND to achieve their goals to lead a happy, healthy and fulfilling life in Sefton and beyond into adulthood. This will include building resilience, the use of universal services, and the voluntary sector to provide alternatives to respite and reduce/the need for Council support at Springbrook currently supporting the needs of 45 children with the most complex needs.

**The following activity will change** – To remain compliant with our duties under the relevant Children's, Adults and Carers Acts including the SEND Code of Practice; the Council will co-produce with children, young people and adults with disabilities alongside their parents/Carers a new delivery model to provide clarity in terms of assessment and support and offer signposting that will help more families to be self-sufficient and resilient.

This will inform joint commissioning with Health, Education, care providers and the voluntary sector.

## **Outcomes**

### **Service Users –**

- More personalised support for families through increased use of direct payments.
- More families of children and young people with SEND will self-manage need.
- A new foster care model will give more children and young people stability, security and a positive experience of family life.
- In the future, adults with learning disabilities will benefit from greater independence, education and employment opportunities.
- Increased life skills for people with SEND, such as supported internships.
- Families develop skills to provide better support for young people with complex and challenging behaviour meaning fewer families in crisis.
- More inclusive environments for all leading to parents feeling less isolated and different
- Greater shift to multi-agency assessment and planning using the Education Health and Care plan.
- Services designed around current and emerging needs.
- Choices on how the parents of children with the most complex needs receive respite.

- Improved and coherent single impartial advice and support service.
- A clear Pathway for Children's and into Adults Education, Health and Social Care to include clear definitions, criteria and eligibility and how resources are allocated linking into the Local Offer and promoting resilience and independence.
- Improved arrangements to support preparation for and transition to adulthood across Education, Health and Social Care resulting in greater independence and less reliance on support.
- Enhanced Local Offer to ensure all children and young people with disabilities are provided with information and advice about matters relating to their SEN or disabilities, including matters relating to health and social care to empower families, giving them choice and independence.
- Increase in the outcomes achieved by children, young people and adults with disability including their independence, engagement in local communities and future life chances

#### **Partners –**

- Joint commissioning of education, health and care provision in line with SEND Code of Practice including arrangements for considering and agreeing what information and advice about education, health and care provision is to be provided. By commissioning more effectively and collectively prevent duplication of services. The new model will be co-produced with parents/carers and their disabled children/adults.
- Resources can be spent more effectively.
- By integrating establish common cultures, joint assessments and clearer care pathways.
- Improved intelligence to drive strategic decision making.
- Equity of provision.

#### **Council –**

- A dedicated combined transitions team will enable planning and commissioning for future cohorts, to ensure their needs can be met within available resources and they achieve the best possible outcomes as well as ensuring smoother transparent transition to adulthood where families will have an improved understanding of future support.
- Smarter organisational responsiveness – agile, quick and flexible.
- Changes to policy.
- Increased use of pre-paid cards for direct payments will improve tracking of spends.

Strategies to increase the quality of life for children and adults with disabilities and decrease problem behaviour by teaching new skills and making environmental changes.

Recommissioning the short breaks offer including the respite provision for most profoundly disabled children and our impartial advice and support service including provision of advocates to fully align with the SEN Code of Practice.

#### **Impact of service change**

##### **Service Users –**

Some families will experience a reduction in their current offer.

Help will be offered at the earliest possible point, with children and young people with SEND and their parents or carers fully involved in decisions about their support and what they want to achieve. Families develop skills to provide better support for young people with complex and challenging behaviour meaning less families end up in crisis.

On average five disabled children become looked after each year, approximately 3 of the children do so under a section 20 agreement as the carer is no longer able to meet their needs. In agreement with parents these children are usually supported in a residential placement rather than by a foster carer. This project aims to change this placement outcome, which will take development work with both parents and potential foster carers.

**Partners** – The ongoing roll out of pre-paid cards for Direct Payments will impact ways of working in the Carers Centre. Resources are targeted at specific needs, with a wider range of external partners and providers offering additional support. Joint commissioning with CCG for education, health and social care as part of the Code of Practice.

**Council** – The introduction of a new specialist fostering approach to reduce the number of residential placements and as an alternative to current respite offer to provide a wider range of support.

Further roll out pre-paid cards for care packages to provide the right support quickly and efficiently.

Continue with the implementation of the previous Council decision for cessation of Disabled Children's Access to Childcare (DCATCH) additional funding

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

Type: Inform  Consult internal

Engage  Co-production  Consult external

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. Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

#### **Legislation Considered**

Children and Families Act 2014 and the Special Educational Needs and Disability Regulations 2014 and other relevant legislation will be reviewed as projects develop

## **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. However 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. It is important that to manage expectations to deliver this change. The Council will ensure that people are safeguarded and supported with dignity and respect, particularly those with no or limited capacity to exercise real choice.

Recruitment and retention of Foster Carers may prove difficult this will be mitigated by continuing to work with others on a regional basis on marketing campaigns and lobbying government with regard to policy. Targeted local campaigns will be used as required.

It is essential that the implementation of the new policy and ways of working are properly planned and implemented to avoid unintended consequences such as increased service demand in other areas. If individual/family resilience or early help services do not work effectively there is a risk of an increase in young people coming into care which is expensive and provides poorer outcomes.

There is a risk that an alternative to the current respite offer is not readily available in the marketplace, conduct an early market test within the project plan. This project is dependent on the New Deal with Citizens project to provide community capacity.

## **Staffing Implications –**

**Number of staff in scope 28**

**Estimated number of redundancies 18 to 28**

**Budget Planning Assumption – £887k**

## **Home to School Transport:**

This work stream will look at the ways transport solutions are provided for children and young people. The project will develop an offer that provides choice for example personal travel payments and embrace the principle of 'independence' where appropriate. There will however always be a number who will rely on supported and assisted travel.

Sefton's cost per student of home to school transport is in the upper quartile nationally. The Children's and Families Act places a requirement to promote independence and this can be done through travel arrangements. The Council will work with families and schools to ensure SEND children and young people are as independent as possible and ready for life after school. Part of this is to ensure that those that are able can confidently travel independently and can safely access public transport.

The Council's strategy for ensuring value for money in home to school transport must be based upon efficient procurement of transport, optimisation of solutions, personal travel allowances and sound practice in the application of the eligibility policy. To ensure that appropriate, effective, efficient and sustainable transport/travel arrangements are in place to facilitate the education of children and young people within Sefton, the Council will change the level of direct provision of statutory home to school transport through a range of options for example:

- walking buses
- parents/family/friend groups
- travel buddies
- travel passes
- schools taking a different approach
- Personal travel payment.

However it is understood that in order to discharge the statutory duty direct transport will be provided for those with assessed needs. The disability policy will outline how our statutory duties will be applied to ensure transparency and informed choices.

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

- Revise current transport policy to encourage independence and ensure value for money.
  - Review procurement of transport routes to achieve better value for money services.
  - Develop and publicise sustainable travel and transport options within the authority so that the travel and transport needs of children and young people are best catered for and that promotes independence and choice for the families.
  - Work with other local authorities in the Liverpool City Region and Mersey Travel to develop ways of improving transport efficiency and effectiveness.
  - Change our processes for risk assessments and how independent travel training is provided in conjunction with the young people and their families.
  - Move to an offer of a personal transport budget for those who are eligible under the policy to promote independence.

Any approved changes to home to school transport policy will require a phased introduction of the changes in policies and introduce the changes in the appropriate Academic Year. This is to comply with statutory requirements around consultation on changes to transport policy and best

practice on implementation. This would mean that the new policies would apply to pupils and students commencing in the September following approval onwards at primary and secondary schools and colleges.

### **Outcomes**

**Service Users** – Increased life skills for some people with SEND such as independent travel

**Partners** – alternative provision of transport and or assistance

### **Impact of service change**

**Service Users** –different ways of accessing transport to school and changes to payment procedures

**Partners** –Increased awareness of process and changes to transport

**Council** – updated policy and reduced costs and

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

**Type: Inform**  **Consult internal**

**Engage**  **Co-production**  **Consult external**

### **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. Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

### **Legislation Considered**

Education Act 1996 and Equality Act 2010 and other relevant legislation will be reviewed as the projects develop.

### **Risks & Mitigating Actions** –

There is a risk that the new offer does not work for individual children and young people once they move to a new solution. The Council will consider this as part of the assessment process. The Council will also ensure appropriate safeguarding arrangements are in place.

**Staffing Implications** – TBC

**Budget Planning Assumption** £730k

## Section E- -An Excellent Education for All

### Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
An Excellent Education for All	Governance of Education Support Services	637	0	637
	Life Long Learning	0	0	0
	<b>Sub totals</b>	<b>637</b>		<b>637</b>

### An Excellent Education for All

**Project description:** This project is to develop and implement an ambitious education and skills strategy for Sefton. The join up between early years, school years, moving into work and developing in work and maintaining learning throughout adulthood is an essential and critical pathway for residents. This project looks to set a new strategy for education and skills across Sefton:

***Clear pathway for family & lifelong learning:*** Sefton's Education Strategy states that the '*vision is to ensure all children and young people in Sefton are equipped with the knowledge, skills, and desire needed to fulfil their potential*'. This element of the project aims to develop a pathway so residents can easily access education at any stage of their life and support them as they transition between stages of education.

The project will seek to address the attainment divide between the north and south of the borough and the dip in progression between primary and secondary education. It also seeks to address the employment of those furthest away from the job market. The project has a number of work streams to it including a new model of governance to deliver education support services, a new relationship with schools (including academies), developing statutory school support and income generation through charging for services; developing education and skills and learning pathways.

**Education Support Services:** This project will develop a menu of services available to be commissioned by schools; statutory functions will be funded via the Dedicated Schools Grant (DSG) or the general fund, while all non-statutory functions commissioned by schools will be charged at full cost recovery. A Governance Board will be created with representatives from schools and Council to develop and review services to ensure they remain agile and ready for future developments while matching needs. This will ensure the services have long term sustainability and continue to provide high quality support to schools (including academies).

Future delivery options could include:

- Remain within Council and charge schools for services
- Create an arm's length Community Interest Company (CIC)

- LCR approach with other authorities

Any future delivery models will be presented to Elected Members for approval and while this project will focus on governor services, pupil support and school improvement; it will act as the co-ordination project for any service charging schools for services. This will ensure there is a robust, clear charging model and way of working with schools for the full range of functions.

**Clear pathway for family & lifelong learning** In partnership with providers of education, from early years to community learning, including primary, secondary and further education; through the Sefton Education Partnership Board a pathway will be developed to life-long learning, which will support the Growth agenda. A key component of this pathway will be the creation of the Sefton College as part of the area wide review of further education and training.

**Education Support Services** - Government funding for Sefton's Education Services is being reduced by £2.5m. Developing the new model of delivery will reduce budgetary pressures while enabling the service to become sustainable.

Education support services provided to schools comprise an option to buy in services in addition to statutory functions they perform; these charged services have grown in recent years as the services have looked to increase income. The new model will enable these services to become sustainable and provide schools (including academies) within Sefton the support they require to deliver good or outstanding education to pupils.

**Clear pathway for family & lifelong learning** - This will allow residents to gain the skills required to enter the workforce and supporting economic growth within the Borough.

**Outcomes:**

**Community:** Education will be accessible to Sefton residents of all ages through the use of the pathway to signpost residents to relevant learning opportunities.

**Partners:** Schools (including academies) will have access to high quality support services at competitive rates. Collaboration between school, the Council and partner organisations will be strengthened and the community hubs will become a focus of support for the communities schools serve.

**Council:** A sustainable model of education support service through charged and statutory elements supporting the delivery of the model. Improved collaboration and working with schools through the community hubs.

**Impact of Change, on –**

**The community** – positive outcomes in terms of a pathway for lifelong learning and closer collaboration and support between schools, colleges and partner organisations

**Partners/other organisations –**

**Council** – will deliver funded statutory duties only as direct support for schools with all other services provided on a traded basis.



**Vision 2030 & Core Purpose** – As part of delivering 2030 the Council and its partners are committed to working together so that people

- have aspirations and achieve their ambitions through education, training and lifelong-learning
- are accessing education and training opportunities
- benefit from integrated educational, learning and skills development links with business
- are recruited by local employers

**Impact Assessment**

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

**Legislation Considered:** Legal implications will be considered when it is determined which course of action will be adopted for Education Support Services.

**Communications, Consultation & Engagement Type:**

**Inform** x **Consult** **Engagement** x **Partnership** x **Consult internal** x

**Staffing Implications**

**Number of staff in scope** Approximately 30

**Number of vacancies to be deleted from the establishment** None

**Estimated number of redundancies** Not known at this stage as it will depend on schools buyback of services

**Budget Planning Assumption** £637k

## **Section F - Creating New and Improving Revenue Streams**

<b>Project</b>	<b>Workstream(s)</b>	<b>Budget Planning Assumption £000</b>	<b>Forecast Reduction in Subsidy</b>	<b>Total £000</b>
	Commercial Culture	0	0	0
	Sefton Arc	0	796	796
	Commercial Fleet Management	56	0	56
	Crosby Lakeside Adventure Centre	0	186	186
	Atkinson	0	414	414
	Building Cleaning	0	250	250
	Catering	0	300	300
	Tourism	0	335	335
	Building Control	0	0	0*
	<b>Totals</b>	<b>56</b>	<b>2,281</b>	<b>2,337</b>

- Building Control £183k one off contribution first 12 months following the adoption of the Local Plan

## **Section F Creating New and Improving Revenue Streams**

**Project description:** The focus of this project is not one of seeking to make a profit for the Council, but is about ensuring that the organisation operates in a more business-like and efficient way, increasing its ability to take advantage of commercial opportunities to the benefit the Borough and residents. It is a positive way of looking at service development rather than looking solely at solving financial challenges.

This project considers the risks and rewards for services currently delivered on a semi-commercial basis by the Council (i.e. non-statutory services currently provided by the Authority which generate revenues, but due to the availability/presence of Council subsidy have not been required to operate on a fully commercial footing. It is believed that the scope of these services could be expanded to the benefit of residents if a different approach were taken to maximize the profits generated, either through asset investment, increased marketing or simply a change in ethos towards the commercial approach.)

Any investment made will have to deliver an appropriate financial return and each proposal will be considered on a defined set of criteria.

### **Developing a Commercial Culture:**

It is recognised that operating on a commercial footing is a significant change in ethos for many services, and the ability of our people to make appropriate decisions in this new environment will be key to the success of the organisation.

There will need to be a change in the culture and approach to training of Sefton's workforce.

This work stream is a key enabler for the other revenue-generating work streams. Ensuring there are the appropriate skills and culture in place reduces the risk of failure to deliver the targeted savings identified.

### **Enhancing current levels of trading and reducing level of Council subsidy:**

In addition to the above, a larger number of our services currently charge or trade, including cleaning, tourism, culture, leisure, school services, corporate services and more. Some of these services have historically required Council subsidy to keep them operational and accessible to the public. For some activities fees and rates are kept low to provide services that may not otherwise be available and, in a few services, the Council trades in a wider market. As the Council develops a more commercial approach it will put plans in place to remove/significantly reduce any subsidy the Council currently provides.

