



# AGENDA

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## MAYOR AND CABINET

**Date: WEDNESDAY, 18 DECEMBER 2013 at 6.00 pm**

**Committee Rooms 1 & 2  
Civic Suite  
Lewisham Town Hall  
London SE6 4RU**

**Enquiries to: Kevin Flaherty 0208 3149327  
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### MEMBERS

Sir Steve Bullock	(L)
Councillor Chris Best	(L)
Councillor Janet Daby	(L)
Councillor Damien Egan	(L)
Councillor Helen Klier	(L)
Councillor Paul Maslin	(L)
Councillor Joan Millbank	(L)
Councillor Crada Onuegbu	(L)
Councillor Alan Smith	(L)
Councillor Susan Wise	(L)

**Members are summoned to attend this meeting**

**Barry Quirk  
Chief Executive  
Lewisham Town Hall  
Catford  
London SE6 4RU  
Date: Thursday, 19 December 2013**



INVESTOR IN PEOPLE

The public are welcome to attend our committee meetings, however occasionally committees may have to consider some business in private. Copies of reports can be made available in additional formats on request.

## ORDER OF BUSINESS – PART 1 AGENDA

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The public are welcome to attend our Committee meetings, however, occasionally, committees may have to consider some business in private. Copies of reports can be made available in additional formats on request.

MAYOR & CABINET		
<b>Report Title</b>	Declarations of Interests	
<b>Key Decision</b>	No	Item No. 1
<b>Ward</b>	n/a	
<b>Contributors</b>	Chief Executive