The Council can no longer afford to subsidise the full range of services and activities that it currently does. Whilst it will always seek to support access for the most vulnerable and ensure no one is excluded from experiences or services because of circumstance, it can no longer afford to maintain the current level of subsidy. However there is an ambition to sustain as many of these services for our communities as possible.

As part of this project, by the end of 2017/2018, the Council is looking to reduce subsidies for certain activities and where possible be operating on a cost-neutral basis. In the future, where appropriate, the aspiration would be to generate a surplus. As the mindset becomes embedded some service areas will be ready to trade across a wider footprint than Sefton, if they are already doing so. Services will change at different paces due to the level of subsidy currently provided

and the practicalities associated with reducing subsidy or generating a surplus.

Initially the project will focus on:

- Crosby Lakeside;
- The Atkinson;
- Catering;
- Tourism;
- Building cleaning;
- Planning, Building regs fees.

All services will have targets to achieve and will be supported, with training provided where needed. Tighter governance will be put in place to oversee activity. Consideration will be given to the development of a Sefton trading company to enable us to move from charging and expanding, where it is right to do so, into trading.

## **Crosby Lakeside Adventure Centre:**

Originally developed as a water sports centre/facilities for existing users of the lake. Though the original focus was a centre for the disabled, within Council ownership the remit has expanded to one of inclusiveness and accessibility to all residents and visitors.

In addition to its main function as a water sports centre, Crosby Lakeside also contains a fitness suite and studio, operates a bistro and provides conference facilities and guest accommodation. The Lakeside Suite is predominantly used for conferences and training and is also utilised for weddings, functions and events. The lakeside setting provides a unique environment within the Borough and wider City Region.

Though all of the core functions described above operate successfully there are constraints to the existing building which prevent further expansion. Interdependencies exist between services: it is difficult to expand one without impact on another.

### **Change Description:**

As the Crosby Lakeside Adventure Centre already operates in a commercial environment, work has already commenced to identify new opportunities for revenue generation. This work stream seeks to provide the necessary support and conditions to maximise the opportunity with appropriate safeguards.

### **It is proposed to commence action/ implementation of/ consultation on the following changes –**

There are 3 aspects to consider as part of this proposal in order to generate increased revenue.

**Alterations to Kitchen Area and Hospitality Areas:** It is proposed that the kitchen be relocated from its current first floor location to the ground floor so it is in close proximity to the bar and bistro, as well as extending the Lakeside Suite to facilitate accommodation of larger events. This will mean that the bistro can remain open if people request exclusivity of bar access for their event/wedding. The improved kitchen would also better serve the increased guest accommodation options detailed below.

**Increased Guest Accommodation:** Conversion of the existing bedroom accommodation, comprising of 10 double rooms and 4 bunk rooms, to 14 double, four-star standard guest accommodation. The proposal is to develop all 14 rooms to return to a four-star rating and to increase the nightly rate commensurate with the market for this standard of accommodation. It is envisaged that by carrying out these modifications and improving the sales and marketing that occupancy could be pushed to 80% within three years of investment. Once the alterations to the kitchen and hospitality areas are completed the guest accommodation could be increased to 17 double rooms.

**Camping Pod Accommodation:** Purchase and installation of camping pods to further extend the current/proposed accommodation. This would generate space for 70 people to stay and will be targeted at groups and schools.

**The following activity will change –** The overall offer from Crosby Lakeside will be enhanced in order to increase revenue with a view to the centre becoming self-sustaining and generating a surplus.

### **Outcomes**

**Service Users** – The increased offer from Crosby Lakeside will:

- be better able to meet demand within a highly competitive market;

- reduce the current level of subsidy and provide an opportunity to generate a surplus; and
- enable the centre to continue to offer a wide and varied programme of activities.

**Partners** – The increase in the visitor economy and tourism will support the wider economy in the surrounding area.

**Council** – An improved, contemporary facility that will be self-sustaining whilst offering a competitive and high quality service.

### Impact of service change

**Service Users** – A sustainable adventure centre which is accessible by all. It will help to retain a unique leisure facility to the benefit of Sefton’s residents and visitors.

**Partners** – This will help generate increased awareness of Crosby Lakeside and attract visitors from across the region and beyond. It will help forge new partnerships and strengthen existing ones, for example with the likes of schools and businesses.

**Council** – All proposals in this project are focused on the delivery of cost saving and revenue generation activities for the Council, with the intent of delivering long-term resilience, self-sustaining services and surplus revenues that can be re-invested in the delivery of wider services where there would otherwise be a funding gap.

### Communications, Consultation & Engagement

Type: Inform  Consult internal   
 Engage  Co-production  Consult external

### Equality Impact Assessment

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

### Legislation Considered – Planning

### Risks & Mitigating Actions –

Risk ref	Risk description	Proposed mitigation
#1	Poor marketing and sales	Marketing strategy developed and reviewed regularly at project or operational level in order to optimise sales.
#2	Lack of capacity to deal with increase in demand	This can be reviewed/ rectified as demand increases and may lead to additional recruitment where necessary.
#3	Delay in securing sales, marketing, management and development resources	Specification for sales and marketing resource to be drawn up and commissioned.

#4	Objections to planning application	Clear communication and proactive engagement with the public.
#5	Failure to achieve income targets	Income targets to be monitored closely to adapt to market influences and difficulties in meeting targets to be reported through programme governance.
#6	Unexpected costs incurred	Contingency planning will be factored into projected build costs.
#7	Increase in market share not realised	Dedicated resource for sales, marketing, management and development has been factored into costs. Part of their remit will be to increase market share.
#8	New entrants to the market in locality/increase in competition	Market to be monitored and adjustments to business plan to be made should competition increase.
#9	Cancellation of events to accommodate building work	Reputational damage to be minimised by marketing resource and communications department. Linked to communication strategy.

**Staffing Implications** – N/A. New housekeepers will need to be recruited and marketing resource acquired.

Number of staff in scope – N/A

Number of vacancies to be deleted from the establishment – N/A

Estimated number of redundancies – N/A

**Net additional income £186,000**

## **The Atkinson**

### **Change Description:**

The Atkinson is a centre for music, theatre, art, poetry, literature and history in Southport. It offers a varied programme accessible to families, tourists and art enthusiasts with a full day and night timetable. It supports and develops the community arts centre in Sefton. The Atkinson is open throughout the year and presents a diverse seasonal programme and changing exhibitions.

### **It is proposed to commence action/ implementation of/ consultation on the following change**

The proposal is to increase income and to reduce the subsidy for the Atkinson over the next 3 years whilst retaining a programme of events that meets demand.

The savings will be dependent on local agreement with Trade Unions

### **The following activity will change**

- Comprehensive restructure and increased use of volunteers
- Closure of the Atkinson on Sundays;
- Budget reductions linked to building supplies, services and exhibitions and museum programmes;
- Increase in the school membership scheme; and
- Pricing restructure for seating in the theatre to bring in-line with other theatres.

### **Outcomes**

#### **Service Users:**

- Continuity of excellent public services to broaden the commercial appeal and so enable services to become self-sustaining; and
- Continue to support and develop the community arts sector in Sefton.

#### **Partners:**

- Support for community groups to deliver activities for the public through resource sharing and partnerships; and
- Support organisations and individuals to develop effective strategies that aid sustainability and financial self-sufficiency.

#### **Council:**

- A trained workforce, with increased commercial skills, more able to act in the long-term interests of Sefton; and
- Financial benefits realised through budgetary savings and revenue growth.

### **Impact of service change**

#### **Service Users:**

- Change in pricing structure will make some seats at events more affordable for some service users; and
- More variety in the events programme.

#### **Partners:**



- No impact at this time

**Council**

- A more commercially-driven workforce.

**Communications, Consultation & Engagement**

Type: Inform  Consult internal   
 Engage  Co-production  Consult external

**Equality Impact Assessment –**

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

**Legislation Considered –** Employment law and trading law will need to be appraised as part of this project.

**Risks & Mitigating Actions –**

Risk ref	Risk description	Proposed mitigation
#1	Income targets falls below expectations	Cash flow and income will be continually re-forecast.

**Staffing Implications**

**Number of staff in scope:** All posts

**Number of vacancies to be deleted from the establishment:** 5.83 fte

**Estimated number of redundancies:** 3 - 6 redundancies

**Savings** £414,000

## **Catering Services**

**Change Description:** Generate additional surpluses via non Direct Service Grant (non-DSG) activities whilst also re-apportioning increased costs to schools as a result of the introduction of the Free Infant Meals Scheme.

**It is proposed to commence implementation of the following change** – The first element of the change proposal will see the Catering Service taking every opportunity to increase business via after-school clubs, breakfast clubs, and any 'new activity'.

The second element relates to the contract prices. The School Meals contracts are designed to recover all of the costs of delivering the service. In addition, it is designed to deliver a small 'surplus' which can be utilised to reinvest in the service if and when required. Since the introduction of the Free Infant Meals Scheme the number of meals provided each day has significantly increased by approximately 40%. However, the subsidy per meal which is paid by the schools to the Catering Service has, in real terms, reduced. This proposal would modify the subsidy charge built into each contract back to previous levels.

There is no contractual requirement to consult with individual schools over amendments to the subsidy charge. All schools are informed of any such changes within their Annual Service Level Agreement which is agreed with each individual school each financial year.

**The following activity will change** – The 'subsidy charge' would still be very similar per school to that which was levied prior to the introduction of the Free Infant Meals Scheme. Whilst the increase will only be a small amount per individual contract, the cumulative effect will deliver the required level of additional income. This will also not adversely affect school budgets as the impact per contract will be minimal. It should also be noted that schools receive external funding from a variety of sources to provide a school meals service to their pupils. This includes an element for the purchase of a meal, and an element for a 'service charge' in providing the service.

## **Outcomes**

**Service Users** – There will be no change in outcomes for service users. All service users will continue to receive a nutritious meal.

**Partners** – 'Partners' in this case relates to the schools that utilise the catering services provided by the Council. The outcome of this proposal will see schools paying an appropriate subsidy for the delivery of the service to their pupils.

**Council** – There is no effect upon the Council in the delivery of the service to schools.

## **Impact of service change**

**Service Users** – There will be no impact upon service users. All service users will continue to receive a nutritious meal.

**Partners** – 'Partners' in this case relates to the schools that utilise the catering services provided by the Council. For such schools there will be a slight increase in the 'subsidy' element for the school meal service. However, this will in reality only rise back towards the level paid prior to the introduction of the Free Infant Meals Scheme.

**Council** – The Council will receive the appropriate fee for delivering a school meals catering service in schools across Sefton.

**Equality Impact Assessment** – There are no equality impacts arising from this proposal. All those who access free school meals will continue to do so. All other proposed impacts are purely financial in nature and relate to the SLA between the school and the Catering Service.

**Legislation Considered** – There is no legislation affecting this proposal. The requirements of the Free Infant Meal Scheme will continue to be met in full.

**Risks & Mitigating Actions** – The amount to be charged back to the school relates to the

subsidy element of the SLA. This charge will only increase to the levels charged prior to the introduction of the Free Infant meal Scheme and as such there will be little effect to any individual school.

**Staffing Implications –**

There are no staffing implications related to this proposal. The proposal is purely financial in nature.

Number of staff in scope                      N/A

Number of vacancies to be deleted from the establishment    N/A

Estimated number of redundancies              NONE

**Savings – £300,000**

## **A New Approach to Tourism**

**It is proposed to commence implementation of the following change\_** - To develop a Tourism Business Plan by mid-2017 that will develop stronger commercial income streams, thereby reducing the need for subsidy and making the service revenue-neutral by 2020.

### **The following activity will change –**

Sefton's Tourism will be guided by a Strategy for the Visitor Economy that meets residents' needs for leisure and access, and visitors' needs for activity and quality.

The Council will work immediately towards a commercial trading account, with income ring-fenced so that expenditure is increasingly financed from self-generated sales, leases, rents, charges and subscriptions, and Council subsidy is progressively withdrawn over a three year period.

Specific changes in approach will include:

- Attracting more visitors to Sefton by enhancing existing events, and developing the Council's event programme so at least one major priced event is added to the calendar.
- Re-balancing rental incomes by reviewing all Tourism leases and concessions and pricing to market.
- Investing in outdoor markets along with the Christmas markets, to increase footfall and the scope for commercial supply of on-street units.
- Enhancing partner contributions to the marketing budget so Sefton can attract more visitors and spend.

### **Outcomes**

#### **Service Users**

Visitors receive a higher-than-expected quality of welcome and service

Residents benefit from events, services and facilities that would not be affordable without tourist expenditure to sustain them.

Continuity of excellent public service, reinforced through investment to broaden the commercial appeal and so enable services to become self-sustaining;

Job creation and retention through investment in Council services.

#### **Partners**

Partners achieve better results working together than if they were working individually.

#### **Council**

A trained workforce, with commercial skills, more able to act in the long-term interests of Sefton;  
Financial benefits, realised through budgetary savings and revenue growth

### **Impact of service change**

#### **Service Users**

More premium and other pricing options will be available to visitors to suit their budgets.

There will be greater variety and choice available in the events programme, and more people will hear about and visit Sefton.

#### **Partners**

For leaseholders and concessionaires, as contracts are renewed their rentals will adjust to meet industry and market norms.

Partners will be asked to collectively support a more ambitious market engagement and lead conversion plan than they could offer from their own individual resources.

**Council** A more commercially-driven workforce.

**Communications, Consultation & Engagement**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment**

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

**Legislation Considered**

N/a

**Risks & Mitigating Actions**

Risk ref	Risk description	Proposed mitigation
#1	Event income falls below expectations	Cash flow and income will be continually re-forecast. Mitigation includes event insurance, use of balances, and cost reduction.
#2	Rent reviews take too long or yield too little	Full advance assessment of potential yield and the impact of changes to terms & conditions.
#3	Outdoor market does not take off	Monitoring and evaluation of market performance.
#4	Marketing resources insufficient for purpose	Delivering a clear and persuasive case for joint marketing, including demonstrable financial and other benefits.

**Staffing Implications**

There are no direct staffing implications of this proposal.

Number of staff in scope 10

Number of vacancies to be deleted from the establishment 0

Estimated number of redundancies 0

**Reduced Subsidy –£335,000**

## **Building Cleaning**

The Council currently provides a building cleaning service for civic buildings and also competes to provide a building cleaning service on a commercial basis for educational establishments on the basis of their requirements.

**It is proposed to commence implementation of the following change** - It is proposed to reduce the level of building cleaning activity currently provided to civic buildings to a level of cleaning that will satisfy Health & Safety requirements only; to provide safe workplaces with the minimum level of cleansing provision supplied.

**The following activity will change** – The level of civic building cleaning activity would reduce which in turn would reduce the cost of cleaning Council buildings by up to £250k.

### **Outcomes**

#### **Service Users**

The Council's civic buildings will only receive a basic cleaning service that meets H&S requirements; deterioration in the level of cleaning may be noticed.

#### **Partners**

As above.

#### **Council**

Basic cleaning needs will continue to be provided for within the workplace to meet minimum H&S requirements.

A financial benefit will be realised through budgetary savings.

### **Impact of service change**

#### **Service Users**

Staff may notice a reduction in the level of cleaning service provided in work places and will have to assume more responsibility for keeping work areas clean and tidy.

Visitors to civic buildings may notice a reduction in the overall level of cleanliness.

#### **Partners**

Partners visiting civic buildings may notice a reduction in the level of cleanliness.

#### **Council**

The Council will comply with health and safety requirements in relation to the cleanliness of civic buildings.

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

Type: Inform  Consult internal   
Engage  Co-production  Consult external

### **Equality Impact Assessment**

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

### **Legislation Considered**

N/a

### **Risks & Mitigating Actions**

Risk ref	Risk description	Proposed mitigation
#1	The level of service reduction does not	Working arrangements would be revised, consolidation of assets may also contribute to

	achieve the financial outcome anticipated	the targeted financial reduction
#2	Financial savings are delayed.	Staff will be consulted about proposed revisions to current cleaning arrangements and the required changes will be implemented at the earliest opportunity.

### **Staffing Implications**

There are staffing implications associated with this proposal however the precise details have yet to be determined. Up to 25 posts could be affected. In terms of service areas and groups of individuals affected, this could include staff at all Council civic buildings although at this stage this is just indicative as all matters, if approved by full Council, are subject to consultation.

Number of staff in scope To be identified

Number of vacancies to be deleted from the establishment 0

Estimated number of redundancies 25

Details to be identified

**Savings –£250,000**

## **Sefton Arc**

The Council operates Sefton Arc to deliver health care and security solutions across a wide range of service areas. Although this is a competitive market, Sefton Arc is one of only two public sector security organisations to be on the Approved Contractors list, and is the only security organisation in the UK to have four National Security Inspectorate Gold Awards. A key product/service offering of Sefton Arc is the ArcAngel, a discrete personal safety and tracking device, which has been developed in-house by Sefton Arc. ArcAngel is the perfect solution for anyone who may require emergency assistance, either in home or when out and about.

There are opportunities both within and outside of Sefton to expand the market share of the ArcAngel and generate increased sales. A sales and marketing resource will be commissioned to specifically promote the device and increase its market share.

The potential market for the ArcAngel spans far beyond the borders of Sefton. With this in mind there is scope for the device to be sold across the country leading to increased income to Sefton Council which can be invested into other areas.

**It is proposed to commence implementation of the following change -** Increase sales of the ArcAngel through Sefton Arc.

Over the last 18 months, Sefton Arc has undertaken the development phase of a product – the ArcAngel. ArcAngel units utilise the latest technology, including GPS and mobile phone functionality to provide a product that can be deployed for a variety of uses. These include a lone worker device, assistive technology device, GPS tracker, personal alarm (such as for victims of domestic violence), and support for people accessing public transport for the first time.

Product and version development for ‘ArcAngel’ has been completed, with current versions available to meet the requirements of each potential user group/market. Professional/ISO accreditation has been secured (BS8484 and the Police operated ‘Secured by Design’ scheme). Branding and merchandise has also been completed. The operation of the ArcAngel has also been integrated within the operation of Sefton Arc’s Alarm Receiving Centre.

### **The following will change –**

Currently, Sefton Arc’s market share for the ArcAngel is small; however markets exist across the elderly population, NHS/Clinical Commissioning Groups (CCGs), enablement services, carers support, vulnerable adults, and lone workers across a range of industries both within the Borough and beyond. There is scope to increase market share within Sefton and seek to develop trading within Merseyside region and more widely. Statistical information shows that Sefton has an increasing aging population which suggests that there is a sustainable market for products of this nature. In terms of ‘lone worker’ functions, organisations are required to ‘do more with less’ and, as such, working independently/alone will continue to be a feature of modern working practices.

### **Outcomes**

**Service Users** – The ArcAngel will:

- support older and more vulnerable people to remain in their own homes for longer, allowing them to keep their independence and reducing reliance on care services;
- provide reassurance that somebody can be called in emergency situations, particularly where those who care for them live some distance away;
- give people living with dementia and their carers piece of mind as it can be used to track their



location if they should wander off alone;

- give parents a degree of comfort for children who travel alone or are away from home;
- allow for the individual user to raise awareness of their direct whereabouts immediately (by pressing one button) through the Sefton Arc alarm receiving centre. Contact can then be made by the alarm receiving centre team to a designated contact or to emergency services if they are required.

**Partners** – CCG/NHS – There are potential opportunities for individuals with health needs to remain living independently for longer and therefore avoiding more costly health related intervention and support via the Council’s ASC teams.

**Council** – There will be improved security for officers who work alone which is likely to increase as the Council moves to a workforce that works in a more agile and lean way away from fixed office locations. Also, improved support for vulnerable individuals or victims giving them swift access to emergency services if required.

### **Impact of service change**

**Service Users** – Generate greater awareness of the services that Sefton Arc delivers and the support that this product provides to help retain independence. ArcAngel also provides family members, friends and/or carers with reassurance that vulnerable people they care about are able to get help when they need it.

**Partners** – This will help generate increased awareness with potential partners with the advantages that the ArcAngel provides with regards to independence and support.

**Council** – All proposals are focused on the delivery of cost saving and revenue generation activities for the Council, with the intent of delivering long-term resilience, self-sustaining services and surplus revenues that can be re-invested in the delivery of wider services where there would otherwise be a funding gap.

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

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Legislation Considered** – All necessary accreditations are now in place and the product has the necessary Trade Mark protection for the Council.

Risk ref	Risk description	Proposed mitigation
#1	Poor marketing and sales	Marketing strategy developed and reviewed regularly in order to optimise sales.
#2	Failure to achieve anticipated level of sales	Work streams to be managed in stages with appropriate milestones and risks of not achieving outcomes addressed through programme governance. Review sales figures regularly and give consideration to new opportunity to adapt to market influences.
#3	Lack of capacity to deal with increase in calls generated as a result of an increase in sales of the ArcAngel	Automated systems will allow demand to be monitored and trends extrapolated to permit advance planning of capacity needs.
#4	Delay in securing sales and marketing resources	Specification for sales and marketing resource to be drawn up and commissioned by Sefton Arc prior to April 2017.
#5	Projected sales targets not achieved	Review sales figures regularly and to adapt to market influences. Any difficulties in achieving sales targets to be analysed and escalated through programme governance.
#6	Lack of product development	Product development cycle to be implemented by Sefton Arc. Consideration to be given to market research gathered from the sales team to influence product development.
#7	Other technology becomes available and makes ArcAngel obsolete	Sefton Arc to regularly monitor competitors and advances in technology to inform ArcAngel product development.
#8	Unable to meet demand	Stock to be held by Sefton Arc. Supply and demand to be monitored closely by the sales team. Preparation made with suppliers for when there are bulk orders to ensure customers receive products in time.

### **Staffing Implications**

Sales and marketing resource to be commissioned.

Number of staff in scope – N/A

Number of vacancies to be deleted from the establishment – N/A

Estimated number of redundancies – N/A

**Net additional income:£796,000**

## **Commercial Fleet Management:**

As Sefton already delivers Commercial Fleet Management services in a commercial environment, work has already commenced to identify new opportunities for income generation. This work stream, and wider project, seeks to provide the necessary support and conditions to maximise the opportunity with appropriate safeguards.

A number of sub-work streams exist within this work stream:

- i. HGV MOT Testing: The Council has invested in the equipment to provide Ministry of Transport (MoT) testing up to 3.5 tons for its own fleet. There are no facilities for the testing of Heavy Goods Vehicles (HGVs) anywhere in the Borough, so everything over 3.5 tons needs to travel to Simonswood in Kirkby, at significant cost for the test, plus additional labour time to drive the vehicle there and back.
- ii. Private Vehicle MoT Testing: The Council operates an MoT service to the public from its centre in Hawthorne Road. It is felt that many people are still unaware of this service and the advantages of taking vehicles to be tested by garages that don't offer repairs. The Council undertook 800 MOT tests last year and has capacity to do between 30-40% more.
- iii. Tachograph Equipment Repair/Calibration: All commercial vehicles first registered on or after 1 May 2006 must be fitted with a digital tachograph which must be fully re-calibrated every two years and after any repair. Sefton Council vehicles are currently calibrated outside the Borough at significant cost as no accredited facility exists and as vehicles have to be dropped off and collected later this also involves the use of an additional vehicle and second driver to assist delivery/collection.

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

### HGV MOT Testing

Investment is required to make some minor alterations to the existing MOT station. This will enable the Council to test HGVs at the depot and therefore avoid the costs and time associated with having these vehicles tested externally. In addition, it will provide the Council with an opportunity to offer HGV testing to other HGV operators as currently there is no HGV testing facility in the borough. The tester is supplied by VOSA, so no additional staff would be required. There is scope for pre-MOT inspection services for HGVs to be further developed and marketed alongside the HGV MOT Station.

### Tachograph Equipment Repair/Calibration

A potentially untapped market exists as Sefton could become the only tachograph centre operating within Sefton. Existing staff would be used to deliver this work stream. Investment would be required for grounds works, equipment and training. However, this investment could be recovered in the first two years through the savings generated by removing the costs for testing Sefton vehicles externally.

### Private Vehicle MOT testing

Investment is proposed to increase the number of tests undertaken within existing capacity. Marketing and advertising is required to expand the current MOT offer.

### **Proposed change**

- i.HGV MoT Testing: Investment is proposed to make some minor alterations to the existing MoT station. This will result in savings to the Council by removing the costs to MoT the Council's HGVs externally. In addition, it will provide the Council with an opportunity to generate a revenue stream by servicing the local market demand for HGV testing, particularly with the high number of Hauliers located within the Borough and development of the Port. The tester is supplied by VOSA, so no additional staff would be required. There is scope for pre-MoT inspection services for HGVs to be further developed and marketed alongside the HGV MoT Station.
  
- ii.Private Vehicle MoT Testing: Investment in marketing/advertising
  
- iii.Tachograph Equipment Repair/Calibration: Investment is proposed in groundworks, equipment and training of existing staff to deliver this work. A potentially untapped market exists as the Council could provide the only tachograph centre operating within Sefton. The investment could be recovered in the first two years solely through the savings generated by removing the costs for testing Sefton vehicles externally.

### **Outcomes**

**Service Users** – Increased level of service provision in-Borough leading to reduced cost and more timely delivery of service.

**Partners** – Potential for partners to make use of new facilities and services.

**Council** – The changes will make service delivery more viable.

### **Impact of service change**

**Service Users** – improved efficiency.

**Partners** – This is an opportunity for partner organisations to utilise a Sefton facility and not have to travel outside the borough for HGV or tachograph testing.

**Council** – This will result in changes to the service delivery. It will help to reduce costs with tacograph and HGV testing being able to be delivered in house which will also result in increased capacity as staff will not be incurring travel time when taking vehicles elsewhere to be tested, as is done currently.

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

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Legislation Considered** – All relevant VOSA and transport related legislation has been considered and incorporated within the proposal.

## **Risks & Mitigating Actions –**

<b>Risk ref</b>	<b>Risk description</b>	<b>Proposed mitigation</b>
#1	Projected sales targets not achieved	Review sales figures regularly and adapt to market influences. Any difficulties in achieving sales targets to be analysed and escalated through programme governance.
#2	Other entrants to the market (Tacho/HGV MOT)	Market to be monitored regularly and portfolio of customers to be established and maintained to ensure strong customer base.
#3	Unable to meet demand	Demand to be monitored closely and peak times to be managed by service area. Potential site adaptations to be considered.
#4	Lack of bookings	Initial marketing will be needed to ensure VOSA examiner slots are fully booked.

**Staffing Implications –** Staff increase for HGV testing – nil, tester supplied by VOSA and included in the fee. There would be no requirement to increase staff for Tachograph Repair and training for existing staff is included within the financial appraisal.

**Number of staff in scope – N/A**

**Number of vacancies to be deleted from the establishment – N/A**

**Estimated number of redundancies – N/A**

**Net additional income £56,000**

## **Building Control**

In addition to the above there is a one off windfall associated with the Local Plan of £183k

## Section G - Environment & Pride In Place

### Budget Planning Assumptions & Savings Summary

Project	Workstream(s)	Budget Planning Assumption £000	Forecast Saving	Total £000
Pride in place	Commissioning and efficiencies	250		250
	Land management		895	895
	<b>Sub totals</b>	<b>250</b>	<b>895</b>	<b>1,145</b>
	<b>Totals</b>	<b>250</b>	<b>895</b>	<b>1,145</b>

## **Section G Environment & Pride in Place**

**Project description:** This project will reform:

- The way the Council enforces both environmental and car park enforcement by utilising our existing wider staffing structure and contractor resources for car park enforcement and deploying them more extensively, geographically and through intelligence led approach to deliver enforcement of environmental offences so that those staff can make a difference to the cleanliness of our streets.
- The way the Council uses both staff and contractors and staff on the street so that they act as community wardens/ambassadors for our borough
- The way the Council gains information about the state of the streets, looking at a coordinated land management based approach so that clean up and enforcement can be intelligence led
- The way the Council operates clean up squads to facilitate bringing grot spots, environmental enclaves that attract detritus and localities up to a standard that can be subsequently maintained by the local community.
- The relationship between the Council and its communities so that residents, charities, public sector bodies, housing associations and businesses feel supported to take on the responsibility of maintaining parts of their local environment.
- The way the Council influences domestic waste disposal behaviour so as to increase recycling (Green, Brown and food bins) and decreased what is disposed of in residual waste (Grey bin).

The project will consider the possibility of joining up the Council's current bulky waste service with established charitable activity. This will be with a view to minimising the Council's role in this activity.

The above activities will be supported by a wide, engaging and imaginative communications campaign.

The traditional approach of the majority of councils faced with growing demand to clear up the environment has been to invest more in reactive services, clearing waste faster and/or sweeping the streets more often. Currently the services that provide services for our green infrastructure within Sefton are delivered across 3 separate teams.

This approach has had 4 significant consequences:

1. Services, if continued 'as is' are financially unsustainable.
2. The unintentional message in our reactive service is that fly-tipping and dropping litter are acceptable forms of behaviour.
3. Responding to the symptoms of a growing problem has simply added to the perception of some citizens that this is solely the council's responsibility.
4. Opportunities for improved and more efficient green space and land management are not being fully realised.

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

To restructure the staffing of land management responsibilities so that allied functions can be focused within one department.

Reduction in service standards/better places/greener spaces  
(<http://www.sefton.gov.uk/news/help-shape-your-parks.aspx> )

Insourcing of the Grounds Maintenance contract

Reduction in FCERM works

**The following activity will change –**

In order to support the implementation of the reform project – Environment – Pride in Sefton –the rationalisation of the staffing structures of associated land management functions will help to achieve increased focus and targeting of the limited resources remaining.

**Impact of service change –**

**The community** – People who benefit from the clean/green environment that the borough has to offer will be strongly encouraged to contribute to its upkeep and maintenance. This will be residents, other public sector partners, business communities and visitors. Park and Green spaces will become less manicured spaces in accordance with the Better Places, Greener Spaces initiative.

**Partners/other organisations –**

The council works with various third parties in its land management capacity. It is anticipated that a rationalisation of the staffing structure will mean that it will be easier for those third parties to navigate their way in the dealings with the Council. It is also anticipated that there will be increased reliance on the input from third parties to achieve an improved environmental outcome for the borough. The Grounds Maintenance contract will be insourced.

**Council** – Operational processes will change, staffing numbers will reduce

Culture shift from a council that does most maintenance of public spaces to a Council that facilitates those spaces being maintained by the wider community

**Vision 2030 & Core Purpose** – As part of delivering 2030 the Council and its partners are committed to working together to encourage all groups who want to improve the environment and demonstrate commitment to the natural environment. This will encourage people to work together to keep Sefton clean and green relying less on public sector services. This will facilitate Council Core Purpose.

**Communications, Consultation & Engagement –**

Type: Inform	<input checked="" type="checkbox"/>	Consult internal	<input checked="" type="checkbox"/>
Engage	<input type="checkbox"/>	Co-production	<input type="checkbox"/>
		Consult external	<input type="checkbox"/>



## **Equality Impact Assessment**

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

## **Legislation Considered**

Various employment laws

## **Staffing Implications**

**Number of staff in scope 10-12**

**Number of vacancies to be deleted from the establishment 3-5**

**Estimated number of redundancies 6-8**

**Savings – £895,000**

## **Other work Pride in Place**

Sefton's proposed approach focuses on proactive intervention rather than reactive, so people are encouraged and supported to take an active role in their community, and have a sense of collective responsibility and will also develop how the Council will enable this approach whilst continuing to deliver its statutory responsibilities.

It is based on a cooperative and intelligence led model, involving communities, charities, housing associations, public sector bodies and businesses with the council as facilitator and enabler.

The 'how' will include communication campaigns, harnessing the good work carried out by volunteers, community groups, Friends of Groups etc., councillors, third parties such as police, fire, housing associations and the business community to good effect. The how will also include improved ways to harness intelligence to target resources more effectively. Land management staffing structures will be focused in one department to make accessing the service more readily understood by members of the public and members. Cleanliness of our streets and bins will remain in Locality Services.

This project will consider the following

- The environment is vitally important to the residents, visitors to and businesses of Sefton. The value of our environment for amenity, leisure, pleasure, business, health etc. was a clear message arising from the Vision 2030 consultation.
- Involving the community in the maintenance of their own environment can have beneficial effects for health, community spirit, community resilience, friendship networks as well as having a positive impact on the image of the borough.
- Improving the presence of enforcement on the streets of Sefton will deter people from contributing to the environmental detritus and enhance the look and feel of the borough and the way people perceive the borough.
- Joining up the Council's current bulky waste service with established charitable

activity in these areas will enhance charitable opportunities. It will also, offer the opportunity to upskill individuals to upcycle donated white goods and provide a source of affordable goods to those in need.

- An intelligence led approach to enforcement and clean-up will ensure that reduced resources are targeted.

### **Outcomes:**

**Community:** Involvement with their environment is hoped to shift the relationship between the Council and the community to one of a shared responsibility for the localities and landscapes.

**Partners:** Charitable/Voluntary partners will be directly involved in the collection, upcycling, redistribution of white and bulky goods within Sefton. Charitable/Voluntary/Business partners will be contributing more to the upkeep of their localities.

**Council:** Changed culture from one of the Council doing all maintenance to one of support to facilitate and encourage others to take on that responsibility. Changed culture regarding an ambassadorial role within the borough so as to exude pride in where they both work and for many live in the borough. Changed management structure and harness new ways of working within the Council following integration with respect to the oversight, maintenance and management of various land assets. Changed enforcement approach to increase environmental enforcement and presence to act as a deterrent to those tempted to allow dogs to foul or litter etc.

### **Impact of Change on –**

**The community** – It is anticipated that members of the community will see:

- an improved environment in their local street, town, park, beach etc. with less litter, dog fouling etc.
- increased involvement from the community in taking responsibility to look after their environment facilitated by the Council through support and equipment.
- Transition from an exclusive council provided collection of bulky waste service to a shared collection with contributions from local charitable organisations able to benefit from the recycling of goods within their charitable networks.
- Increased enforcement on the streets dealing with environmental offences and to give prosecutions a higher profile.

**Partners/other organisations** – the Council and partners will need to work together

- to promote the changes and celebrate volunteering throughout the borough
- encourage and enable “Friends of” and other volunteer groups that will reduce the reliance on public sector services
- develop and promote a clean and green environment
- explore new ways of funding community capacity and
- introduce an integrated model for Making Every Contact Count

Some charitable organisations will directly benefit from being involved in the re-distribution of white goods.

Other organisations such as parish councils, police, fire, housing associations, businesses will be asked to participate in and/or contribute to community clean ups.

**Council** – Operational processes will change, staffing numbers will reduce

Culture shift from a council that does most maintenance of public spaces to a Council that facilitates those spaces being maintained by the wider community

**Vision 2030 & Core Purpose** – As part of delivering 2030 the Council and its partners are committed to working together to encourage all groups who want to improve the environment and demonstrate commitment to the natural environment. This will encourage people to work together to keep Sefton clean and green relying less on public sector services. This will facilitate Council Core Purpose.

### **Risk & Mitigation**

That the environmental enforcement cannot be delivered within the current budget. Mitigation for this would be increased communication campaign to deter people from littering, dog fouling etc.

That the amalgamation of the new land management services does not produce improved ways of working together and the communities don't benefit. Mitigation for this would be ensuring that staffing arrangements are reviewed against meeting service priorities.

People may find these proposed changes unacceptable as change can be difficult, challenging and sometimes uncomfortable for people 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 communities in the future. Managing expectation is key in delivering this change. Support and training will also be provided to staff. Awareness raising communication campaigns will also support change in this area.

There may be resistance within service areas causing delays in identification of opportunities and realisation of changes/savings. To mitigate there will be ongoing awareness raising of the scale of the challenge facing the Council and workforce development activity to embed a "ready for change" culture.

Lack of buy-in from the community to do more for themselves and their communities. Communications campaign will focus on benefits and localities in need of development

That insourcing of the Grounds Maintenance contract will not achieve the anticipated savings. To mitigate the process and level of service provided will be kept under review following the transfer.

**Impact Assessment** Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

**Communications, Consultation & Engagement Type: Inform    x    Consult  
Engagement        x Partnership x Consult internal x**

**Budget Planning Assumption    £250k**

## **Section H - Asset and Property Maximisation**

### **Budget Planning Assumptions & Savings Summary**

<b>Project</b>	<b>Workstream(s)</b>	<b>Budget Planning Assumption £000</b>	<b>Forecast Saving</b>	<b>Total £000</b>
Asset & Property Maximisation	All	3,300		3,300
	<b>Totals</b>	<b>3,300</b>		<b>3,300</b>

## **Section H Asset and Property Maximisation**

**Project description:** This project will consider the property/assets opportunities arising from all other projects. It will look to maximise opportunities to improve operational efficiency, reduce revenue costs and maximise the capital and income potential.

This project will inform the asset-related decisions, and maximise capital receipt/revenue saving opportunities arising from:

- The reduction in the Council's size and consequential physical space requirements as a direct consequence of austerity and funding cuts;
- The reduction in physical space requirements as a result of service re-design arising from the PSR programme;
- The reduction in space made possible by the adoption of 'new ways of working' with improved ICT systems and infrastructure;
- The need to do something very different, quickly to maximize our assets

The Council is gathering, consolidating and spatially mapping business intelligence related to the Council's assets to inform the decision-making process. Data includes: location; tenure type; break dates in lease; anticipated value; operating costs; current and maximum occupancy; occupancy by partner groups; and anticipated cost of required investment if retained. To date this exercise has been completed and modelled for the corporate estate options, with work ongoing to gather data for the wider estate. As the modelling of the wider estate is dependent on the outcome of the options proposed, then this work will commence, and continue on an iterative basis. Pending the full outcome of the analysis above final options will set out consideration of the available options, likely to include:

- In-house delivery;
- Delivery through a contracted partner(s);
- Delivery through a Joint Venture with the private or third sector;
- Delivery through a created Special Purpose Vehicle;
- Delivery through a hybrid model.

The Council has a number of choices in respect of the delivery options these included the appetite from public sector partners to join the project/or not. The core demand for asset maximisation means that appropriate resources and skills will be needed. Each option presents the next step or logical sequence given the volume and demand to transform and maximise our assets following the re-provision of services.

The overall project fundamentally aims to move towards an agile and lean workforce.

This means that the Council will utilise physical, built, ICT and workforce differently, moving away from fixed locality working throughout the borough to provide a much greater customer focus.

## **Outcomes:**

An improved customer experience to citizens, delivered through:

- **An efficient estate** which is right-sized, located where needed and fit for purpose;
- **Greater partnership working** with buildings facilitating co-location of services and partners from the public and private sector; and
- **'New ways of working'**, with appropriate ICT infrastructure, space planning and management processes that allow staff to work in an agile manner where they need to be, without a reliance on a fixed-desk place of work.

## **Financial benefits**

**Job creation and wider social benefit** realised through the regeneration work resulting from disposal and re-designation of council assets.

**Budget Planning Assumption** £3.3m revenue has been identified to date, within the medium term financial plan period.

## **Impact of Change, on –**

**The community** – Other PSR projects will have an impact on the manner in which services are delivered: this project facilitates a potential, consequential change to the location from which they are delivered. However, through careful consideration of point-of-need, investment in retained assets (structural, technical and cosmetic) and co-location of services and partners the quality of service will be improved;

**Partners/other organisations** – Maximum benefits will only be realised from this project through open discussions with partners to share knowledge of current and future aspirations for property assets, followed by a collaborative approach to develop an appropriately sized, located, and configured estate to our mutual benefit. The Council will seek to engage with partners as soon as plans are sufficiently developed, and have appropriate approvals, to allow meaningful discussions.

**Council** – Changes to the working location and practices of our staff arising from this project will require careful consideration from a policy perspective, and extensive engagement to bring about the necessary culture change to facilitate a smooth transition.

**Vision 2030 & Core Purpose** – Vision 2030 states that Sefton will be a place with sustainable and resilient buildings, with people receiving the right help, in the right way at the right time, making the most of its assets to ensure residents enjoy local, coordinated support. This project will facilitate Council Core Purposes.

## **Risk & Mitigation**

- Delivery of the Asset and Property Maximisation project is wholly dependent on appropriate progress being made on the other PSR projects, for which this is a facilitator. The programme will be carefully managed to ensure integration.
- Disposal and re-designation considerations will be impacted by changes in the local

and national property market. This will be actively monitored, with the timing / structure of disposal activity adjusted accordingly within individual assessments.

- Open market valuations will be utilized to assure best value/best consideration principles.
- Resistance to change may be experienced, due to change of use of asset, 'change to agile working processes or lack of engagement from potential co-location partners. Employ effective communication and build the consensus for change.
- Availability of in-house or industry capacity and capability to lead the project. This will be evaluated and carefully considered when selecting the delivery option / blend of delivery options to take this project forward at the next stage.

**Impact Assessment** Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services. The impact on the Community (ies) will be assessed on a site by site basis.

**Communications, Consultation & Engagement Type:** Inform    x    Consult  
Engagement        x Co-production x Consult internal

The lease on Merton House will be considered as part of this project.

**Change Description: Lease Merton House, Stanley Road, Bootle, Merseyside. L20 3DL**

Merton House, Bootle is a Corporate Asset that is currently leased by the Council. The Council will exercise termination options within its leases.

**It is proposed to commence implementation of the following change:** The accommodation the Council uses within Merton House will be vacated in 2018/19. All staff (approximately 455 in number) will be engaged and consulted as part of the migration plan for the building.

**The following will change -** Changes to the working location of staff.

**Impact of service change –**

The proposals to Merton House should not impact the service offer directly. Services that are currently accommodated in Merton House are:

Homelessness Team - Regeneration and Housing

Regeneration and Housing, Children's and Adult Social Care

Children's Social Care

MEAS (Merseyside Environmental Advisory Service)

Children's Social Care

Leisure – Health and Wellbeing



Public Health – Health and Wellbeing

Children’s Services

Commissioning Support and Business Intelligence

Commissioning Support and Business Intelligence

Financial Management – Corporate Support

Schools and Families -

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage internal  Co-production  Consult external

**Equality Impact Assessment –**

- The Council will comply with DDA requirements
- Officers will comply with HR policies and procedures.

**Legislation Considered**

Equalities Act (DDA)

**Risks & Mitigating Actions**

- Resistance to change may be experienced, due to change of use of asset, adoption of agile working processes or lack of engagement from potential co-location partners. Employ effective communication and build the consensus for change;
- Concerns over the Council withdrawing from Bootle as a location; this is not the case. The Council will maintain a strong presence within Bootle and be at the centre of the regeneration of Bootle.

**Staffing Implications**

**Number of staff in scope** There are approximately 455 staff located at Merton House whom will be engaged with over the course of migration planning

**Number of vacancies to be deleted from the establishment** NA, none as a result of this proposal directly

**Estimated number of redundancies** NA, none as a result of this disposal directly

**Savings**

£876,000.00 directly attributable through vacating Merton House (with an estimated direct exit cost of £100,000).

## **Section I – ICT & Digital Inclusion**

### **Budget Planning Assumptions & Savings Summary**

<b>Project</b>	<b>Workstream(s)</b>	<b>Budget Planning Assumption £000</b>	<b>Forecast Saving</b>	<b>Total £000</b>
ICT, Customer Interface & Digital Inclusion	<b>A Council ICT</b> reduced expenditure	3,439	0	3,439
	<b>B Customer Interface</b> (includes One Front Door approach)	300	0	300
	<b>C Digital Inclusion</b>	0	0	0
	<b>Totals</b>	<b>3,739</b>	<b>0</b>	<b>3,739</b>

## **Section I - ICT**

**Project description:** This project will reform ICT provision, the customer experience and drive the digital inclusion agenda for the borough. All elements of this project aim to deliver against the Vision Outcomes Framework.

This project consists of three work streams: **A. Council ICT**; **B. Customer Interface** (including provision of a 'One Front Door approach'); and **C. Digital Inclusion**,

**WORK STREAM A: Council ICT:** This project will re-design and develop the Council's ICT and core transactional HR and finance services in order to align with the requirements and aspirations of the organisation.

As the Council delivers its Framework for Change programme and 2030 vision, it will be essential that core ICT and transactional services can support this agenda. The Council is therefore currently determining its future business requirements and the options that are available for the delivery of these. The specifications developed by the Council will, therefore, feed into this project in due course.

It is anticipated that these requirements will be defined at the start of 2017. Following this transition planning will commence to the new operating models and the required transformational activity that is required to support the organisation will also start. A key part of this project will also be to ensure that legislation changes in respect of Revenues and Benefits services are implemented efficiently and effectively in order to support residents and ensure income levels to the Council are maintained

This is needed -

- To improve the provision and performance of ICT and transactional services;
- To support the Council's framework for change and delivery of the 2030 vision;
- To develop and implement agile working across the Council, thus allowing the provision of more efficient and effective services;
- To increase and improve system integration both within the Council and with partner organisations and
- Develop a mature business intelligence function in order to support all Council services as effectively as possible.

**WORK STREAM B: Customer Interface:** The maximisation of opportunities from all customer contact channels in order to improve the customer experience and provide the best value for money service possible by taking a bolder approach to channel shift and developing a longer-term customer strategy. Included within this work stream is recognition that there are multiple "front doors" by which customers can contact the Council and each respond to meeting needs differently. This is an opportunity to consolidate them and create a new customer experience.

The new operating model will see a greater drive towards co-location for face-to-face and terminal based self-serve Council services (all services are in scope). There will be an active drive to shift as many processes on line as possible. This will be underpinned by improvements to the website. There will be greater integration of Contact Centre and all Council services, with a particular focus on Adults Social Care processes, to improve the

customer experience.

The Council will implement a Customer Interface Tool to support this “channel shift” and deliver a customer account approach, where people can track progress and view key information. A digital marketing and communication tool will also be introduced to increase digital engagement, grow digital audience by cross-promoting content, maximise the use online services, and build communities around data.

This will require developing a One Front Door approach for customer access, mechanisms for channel shift, learning from compliments and complaints plus the development of a longer-term customer strategy for 2018 and beyond.

This is needed

- To improve the customer experience and meet modern day expectations;
- To develop a more cost effective, quicker and more responsive interface between the council and its citizens;
- To remove the demand and non-value steps in processes being passed along processes including the ASC pathway; and
- To improve data exchange between organisations and within the Council.

**WORK STREAM C: Digital Inclusion:** Focusing on reducing the digital divide and ensuring access for our residents to effective digital skills and employment skills.

The Council needs to develop a borough-wide strategy with its partners in order to improve digital skills and digital inclusion for communities in Sefton. At its heart is a commitment to develop a Digital Inclusion Partnership with the widest range of public, private and community partners. The Partnership will engage key stakeholders and prepare a well-evidenced Strategy and action plan for Digital Inclusion.

### **Objectives**

- To develop a partnership approach to digital inclusion;
- Increase and improve the digital skills of citizens, support the growth of digital business
- To improve access to service via digital means
- Increase and improve digital access for the digitally excluded.

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

New business requirements and ICT opportunities will be identified and the Council’s transformation programme will be supported from that point and on a continual basis. The current third party contract for these services runs until September 2018 and any changes to delivery models will take effect from that point. As a result, in advance of September 2018, there will be continual engagement with staff through the recognised Trade Unions.

### **Change Description:**

In order to reflect the changing requirements of the Council and its partners, a full review of ICT, transactional HR and finance and Customer Services will be undertaken. Following the identification of business requirements, the most appropriate delivery model for each

service will be identified.

It is anticipated that the Council will take advantage of the opportunity to automate processes, develop the range of options for how it will interface with residents and partners and as a result will reduce the cost of delivery. This will be supplemented through exploiting the latest ICT opportunities and the maturing of that market.

**The following activity will change –**

There will be an improvement in the provision and performance of ICT and transactional services;

These services will support the Councils framework for change and the delivery of the 2030 vision;

Agile working will be developed and implemented across the Council, thus allowing the provision of more efficient and effective services;

There will be increased and improved system integration both within the Council and with partner organisations; and

A mature business intelligence function will be developed in order to support all Council services as effectively as possible.

The Council will provide improved customers services and offer more efficient and effective routes by which residents can engage with it

**Outcomes:**

**Service Users** – There will be an improved experience for customers and stakeholder that meets modern day expectations. This will provide increased flexibility and choice for customers in how they engage with the Council

**Partners** – Partners will be able to engage with the Council on a more effective basis and there will be greater flexibility and opportunity for collaboration

**Council** – Sefton will be at the forefront of Local Government ICT and transactional services provision which will support delivery against the 2030 Vision and the business requirements of the organisation. This will result improved employment opportunities and access to digital services.

ICT will support agile and mobile working and the use of technology will promote effective working practices. Through the development of the Customer Interface, residents and partners will interact with the Council in a method and manner that is most appropriate for them and which provides a first class customer experience.

**Digital Inclusion** A key element in the Councils vision is the ability to support and engage with residents and partners. By being a lead partner within Sefton the Council is hoping to play a key role in the development of the digital agenda. This will include education

provision, supporting infrastructure development and developing the channels and routes for residents , business and partners to engage as effectively as possible

**Impact of Change on:**

**The Community** –The development of the Councils ICT service will support its transformation agenda and enable it to deliver its services to residents in a more effective manner. This will include the development of locality working and where appropriate the co-location of resources. Residents accessibility to services will improve while other services will become digital by default.

This project will improve the customer experience for residents, business and partners. Through this work and in particular the development of ICT, the development of locality working and the co-location of resources will be supported thus providing improved services to communities. Accessibility to certain services will also improve while other services will become digital by default.

**Partners/other organisations** – As the Council seeks to develop its relationship with partners and work in collaboration, it will be important that arrangements are put in place in order to share data and where appropriate systems. Through this work it will be easier for partners to interface and engage with the Council thus allowing the opportunity for improved communication, engagement and joint working. This will also provide the framework for the integration of working practices and systems if appropriate.

**Council** –The Council will seek to maximise the opportunities from its existing ICT technology and will make investment in new functionality in order to support effective service delivery and business transformation. Improved ICT will support agility and resilience within the Council and the transformational activity that is required over the next 3 years. In addition developments in Customer Services will help the Council meet the requirements and expectations of its residents

Vision 2030 & Core Purpose – As part of delivering 2030 the Council and its partners are committed to working together so Sefton becomes a digital borough and with improved access to digital technology. It is important to be aware that the approach will seek to enable a borough connected by people, supported by technology.

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equalities Impact Assessment**

The Council will comply with legislation. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services and engagement with recognised Trade Unions.

## **Legislation Considered**

In the event that any of the services within scope are to be procured, the appropriate regulations will be followed. Likewise where TUPE will apply full engagement of staff and the recognised Trade Unions will take place.

Any new arrangements for ICT will need to be designed so as to ensure that information law is readily complied with.

## **Risk & Mitigation**

There are a number of risks within this proposal as detailed below

- **Current ICT provision**-the current ICT provision will need to be enhanced both to support transformation within the Council and engagement with residents and partners. Investment requirements have been identified for consideration
- **Capacity**-to develop the range of services, introduce new ways of working and new delivery models will require the commitment of internal and specialist external resources between now and the end of 2018. At present a project and transition plan is being developed to support this and identify the appropriate resource requirements
- **Business Requirements**-it will be essential that the business requirements can be clearly articulated and defined in order that delivery models and key outputs are directed to delivery. Any scope 'creep' will result in service disruption

Delivery of effective Council ICT is dependent upon the organisation defining its business requirements in order that development activity can be prioritised and delivered. .

### Capacity

There is a risk that available resource to implement the Framework for Change would not be sufficient to cover the scope of the work included within these 3 work streams. In order to mitigate a robust governance structure will be set up in order to ensure that internal and where required, external expertise is aligned to the delivery of key objectives and milestones.

Culture – This project will require the Council to clearly articulate its business requirements and will inevitably require staff to work in a different manner as it seeks to exploit technology to support transformation. This will require management and staff to change business processes and working practices. In order to mitigate this appropriate training and workforce development activity will be undertaken

**Staffing Implications** –At present the staffing impact of these proposals is not known. This will depend on the final agreed target operating model and delivery options selected. Full engagement with the recognised Trade Unions will take place throughout the process in order that all staff are aware of any potential implications

## **Savings Summary**

**Council ICT:** It is anticipated that a fundamental review of all aspects of ICT and transactional services will **achieve savings of £3.1 million - £3.4 million.**

**Customer Interface:** It is estimated that **£300,000 will be achieved through savings the review of the 'Single Front Door'**. In addition, the new digital customer contact systems, alongside better use of data, will allow the Council to operate more efficiently and provide an improved service in the future, which, in the long term will provide savings. However these cannot be quantified at present until end-to-end process reviews are completed and customer response to change is better understood; and

**Digital Inclusion:** No savings are anticipated to materialise from the Digital Inclusion project, but currently there is virtually nil spend on this aspect.



## **Section J - Commissioning & Shared Services**

### **Budget Planning Assumptions & Savings Summary**

<b>Project</b>	<b>Workstream(s)</b>	<b>Budget Planning Assumption £000</b>	<b>Forecast Saving</b>	<b>Total £000</b>
	Integration of resources	260	0	260
	Contract Review	716	0	716
	LCR Procurement	1,500	0	1,500
	Shared Services	250	0	250
	Contract Compliance	532	0	532
	<b>Totals</b>	<b>3,258</b>	<b>0</b>	<b>3,258</b>

**Project description:** This project is: the development and improvement of commissioning skills, resources and processes; undertaking a major review of current contractual arrangements; working more closely with LCR partners to jointly procure goods and services; and development of shared services.

In particular it is about establishing best practice and developing ground-breaking commissioning approaches. A range of financial and non-financial benefits will be achieved by skilling, empowering and supporting colleagues to commission more effectively for desired outcomes.

The project will

- Embed effective commissioning practice across the Council and partners by
  - investing in the workforce to develop the required knowledge, skills and understanding
  - improving commissioning processes and practice
  - taking a One Sefton approach to commissioning
  - commissioning at a regional level as appropriate
- Review, develop and further integrate internal resources across the Council, to improve alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning;
- Undertake a Major Contract Review to identify what is spent, what outcomes are to be achieved and terminating, combining, re-procuring or renegotiating contracts as appropriate.
- Introduce new policy and approaches to achieving Social Value through commissioning and procurement. This will form part of a change programme for contract managers and commissioners to ensure that service areas have robust and

consistent procedures in place to ensure they achieve value for money and maximise Social Value from commissioned and procured activity.

- Developing a more strategic approach to drawing in 'new funding', more effectively aligning bidding for funding with commissioning priorities and intentions
- Reducing spending, achieving better value and improving outcomes by developing a programme of joint sourcing and commissioning with partners across the Liverpool City Region (LCR) and wider.
- Reduce delivery costs, increase sustainability and improve outcomes by developing shared services with partners from across Sefton, LCR and wider. The first stages are to identify the gain for Sefton (e.g. financial, quality/impact, sustainability etc.); confirm which services offer the greatest potential as shared services; agreeing the scope of those shared services; and implementing a programme for the delivery.
- Create a data observatory which holds all information and data relating to Sefton residents and businesses and provides the specialist research skills and expertise to support of strategy and policy. The initial phase of the Data Observatory will be to more effectively connect internal resources and information sources to better inform decision making within the Council by removing inefficiency and duplication whilst enhancing skills/capacity. Over time, a shared observatory with partners could be developed to further remove duplication and enable greater expertise.

Alongside the services it provides directly, the Council also currently has approximately 1000 contractual arrangements in place for goods, works and services, accounting for a significant proportion of its overall spend. The combination of austerity and rising demand, particularly in the form of a local ageing population, is challenging the viability of the services the Council provides.

The Council cannot deliver against the priorities by doing what it has done in the past. The embedding of a commissioning mind-set, culture and effective practice, together with improved alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning is an important enabler for the delivery of the whole Framework for Change programme and broader public sector reform. In particular, the project will seek to increase the consideration commissioners give to the full range of resources (including markets, community assets and citizens themselves) and approaches available (including influencing, facilitating, encouraging others to act) to achieve desired outcomes, rather than just procuring or providing services.

Key elements of the project, including the review of contracts, joined up procurement with LCR partners and the development of shared services, will deliver improved value for money and cashable savings. Alongside this the Council will facilitate, develop and commission in partnership with communities, providers and other stakeholders, new ways of ensuring our residents have the services and support they need when they need them.

### **Work packages**

#### **(i) \_\_\_\_\_ Integration of resources**

**Change Description: Review, develop and further integrate internal Commissioning Support and Business Intelligence resources across the Council.**

This seeks to develop the Council's internal commissioning model to improve the impact and outcomes achieved. This requires better alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning and will involve:

- Embedding a commissioning mind-set and culture with all decision makers within the organisation;
- Developing and improving commissioning skills, resources and processes within the Council;
- More closely integrating systems, processes and staff involved in and supporting commissioning throughout the commissioning cycle.
- Further developing our commissioning approaches, establishing and spreading best practice, developing ground-breaking commissioning approaches to address the most challenging issues and commissioning with partners when appropriate.

Closer integration of staff involved in and supporting commissioning throughout the commissioning cycle across the Council will include: identifying those staff undertaking business intelligence, commissioning support, procurement & performance activities across the Council; identifying the cost and budgets associated with those staff/activities; establishing closer working arrangements and relationships; further integration of some staff into the Council's Commissioning Support and Business Intelligence service; establishing more effective systems, processes and practices; reducing inefficiency and duplication; and reducing the cost of commissioning support across the Council.

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

Better alignment of intelligence, commissioning support, procurement & performance activities around strategic commissioning, through further integration of staff involved in these activities, leading to a reduction in the cost of commissioning support and business intelligence across the Council.

**The following activity will change –**

Closer working arrangement/relationships will be established between staff across the Council involved in and supporting commissioning throughout the commissioning cycle. Some staff will be integrated into the Commissioning Support and Business Intelligence service whilst others may remain within service teams but working more closely with the Commissioning Support and Business Intelligence service. Systems, processes and practices will change to reduce inefficiency and duplication and improve impact. The overall cost and staffing resource supporting commissioning across the Council will be reduced during the MTFP.

**Outcomes**

**Service Users** – There will be increased transparency of process and improved impact from commissioned activity, leading to improved outcomes and increased value for money.

**Partners** – Internally joined-up commissioning and improved intelligence will facilitate improved planning processes, improved commissioning and better value for money. It will also identify the opportunities for joined-up commissioning with partners, including the development of shared services. This will require partners to agree to prioritise and agree ownership of priorities.

**Council** – A new way of working across the organisation leading to improved business intelligence, commissioning and procurement, with a greater emphasis on impact and outcomes.

### **Impact of service change –**

**Service Users** –. New approaches will encourage a new relationship between the Council and its communities/citizens and greater community involvement in shaping services, strengthening their voice in decision making.

**Partners** – It will place the Council in a better place for effective joined-up commissioning with partners. The Council will seek to develop that approach where appropriate and, in particular, in support of delivering against Vision 2030. This will require partners to agree to prioritise and agree ownership of priorities and share data and intelligence.

**Council** – Operational processes and lines of reporting will change. Efficiency and effectiveness of staff and processes will increase. Duplication will be removed. Staff understanding, knowledge and skills will improve. Staffing numbers will reduce.

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

Type: Inform  Consult internal   
Engage  Co-production  Consult external

### **Equality Impact Assessment –**

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

### **Legislation Considered –**

Effective Commissioning and contract management are implicit within the Best Value duty and also feature within statutory guidance. The Care Act 2014, in particular, places a duty on Local Authorities to develop the market for Adult Social Care services, so that services are available for all residents, including self-funders. Whilst not a specific legal requirement effective commissioning will increasingly involve market and community capacity development in other areas too.

There are a number of statutory requirements relating to Information Management and

Governance (e.g. Data Protection, Freedom of information, Environmental Information) and many pieces of legislation and government guidance which prescribe the many statutory returns the Council makes

There are legislative and case law requirements associated with the duty to consult on service changes, reduction or cessation.

All of these areas are typically supported by commissioning support and business intelligence staff across the Council and will need ongoing consideration as part of this proposed change.

### **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 continue to seek to increase efficiency and remove duplication, including identifying opportunities to automate reporting, reduce manual intervention and improve management ability to produce and analyse data.

The scale of re-commissioning, re-procurement and market development across the Framework for Change Programme (FFC), together with the Business as Usual (BAU) commissioning, procurement and business intelligence activity presents a real challenge to the resources available. In particular, there will be a need to carefully manage potential conflicts between the integration/reduction of internal resource and ability to support FFC/BAU. This will be mitigated by close working across the Framework for Change Programme and Strategic Leadership Board; phasing of activity and savings; ongoing prioritisation/risk assessment of work undertaken; and monitoring at FFC Programme Board.

### **Staffing Implications**

This change relates to all staff across the Council involved in and supporting commissioning throughout the commissioning cycle, and in particular, those staff undertaking business intelligence, commissioning support, procurement & performance activities across the Council. Some staff will be integrated into the Commissioning Support and Business Intelligence service whilst others may remain within service teams but working more closely with the Commissioning Support and Business Intelligence service.

The overall cost and staffing resource supporting commissioning across the Council will be reduced during the MTFP. 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

**Number of staff in scope** To be determined in Phase 1 of delivery.

**Number of vacancies to be deleted from the establishment** None currently identified

**Estimated number of redundancies** - 6-10 posts.

**Savings** – - £260,000

## **(ii) SMBC Contract Review**

An analysis of the contracts held within the Council's Contract Registers has been carried out and those thought to provide scope for savings have been identified. Separate assessments of the scale of potential savings have been undertaken by procurement, commissioning support and service Contract Managers in order to arrive at a reasonable level of confidence in the figures included within this proposal.

A high-level analysis, based on samples of all active contracts on the Council's Contract Register, has been undertaken. The high level analysis identified the following:

Table 1: High level contract analysis

<b>Contracts Reviewed</b>	<b>Total Value</b>	<b>Annual Value</b>	<b>Number of Contracts</b>
Contract Value > £500k	£415m	£71m	43
Proportion of total contracts	86%	95%	25%
<i>Contracts &gt;£500k in scope</i>	<i>£78m</i>	<i>£17m</i>	<i>31</i>
Contract Value <£500k	2.5m	0.7m	20
Total Contracts Reviewed	<b>£417.5m</b>	<b>£71.7m</b>	<b>63</b>
Proportion of Total Contracts Reviewed (by value)	86%	96%	36%

A subsequent line-by-line review was then carried out for each of the contracts sampled in the 2 sample sets, which included assessing: what the contract is for; is the contract necessary; is it out of scope (e.g. in scope of another Project); current status (e.g. already out to tender, specification already rewritten/tightened, extension taken etc.); will it be part of LCR Procurement Hub work stream; is it part of another joint procurement/framework (e.g. have savings already been realised through existing collaboration); size of market, where known and considered relevant (e.g. particularly small markets restrict scope for saving); and spend driver (e.g. to identify the extent that the spend is controllable). Based on this analysis the Savings Potential of each contract was assessed.

### **Sample 1: >£500k**

All contracts over £500k were analysed. This gave coverage of 25% of total contracts, 86% of total spend and 95% of annual spend.

### **Sample 2: <£500k**

Sample 1 covered 43 (25%) of the contracts on the Contract Register by volume (rather than value). To understand more about the remaining 131 smaller contracts on the Register, a

separate randomly selected sample of 20 contracts <£500k has been analysed from 2017 list to understand the nature of these contracts and the potential for savings.

The sample was then reviewed in detail as per sample 1. Many more of these contracts were found to be non-recurrent (i.e. one-off procurement of goods, works or services) so were deemed out of scope.

The annual value of the 20 sampled contracts (per the Contracts Register) is £725,860. Savings of £17,428 were identified from this sample (2.4% of the value for the sample). These savings were split over 2017/18 (1.9%) and 2018/19 (0.5%). These figures have then been extrapolated across all contracts on the register under £500k to identify the potential achievable saving.

Additional research has also been conducted across the organisation to identify the service areas where commissioning and procurement takes place. This exercise has helped identify where the Commissioning Support Team can target their resources and support service areas to improve their approaches to commissioning and realise savings.

*I Want Finance Spend Review* - It is recognised that there is considerable spend, £98m (2015/16), that is being approved through I Want Finance. Some of this is for utilities and specialist transport provision, or relates to contracts referred to above, however, further analysis and scrutiny of this expenditure is expected to yield further cashable savings (up to 0.5%), particularly through consolidation of individual spend into framework contracts where better rates will be achieved.

## **Budget Planning Assumption £716k**

### **b LCR Procurement Hub**

In order to test the concept of a regional Procurement Hub the LCR Chief Executive's Group has agreed to establish a Virtual Procurement Hub across participating authorities within the Liverpool City Region (currently, Halton; Knowsley; Sefton; St Helens; Wirral and Mersey Travel).

The ambition from the Chief Executives is to develop: a LCR procurement strategy; a full category management approach; clearly define targets; consider a formal agreement between partners and commit to common culture, ways of working for example; rules, processes and practices.

The implementation plan follows the structure and vision set out in the Local Government Association National Procurement Strategy for Local Government in England 2014.

A "virtual" procurement hub approach will support the delivery of the partner's priorities by implementing the following key objectives:

- Deliver economies of scale

- Maximising opportunities
- Achieving savings and benefits
- Securing performance
- Providing functional resilience

In proposing the new delivery model broad research was undertaken to examine business models that exist already and to critique their performance. The level of saving identified within this proposal is based upon typical levels of saving achieved by similar approaches elsewhere, which range between 1% and 15%.

At present details about which contract will be procured jointly as part of the LCR Procurement Strategy have not been agreed. The contracts to be included are expected to be confirmed during quarter 4 2016/17.

**Budget Planning Assumption £1.5m**

**c Shared Services**

Research has been conducted into how services are being shared by other Local Authorities and the impact of this, including the typical savings that can be achieved. Locally, a list of shared services that Sefton is currently engaged with has been compiled, together with the perceived benefits, including shared knowledge, reduced duplication of services, increased resources and economy of scale savings. Services have also identified further service opportunities which could be developed as shared service.

A number of areas have been specifically identified by the Liverpool City Region Chief Executives as having potential as shared services and are currently being reviewed at LCR level. These include:

Specialist Transport	Procurement Hub
Leisure, parks and libraries	Health and Social Care
Learning Disability	Children’s services
Education services and School improvement	Income generation
One public estate	Back office (transactional services)
ICT	Digital inclusion
Culture and Tourism	

The first stages in delivering this shared service work stream are to identify the gain for Sefton (e.g. financial, quality/impact, sustainability etc.); confirm which services offer the greatest



potential as shared services; agreeing the scope of those shared services; and implementing a programme for the delivery.

**Budget Planning Assumption £250k**

**d Contract Compliance Audit (potential mix of windfall and recurring savings)**

This proposal is based upon experience within other organisations that shows that detailed audit of key contracts with particular payment structures can identify overcharging by suppliers or overpayments by purchasers.

Initial analysis has identified at least 10 contracts (6%) from the Contracts Register where the nature of the payment structure suggests that, from the experience elsewhere, there is potential for overcharging/overpayment and therefore potential cost recovery.

For each of these contracts this analysis has also sought to identify whether the potential for cost recovery is high (e.g. because there are lots of individual payments made against the contract based on agreed rates for a basket of goods/services) or low (e.g. there are a small number of large payments made against the contract so there is limited scope for errors; there are robust contract monitoring processes in place; or because the contract value is small the cost of recovery would be disproportionate to the funding recovered).

**Budget Planning Assumption £532k**

**Outcomes**

**Community:** There will be increased transparency of process and improved impact from commissioned activity, leading to improved outcomes and increased value for money. Joined up approaches through commissioned services with better partner ownership will improve accessibility and the provision of information & advice. The introduction of a Social Value policy and an enhanced approach will seek to secure wider social benefits for Sefton as whole.

**Partners:** Joined-up commissioning and improved intelligence will facilitate improved planning processes, deliver better value for money and identify the potential for shared services. This will require partners to agree to prioritise and agree ownership of priorities.

**Council:** A new way of working across the organisation with a greater emphasis on outcomes, impact and social value. This will require the Council to adopt new policies and test new approaches. Where appropriate the Council will share services across the Liverpool City Region and other partners.

**Impact of Change, on:**

**The Community** – The change in approach will mean that the Council and its partners will explore new solutions with our communities to make a positive difference to people's lives and the environment. This will encourage a new relationship between the Council and its communities/citizens and greater community involvement in shaping the delivery of services in local neighbourhoods, strengthening their voice in decision making. To maximise the

opportunity to improve outcomes the community will need to be aware and agree to data being shared between organisations.

**Partners/other organisations** – Through this change the Council and partners will encourage the community to be involved in shaping the delivery of services in local neighbourhoods. In doing so the Council and partners will explore innovative ways of working to enable community capacity to grow and strengthen. To enable this change partners will need to share data.

**Council** – Operational processes will change, staffing numbers will reduce, and there will be a greater emphasis on development of the market and community capacity.

**Vision 2030 & Core Purpose** – As part of delivering Vision 2030 the Council and its partners are committed to working together to unlock the borough's collective resources for the benefit of all. The proposed changes will enable the Council and partners to develop clear commissioning policies and approaches that promote and encourage health and wellbeing.

### **Risk & Mitigation**

**Capacity** – There is a risk that available resource will be insufficient to support implementation of this project whilst also supporting other projects within the Framework for Change Programme and delivering the 'business as usual' requirements of the Council. The Strategic Leadership Board and Cabinet would continue to prioritise the Council's Framework for Change aims and agreed outcomes and the team could be supplemented by specialist skills as required.

**Major Contract Review** – Existing contractual timelines and cost of early termination could delay opportunities for integration and/or shared procurement and services. To mitigate this there will be clear options appraisals undertaken for each contract/service under consideration and this will be subject to decision making process.

There is a risk of challenge if contracts are terminated early which in turn may impact on the reputation of the Council. To mitigate robust decision making will be required underpinned by clear communications approaches.

Contract compliance audit may fail to realise the anticipated cashable savings if it identifies that over payment has not occurred. To mitigate this there will be further data analysis, spend analysis and clear options appraisals undertaken for each contract/service under consideration.

**Marketplace** – the marketplace may not develop at the required rate, the Council will seek to explore/co-produce with partners and providers, alternative and more efficient ways of meeting assessed care needs.

Reduction of demand will only be sustainable if there is a robust infrastructure to underpin support within the community, some community projects lack sustainability under current funding arrangements

**Culture** – there may be resistance within service areas causing delays in identification of opportunities and realisation of changes/savings, particularly in respect of terminating, reducing or merging contracts and development of shared services. To mitigate there will be ongoing awareness raising of the scale of the challenge facing the Council and workforce development activity to embed a “ready for change” culture.

**Impact Assessment**

Should this project progress equality implications will be assessed. This will be reported when recommendations are brought for further consideration. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulation, Compliance & Corporate Services.

**Communications, Consultation & Engagement Type:** Inform, Consult, Engagement, Partnership, Consult internal

**Table 1 – Business Efficiencies & Other Financing Changes**

	<b>£000</b>
Review of Treasury Management Policy	2,000
Better Care Fund (para 2.4 of Chapter 4)	11,583
Delete a vacant Highway Engineer post	37
Delete a vacant Transportation & Highway Infrastructure Support Officer post	19
Delete vacant hours in Highway Safety Team Leader post	28
Delete vacant hours in Structural Engineer post	10
Delete: Traffic Technical Officer	33
Delete: 0.4 x Traffic Management officer	18
Reduce subsidy to Formby Pool	100
Reduction in printing for electoral services	20
Legal Services efficiencies	40
SEN – Reduction in Service Manager Post	80
<b>Total</b>	<b>13,968</b>

**Table 2 – Service Options**

		<b>£000</b>
<b>Children’s Social Care</b>		
	Review of residential provision i.e. Children’s homes for Looked After Children (LAC)	200
	Reduction in staffing establishment	318
	Review of allowances and contracts	199
	Children’s Services initiatives	15
<b>Locality Services Provisioned</b>		
	Reduction in staffing establishment	294
<b>Locality Services - Commissioned - Transportation &amp; Highway Infrastructure</b>		
	Decommission Street Lighting depot operation in its entirety and tender works.	302
	Cease the function of night scouting	13
	Senior Sustainable Travel Advisor post	44
<b>Public Health</b>		
	Health Checks	300
<b>Commissioning</b>		
	Review of Commissioning Support	80
<b>Regulation &amp; Compliance</b>		
	Phased cessation of the Council’s internal delivery service for post.	110
	Environmental Services, Environmental Protection, Licensing and Trading Standards	500
	Introduce a range of charges for services provided by the registrar	40
	Reduce cost of democratic services	124
	<b>Total</b>	<b>2,539</b>

**Children’s Social Care**

**Service Description: Children's Social Care - Review of residential provision i.e. Children's home for Looked After Children (LAC)**

**It is proposed to commence consultation on the following change –** To review in house provision to ensure that it meets the needs of current and future potential cohorts of LAC and is cost effective. To change the purpose and function of current in house children's home provision and /or to test the market with a view to commissioning placements more effectively and therefore cessation of providing residential service.

**Rationale for service change proposal –**

The Council's reducing resources requires a rigorous prioritisation of activity. The majority of LAC who require residential care are not in a Council provided service. Recent experience of commissioning a residential service has highlighted that this is more cost effective than providing in house.

In addition current residential provision is not consistently meeting the needs of our current cohort of LAC and therefore if the Council is to continue with in house provision then it needs to ensure that it is fit for purpose and cost effective.

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

The provision of Council provided residential children's homes will potentially stop if this is the most effective way of supporting our LAC or change to ensure that the needs of our children are met in a cost effective way.

**Impact of service change –**

**Service Users –** There are currently young people living in Council children's homes.

**Partners –** N/A

**Council –** Change or cessation of service would result in staff reductions.

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –**

- Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.
- Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

**Legislation Considered –**

Children Act 2004  
Safeguarding Vulnerable Groups Act 2006 (Tab content hidden)

Children and Families Act 2014  
Children and Young Persons Act 2008  
Education Act 2011  
Various Employment law  
HR legislation

**Risks & Mitigating Actions –**

There is a risk that costs may temporarily increase whilst changes are progressed as changes or closure can only be implemented as children currently in placement move on safely and appropriately.

There may be increased cost as staff move on to other employment and agency staff may have to be employed.

**Staffing Implications**

Reduction in staff if change of purpose and function and potentially all staff if following review closure is progressed.

**Number of staff in scope 14**

**Estimated number of redundancies 4 to 14**

**Savings**

**£200k**

**Service Description: Children's Social Care** Reduction in staffing establishment in Children's Social Care

**It is proposed to commence consultation on the following change –** Reduction of a number of posts and regrading of one post.

**Rationale for service change proposal –**

The Council's reducing resources requires a rigorous prioritisation of activity. Children's social care is looking to restructure to meet the recommendations and implement the Ofsted improvement plan; the proposed restructure will be reported separately but will be within available remaining resources.

As part of this review a number of posts have been identified for deletion or regrade.

The aim of the restructure as part of the Ofsted improvement plan is to increase social workers, frontline managers and Independent Reviewing Officers. It is proposed that the Advanced Practitioner and Service manager post are reduced in year 2 to ensure improvements are implemented.

The team manager post was part of the additional posts identified in the new structure, further review and challenge of the proposed structure has identified that one less management post can be managed safely and still provide appropriate management oversight.

The fostering team will have a key role in driving the LAC reforms in PSR review has identified that the team would still have sufficient resource to drive this reform even with deletion of these posts.

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

Fostering service – Reduction of 2 social work posts

Management structure – Reduction

Administration                      Reduction

Review of Legal Support work

**Impact of service change –**

**Service Users –** Services may be delivered differently but no reduction in service proposed

**Partners –** N /A

**Council –** Reduction in staff and potential of redundancies

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal  X  
Engage  Co-production  Consult external

**Equality Impact Assessment –** Officers will comply with HR policies and



procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

Service users will continue to have their eligible assessed care needs met, although the means and approach to meeting them may change. Not required

**Legislation Considered** – Various employment laws

**Risks & Mitigating Actions –**

There is a risk that these reductions will impact on capacity to deliver Ofsted improvement plan. However this has been considered and is reflected in the phasing of the reductions.

**Staffing Implications**

Reduction in staff and redundancies

**Number of vacancies to be deleted from the establishment** N/A

**Estimated number of redundancies** 6

**Savings** £318,500

**Service Description: Children’s Social Care**

Review of allowances and contracts

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

To review a range of allowances and contracts with a view to recommissioning, reducing or cessation.

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

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

Penmachno – has now been auctioned and caretaker made redundant therefore maintenance allowance no longer required.

Stop Adoption Settling in Allowance – Council currently offers all adopters a one of payment of £250 per child settling in allowance.

End contract with Tri-X - Tri-X currently provide online policy and procedures for children’s social care, plan to bring this in house and manage through intranet.

Surplus of Placements North West Payment – Expecting payment to be approximately £6000 for annual subscription which will leave a surplus in the budget. It is important to remain a part of Placements North West as this collective commissioning of placements for Looked After Children and drives cost down.

Do not recommission Family Group Conferencing – current contract has ended and was not recommissioned as provider was not effective. The Council will look at how it can provide this service in a different way.

Review contract with Alder Hey CAMHS – In line with Children’s Emotional Health and wellbeing Strategy and through the Integrated Commissioning Group review contracts and commissioning priorities.

**Impact of service change –**

**Service Users –** services to be reviewed and may be delivered differently but no reduction in service

**Partners –** Through integrated Commissioning Group work with Alder Hey CAMHS to meet the priorities of Children’s Health and Emotional Wellbeing Strategy

**Council –** reduced costs and changes to process

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –**

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

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

**Legislation Considered –** Allowances will be given in accordance with requirements of schemes and legislation.

**Risks & Mitigating Actions –**

Reduction in CAMHS contract may lead to increased pressures in the service, however will this be mitigated by Integrated Commissioning with an emphasis on earlier intervention and prevention reducing the need for Tier 3/4 CAMHS.

Family Group Conferencing is an important resource however the Council will seek to deliver this differently and look at other potential streams.

**Staffing Implications** None for Council employees

**Savings**

**Total : £199,050**

**Service Description:** Children's Services Initiatives

**It is proposed to commence action/ implementation of/ consultation on the following change –** Cease funding available to community projects

**Rationale for service change proposal –** The Council's reducing resources requires a rigorous prioritisation of activity. This funding provides relatively small amounts of one off funding to community based projects.

**The following activity will change, stop or significantly reduce –** The funding will no longer be available and other sources of funding for community projects will need to be considered.

**Impact of service change –**

**Service Users –** The funding take the form of a grant, other sources of funding will need to be considered.

**Partners –** Partners in the community will need to be made aware that this funding is no longer available

**Council –** Elected members will need to be aware that this funding is no longer available as requests are often made through them

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –** Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

**Legislation Considered –** This is discretionary resource. Depending on how this has been distributed in the past legitimate expectations might need to be managed

**Risks & Mitigating Actions –**

As the payments tend to be relatively small and one off there is minimal risk as no service is dependent on the funding. Other sources of funding will need to be considered.

**Staffing Implications**

None for Council employees

**Savings**

**£15,300**

## **Locality Services – Provision**

**Service Description: Section:** Cleansing Services including supervisory and management functions, Street Cleansing, Refuse Collection, Recycling, Commercial Waste and Stores Operation.

### **It is proposed to commence action/ implementation of/ consultation on the following change –**

It is proposed to delete a range of posts across the Department deemed to be 'non critical'.

Within Cleansing Services there are a number of posts which, whilst obviously involved in the delivery of the services, could be viewed as 'non critical' in nature. These posts may deliver a range of functions including administrative, management/supervisory, operational support, technical, etc. This proposal would see a number of these 'non critical' posts deleted, thereby providing the required saving.

These posts are deemed to be '*non critical*', as opposed to simply '*not required*'. As such, there will be a requirement to assimilate some functions into other areas or posts. The new structures will need to be developed and advertised and all affected staff allowed to apply accordingly. There will also be a number of staff who wish to take VR/VER, and there may also be an opportunity to provide 'bump' arrangements across service areas for those who wish to leave but whose posts are deemed 'service critical'.

However, it is expected that this can all be achieved to allow all frontline services to continue to operate to current levels.

### **Rationale for service change proposal –**

The Council's reducing resources requires a continuing rigorous assessment of the resources required to deliver services, as well as a continuing prioritisation of the activities associated with the delivery of these services.

Since the insourcing of the recycling services in August 2016 and the associated TUPE transfer of staff from the external company previously delivering the service, all 'back-office' functions have been under constant review. As such a number of opportunities have been identified to provide additional savings via a reduction in the number of staff required to deliver the services. A further review of supervisory/management and administrative functions across Cleansing Services has also identified areas where additional savings can be made without necessarily impacting upon the delivery of the relevant frontline services.

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

There is no direct effect upon any of the frontline services delivered by the Cleansing Services Section.

However, a number of management/supervisory and administrative support posts

will be deleted.

This will be achieved by a combination of VR/VER applications and also efficiencies generated by amended working practices, both generating the required number of posts to meet the financial saving target.

**Impact of service change –**

**Service Users –** There will be no impact upon service users.

**Partners –** There are no ‘partners’ associated with any of the functions associated with this saving proposal. There are private or external ‘clients’ in some areas of refuse collection or commercial waste services, but there will be no direct impact upon the provision of services to these bodies arising from this proposal.

**Council –** The Council will still meet its statutory responsibilities in relation to the range of Cleansing Services offered. There may, at times, be a slight increase in the length of time taken to respond personally to requests for service, or to comments or complaints. However, it is anticipated that such responses can still be made within the required corporate timescales.

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –**

It is expected that there are no equality impacts arising from these proposals. However, Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

**Legislation Considered –**

The Council will meet all of the statutory requirements of the Environmental Protection Act if this proposal is implemented and various employment laws.

**Risks & Mitigating Actions –**

There will be a requirement to assimilate some functions into other areas or posts which will inevitably create additional pressures upon service areas. However, it is expected that new structures can be developed to meet the required outcomes. Frontline services will not be directly affected as the posts to be identified will come from management/supervisory/operational support and administrative functions. Applications for VR/VER from frontline posts will be dealt with via ‘bump’ arrangements where necessary and/or available, thereby enabling frontline services to continue to operate accordingly.

<b>Staffing Implications</b>
<b>Number of staff in scope</b> 220
<b>Number of vacancies to be deleted from the establishment</b> 0
<b>Estimated number of redundancies:</b> 10. However, it is expected that there will be a number of VR/VER applications from the relevant service areas.
<b>Savings</b>
£294,000

**Locality Services – Commissioned Service Description:** Street Lighting Operational Service. This service is delivered by an in-house team operating from a Council depot in Maghull

**It is proposed to commence consultation on the following change –** It is proposed to potentially decommission the in-house service and deliver the operation via alternative provision. This will be achieved through an assessment of options which ultimately could lead to a competitive procurement process or alternative delivery model.

**Rationale for service change proposal –** It is believed that residents will experience the same performance at a lesser cost to the Council.

**The following activity will change, stop or significantly reduce –** The in-house delivery of the street lighting operation may potentially cease and alternative delivery methods assessed.

**Impact of service change –**

**Service Users –** None

**Partners –** None

**Council -** The level of operation will inevitably decrease should it continue to provide in the same way leading to an overall reduction in service.

There will be 8 posts deleted from the current establishment

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

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

**Legislation Considered –**

Employment Act 2008

Highways Act 1980

Specific legal requirements will be considered when the course of action has been determined.

**Risks & Mitigating Actions –** A risk would be that the exercise results in a more expensive service to the Council. This is unlikely and seen by officers as a low risk. This is mitigated by proper consideration of alternatives and compliance with recommendations listed above.

**Staffing Implications**

**Number of staff in scope** 8

**Number of vacancies to be deleted from the establishment** Nil

**Estimated number of redundancies** 8 (actual)

**Savings** £302k



**Locality Services – Commissioned**

**Service Description:**

Night Scouting service. Staff inspect each road in the borough on a cyclical basis during the hours of darkness to identify faulty street lights. The work is then passed to the in-house service provider to repair.

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

Cease the night scouting function

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

**The following activity will change, stop or significantly reduce –** The night scouting function will cease

**Impact of service change –**

**Service Users –** Faulty street lights may remain unrepaired for longer periods as the Council will rely on reports of faults by 3<sup>rd</sup> parties

**Partners –** Faulty street lights may remain unrepaired for longer periods as the Council will rely on reports of faults by 3<sup>rd</sup> parties.

**Council -** There may be some reputational damage for the Council if street lights remain broken for longer periods than at present, however the level of service, once the required repair is notified, will remain at the same level it is currently

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

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

**Legislation Considered –**  
Various Employment legislation

**Risks & Mitigating Actions –**

The Council will no longer pro-actively identify street lighting faults. There will be a reliance on reports from 3<sup>rd</sup> parties (public and partners) to identify faults which will be repaired at the same level of service as presently exists.

**Staffing Implications**

There are twelve night scouting posts 11 of which are filled by Council staff that all have another substantive Council post. The other post is filled by someone who

recently resigned from their other substantive post but retained their night scouting post.

**Number of staff in scope**

12

**Number of vacancies to be deleted from the establishment**

None

**Estimated number of redundancies**

12 (actual) however 11 staff members will retain their other substantive posts within the Council. There will be redundancy payments due to all 12 staff members for the night scouting posts

**Savings** £13,000

**Locality Services – Commissioned Service Description:** Senior Sustainable Travel Advisor post (Local Strategic Transport Forum Coordinator post)

**It is proposed to commence consultation on the following change –** The deletion of one post which manages the Travel Trainer function. The funding for the LSTF coordinator post has been utilised to fund the continuation of the travel trainer post to address a short term requirement. Deletion of the vacant LSTF post on the establishment will effectively require the deletion of the travel trainer post

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

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

The service will continue and be managed within the section

**Impact of service change –**

**Service Users –** None

**Partners –** None

**Council -** Reduction in management associated with travel advice and information.

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal  X  
Engage  Co-production  Consult external

**Equality Impact Assessment –**

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

**Legislation Considered –** Various Employment legislation

**Risks & Mitigating Actions –**

The sustainable travel advice function will continue to be supported via available resources within Transportation and Highways. Officers will comply with HR policies and procedures in relation to the deletion of the post concerned.

**Staffing Implications** Direct impact on one member of staff

**Number of staff in scope** 1

**Number of vacancies to be deleted from the establishment** Nil

**Estimated number of redundancies** 1

**Savings -** £44k

## **Public Health**

### **Service Description: NHS Health Checks Programme**

#### **What are NHS Health Checks?**

In April 2013 the NHS Health Check became a statutory public health service in England. Local authorities are responsible for making provision to offer an NHS Health Check to eligible individuals aged 40-74 years once every five years as set out in regulations 4 and 5 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013, S.I. 2013/351.

The NHS Health Check programme aims to prevent heart disease, stroke, type 2 diabetes and kidney disease, and raise awareness of alcohol use and dementia both across the population and within high risk and vulnerable groups. Eligible individuals, who have not already been diagnosed with one of these conditions, will be invited to assess their risk with support and advice to help them reduce or manage any risk.

#### **Who Provides NHS Health Checks?**

Sefton Council Public Health commissions GP Practices to provide the service funded through Public Health Grant. Following a report to Cabinet on 5<sup>th</sup> November 2015, approval was obtained to authorise the Director of Public to re-contract directly with GP's for the contractual period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2018. This existing contract allows for early termination by giving not less than 4 months written notice at any time after the Service Commencement Date.

#### **The Service Delivery Model**

The total service value is approximately £300,000 however this is invested across all GP Practices in individual contracts of variable value based on the eligible population cohort in that practice. The individual contract value is based on a per check cost. GP practices invite patients for an NHS Health Check and promote the service to them. The success of the service depends on patients voluntarily taking up their offer of an appointment. GP Practices are paid an agreed fee for every invitation issued and for every NHS Health Check completed.

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

To **disinvest in the NHS Health Checks programme by issuing 4 months written notice**, at an agreed point in time in 2017, following formal consultation and Council Cabinet agreement to this proposal.

To invest £50,000 to enhance the lifestyle offer provided through **Living Well Sefton Health Trainers**, within GP practices – a “**Health Checks Light**” offer. This would still provide cholesterol and blood pressure checks currently part of the NHS Health Check, as well as offering patients an opportunity to connect with a range of healthy living programmes offering advice and practical help and support to stay well.

**Rationale for service change proposal –**

The Council’s reducing resources requires a rigorous prioritisation of activity

A review of the existing programme was undertaken in 2015 to inform the future commissioning arrangements from April 2016. A number of key issues were identified then, which remain relevant today – they are lower than average uptake, an incomplete national evidence base for the impact of NHS Health Checks and the high costs of the local service delivery model.

**1. Lower than average uptake:**

**In 2014/15**

An estimated 75,000 residents were eligible to be offered a Health Check (the target is for a fifth (20%) to be invited on a five year rolling programme, so everyone is offered the Health Check once every 5 years)

The percentage of people who were offered a health check and took up the offer was **36.4%**, down by 8% from 2013/14. The England percentage was 48.8%. The national minimum target is 66%. Sefton fell well below the national minimum target.

**In 2015/16 (Q1 and Q2)**

An estimated 77,500 residents are eligible to be offered a Health Check.

The percentage of people who were offered a health check and took up the offer was **26.5%** (this is for Q1 and Q2 where historic data suggests uptake is higher in the first half of the financial year, after which time invite and uptake decrease substantially. This low uptake trend looks to be continuing in 2015/16.

Data masks internal variations in uptake, with a general trend that GP practices in less affluent areas see the lowest uptake of NHS Health Checks.

**2. The current national evidence base is incomplete**

The existing evidence suggests that NHS Health Checks may have a positive effect on risk factors but the effect on outcomes remains uncertain and economic modelling of the health impact remains in development. A BMJ Article “The NHS Health Check in England: an evaluation of the first 4 years” published in February 2016, concluded that there were limited though improving success in the early years, mainly on

Cardiovascular Disease events in people treated with statins or who improved adverse risk factors.

### **3. Remuneration costs to GP Practices for NHS Health Checks are high**

Although costs for the Checks have remained static, a Cheshire and Merseyside review of NHS Health Checks demonstrated that per head costs are highest in Sefton, and in excess of the Department of Health's cost per check recommendation. In Sefton the current service model also makes payment to GP Practices for high risk Health Checks which were included within the NHS Health Checks contract when it was first established in Sefton. This should be outside the scope of the current service model, which is targeted at low to medium risk individuals.

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

Eligible individuals (people in Sefton between the ages of 40 and 74) will no longer be invited to have an NHS Health Check through their GP Practice.

#### **Impact of service change –**

**Service Users – In this case, patients on GP Practice registers who are between the ages of 40 and 74 will no longer be invited to attend for an NHS Health Check, and therefore any risk factors for deteriorating health will not be identified or acted on.** This in turn could lead to increased risk of diseases developing from the top seven causes of premature mortality through lack of early detection and prevention / risk management activity and an increased burden on the NHS if and when ill health occurs.

Patients will however be able to access “Health Check light” and the Living Well Sefton Programme of lifestyle support and activities through a Health Trainer within their local GP Practice.

The majority of patients signposted or referred on following a standard NHS Health Check have taken up advice, support or an intervention for weight management, physical activity, alcohol and / or smoking advice, all delivered through Living Well Sefton. The same opportunities for lifestyle advice and support will remain if patients choose to take them up.

Sefton, through South Sefton and Southport and Formby CCG's also provides a National Diabetes Prevention Programme which is aimed at patients who are at risk of becoming diabetic, offering a more intensive support programme to reduce the risk of the onset of diabetes. The NHS Health Checks Programme is viewed as a referral route into this programme, however the low uptake of Health Checks means other referral routes (e.g. through GP practice disease registers and risk stratification tools) would be better at identifying at risk patients.

**Partners – as NHS Health Checks is a nationally mandated public health service which supports prevention activity across a wider health and social care system a number of external partners will be impacted as follows:**

**1. NHS South Sefton and NHS Southport and Formby Clinical Commissioning Groups – NHS Health Checks are regarded as activity which supports a number**

of care pathways through early intervention and prevention on the major causes of premature mortality. The impact of this change will be to potentially place a higher burden on the NHS through higher treatment costs (where disease mitigation has not been achieved). This would be contrary to the NHS Five Year Forward view, where prevention activity is emphasised. The Cheshire and Merseyside Sustainable Transformation Plan also places an increased emphasis on treating hypertension (high blood pressure) as one of three key prevention areas, with NHS Health Checks regarded as important in detecting people with high blood pressure. This proposed change still allows for blood pressure testing through an enhanced Health Trainer offer as part of Health Checks Light.

There are some administrative impacts for the CCG as there would be a reduction in data management resources currently provided by the Data Quality Team Informatics Merseyside.

2. **Sefton GP Practices / Local Medical Committee** – as both commissioners and quality leads (with the CCG's above) and as providers of NHS Health Checks – practices will lose income from delivering the NHS Health Checks, especially those practices who are very successful in delivering the local programme and have well established resources in place to support delivery. The Council may experience criticism for this proposal, and reputational impacts will need to be considered.
3. **Public Health England (PHE) / Department of Health** – nationally and locally, as NHS Health Checks is mandated and included within the public health grant, the Council will need to be accountable for its decision making. There will be reputational impacts which may filter to PHE nationally. There may be a reduction in Public Health Grant awarded to Sefton Council in future allocations, in recognition of a reduction in a mandated service. The alternative offer through Living Well Sefton “Health Checks Light” will need to be reinforced along with the rationale as set out in the earlier section.
4. **Sefton Healthwatch** – representing and advocating on behalf of Sefton health and social care service users, Sefton Healthwatch may wish to identify the health and equality impacts of this service reduction, in terms of potentially widening health inequalities. The alternative offer and rationale will need to be reinforced here.

**Council** – as the NHS Health Checks Programme is commissioned by Public Health and delivered by GP Practices across Sefton, there are no direct staffing impacts associated with this change proposal. The administration of NHS Health Checks (data management, performance and finance procedures) is currently incorporated by the public health team and lead commissioner, but is a small percentage of staff time.

The major impacts on the Council are reputational from the partners listed above, any impact on future public health grant allocations and a requirement to consult with key partners including Sefton Healthwatch, CCG's, GP's, Public Health England, Sefton Health and Wellbeing Board and Overview and Scrutiny Committee(s).

**Communications Consultation & Engagement –**

Type: Inform  Consult internal

Engage  Co-production  Consult external

**Equality Impact Assessment** – Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

**Legislation Considered**

Regulations 4 and 5 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013, S.I. 2013/351.

**Saving £300k**



**Commissioning Service Description: Commissioning Support & Business Intelligence Supplies and Services budgets**

Reviewing Supplies and Services budgets provided within the Commissioning Support & Business Intelligence Service budget, on the basis of allowing for essential commitments only, has identified scope for reduction in the current provision.

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

Reduce the Supplies and Services budgets within the Commissioning Support & Business Intelligence Service budget so as to allow for essential commitments only.

**Rationale for service change proposal –** The Council’s reducing resources requires a rigorous prioritisation of activity. This budget reduction will have limited impact upon service users.

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

Reducing the budget to allow for essential commitments only will reduce capacity and flexibility for “one-off” opportunistic or unscheduled ICT developments. Some of budget capacity has also historically been used to fund limited “one-off” opportunistic or unscheduled corporate expenditure without another obvious budget source (e.g. room hire, refreshments, facilitation and minutes at partnership and public meetings). The capacity and flexibility to support this type of expenditure will be removed.

**Impact of service change –**

**Service Users –** There will be limited impact upon Service Users, other than where the type of “one-off” opportunistic or unscheduled expenditure described above would have provided direct benefit to them (e.g. enabling engagement in a consultation or workshop session). In those cases some service users may find it harder to engage in such sessions.

**Partners –** There will be some impact upon partners, particularly where the type of “one-off” opportunistic or unscheduled expenditure described above provides benefit to them or was the Council’s contribution to a partnership fund (e.g. facilitating a partnership meeting or engagement event).

**Council –** The Council will have less flexibility for “one-off” opportunistic or unscheduled expenditure, which may limit the extent to which it can support the type of activity described above (e.g. room hire, refreshments, facilitation and minutes at partnership and public meetings).

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –**

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.

**Legislation Considered –**

Effective Commissioning and contract management are implicit within the Best Value duty and also feature within statutory guidance.

**Risks & Mitigating Actions –**

Risks include reduced capacity and flexibility for “one-off” opportunistic or unscheduled expenditure, which may limit the extent to the type of activity described above, can be supported.

This risk would be mitigated by a requirement for business cases to identify sources of any funding required when such activity is agreed.

Support for engagement likely to be required around service change, re-commissioning, re-procurement and market development across the Framework for Change Programme (FFC) could be provided for within service area budgets or through an identified “cost of change” budget and agreed by the FFC Programme Board, as necessary.

**Staffing Implications**

There are no staffing implications associated with this proposal.

**Number of staff in scope** N/A.

**Number of vacancies to be deleted from the establishment** N/A

**Estimated number of redundancies** N/A

**Savings**

£80,000

## Regulation & Compliance

<b>Regulation &amp; Compliance Service Description: Regulation &amp; Compliance - Elections</b>
<b>It is proposed to commence action/implementation on the following change –</b>  Phased cessation of the Council’s internal delivery service for post. The saving will consist of the deletion of the posts and associated vehicle hire  Proposed one driver post and car end of Y1 and one driver post and car in Y3.
<b>Rationale for service change proposal –</b> The Council plans as part of the wider transformation of the Council to become increasingly reliant on digital means of communication. The role of driver is proposed for deletion as a result that proposed transformation.
<b>The following activity will change, stop or significantly reduce –</b> It is anticipated that by the end of Year 3 that the Council will be fully reliant on digital means for the delivery of documents and post.
<b>Impact of service change –</b>  <b>Service Users –</b> The users of the Council postal system are internal to the council, schools and some third sector partners. All recipients of the service will need to move to digital means to exchange documents and correspondence, use the Royal Mail or use and pay for alternative means to send documentation to and from the Council.  <b>Partners –</b> See Service users above.  <b>Council -</b> This will require staff and service users to work in a digital way which will require support and training.
<b>Communications, Consultation &amp; Engagement – <i>not required</i></b>  Type: Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Co-production <input type="checkbox"/> Consult external <input type="checkbox"/>
<b>Equality Impact Assessment –</b> Should this option progress any equality implications arising will be assessed. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.
<b>Legislation Considered –</b> None applicable

**Risks & Mitigating Actions –**

This proposal is predicated on all staff and members adopting a digital approach. The current internal mail delivery and collection service operates on two drivers (with cover drivers) providing internal mail services to all Council departments and schools within the Borough. In addition the service also acts as a courier service to organisations outside of the borough on behalf of a number of departments. The service also delivers mail to elected Members. All departments would have to operate on a reduced mail delivery service and would potentially mean stopping services to school and outside organisations. Each department would have to review their incoming and outgoing mail services. Those departments using the service for external deliveries would need to find alternatives means such as Royal Mail, other deliver companies or utilising staff to make deliveries from time to time.

**Staffing Implications**

**Number of staff in scope - 2**

**Number of vacancies to be deleted from the establishment - 2**

**Estimated number of redundancies - 2**

**Savings**

Arising from both the anticipated redundancies and cessation of cars hired to deliver the service

£110,000

**Service Description: Regulation & Compliance - Environmental Services, Environmental Protection, Licensing and Trading Standards**

**It is proposed to commence action/implementation on the following changes –**

Reduction and/or re-prioritisation in:

- Food Hygiene/Food Standards Inspection Programme and Food hygiene rating scheme.
- Food sampling for microbiological examination and chemical analysis.
- Professional consultations completed for Planning/Licensing/ contaminated land applications
- Back office support and phased review of operational management
- Investigations in pollution control, statutory nuisance domestic and commercial sourced complaints, consumer advice complaints overhanging trees, fly tipping and dog fouling, statutory nuisance complaints including drainage, filthy & verminous premises and rodent activity, Trading Standards Consumer complaints

Cessation of:

- Approved trader scheme
- Investigation of complaints about food purchased from a national/regional retailer not based in Sefton

Changed service delivery/access for all services through greater use of internet based self-serve investigation, evaluation, advice and guidance (channel shift).

Redirection of littering and dog fouling initial enforcement to external contractor. Back office support to follow through on notices issued to remain in house.

Introduction of charging for advice service to new businesses with respect to food hygiene and for food businesses who have low food hygiene score.

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

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

**Impact of service change –**

**Service Users –** Face to face contact between officers and staff will be minimised and those requesting a service will be directed to telephone and on line resources. Investigations will be stringently prioritised based on risk. Callers making complaints about food purchased from a national/regional retailer not based in Sefton will be directed to make their complaint to the authority where the head office is based. Approved trader schemes are now accessible via the internet. New charges.

**Partners –** Food businesses within the borough who have received a low score will be monitored for risk but will not be reassessed quickly without paying for a reassessment.

**Council -** Less staff, less resilience amongst staff.

The ability to assure/protect in the following areas is compromised/reduced:

- safe and wholesome food consumed and bought within the borough, the integrity of the food chain and the prevention of the spread of food borne disease.
- quality of home life from nuisance. Abate nuisances such as noise, smoke and odour in domestic and commercial premises; improve air quality and the remediation of contaminated land.
- clean and safe public places, protect public health and local environmental quality through urban cleanliness enforcement, and resolve public health nuisances and protect the most vulnerable at residential properties.
- fair, safe and responsible trading, including protection from dangerous goods and services and enforcement of consumer safety legislation.

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –** Should this option progress any equality implications arising will be assessed. This will be reported when final recommendations are brought for a decision.

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

**Legislation Considered –** The proposed changes will ensure that the Council continues to meet its statutory requirements contained within a revised range of environmental and food legislation.

**Risks & Mitigating Actions –**

The changes proposed will have a significant impact across all areas of service provision. Risk implications include:

Thresholds for services will be increased and service response times will also increase/be slower. Channel shift for some service from person/face to face to internet and telephone where possible.

Staff will become more generalist to cope with the changed way of working. Staff will use their expertise to prioritise and allocate resource appropriately to high risk issues.

**Staffing Implications**

**Number of staff in scope** 10-12

**Number of vacancies to be deleted from the establishment** 3

**Estimated number of redundancies** 7-10

**Savings** £500,000

**Service Description: Regulation & Compliance - Registrars**

**It is proposed to commence action/implementation on the following change –**

The proposal will introduce a range of charges for services provided by the registrar to book venues, for staff to officiate at baby naming ceremonies and increase charges for wedding arrangements. These proposals are in line with the actions being taken by other Councils

**Rationale for service change proposal –** The Council's reducing resources requires a rigorous review of opportunities for services to be provided and charged for.

**The following activity will change, stop or significantly reduce –** As the proposal is to introduce charging no activity will cease stop or change

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

**Partners –** Nil

**Council –** increased income.

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –**

Should this option progress equality implications will be assessed. This will be reported when final recommendations are brought for a decision.  
The new cost introductions proposed and increases are small and spread out over a number of different services so will not adversely impact on particular cohorts of the population

**Legislation Considered –** None applicable

**Risks & Mitigating Actions –** There is a risk that following the introduction of charges that the anticipated volumes of service will not occur. A small amount of marketing on the Council's website and links will ensure that the availability of these services will be promoted.

**Staffing Implications** Nil

**Number of staff in scope** 0

**Number of vacancies to be deleted from the establishment** 0

**Estimated number of redundancies** 0

**Savings**  
£40,000

**Service Description: Regulation and Compliance – Democratic Services**  
It is proposed to commence action/implementation of consultation on the following change – Reduce cost of democratic services by removal of vacant posts and restructure.

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

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

The changes proposed relate to staffing in the democratic services which are achievable amounting to circa £108k and this restructure is underway. The balance relates to efficiencies within both the Mayoral and democratic offices.

**Impact of service change –**

**Service Users** – It is not anticipated that the levels of service provided by either offices will be adversely affected by this proposal. **Partners** – Nil

**Council** - There may be some gaps in knowledge due to the departure of senior and experienced staff. It is anticipated that existing and new staff are sufficiently experienced and well trained to overcome these gaps, if they exist.

**Communications, Consultation & Engagement –**

Type: Inform  Consult internal   
Engage  Co-production  Consult external

**Equality Impact Assessment –**

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Cabinet Member for Regulatory, Compliance & Corporate Services.

**Legislation Considered** – Various employment laws

**Risks & Mitigating Actions** – Exiting and existing staff have been instructed and encouraged to record procedures and to document processes so that any knowledge gap can be filled.

**Staffing Implications**

**Number of staff in scope** 1-2

**Number of vacancies to be deleted from the establishment** 2

**Estimated number of redundancies** 1-2

**Savings** £124k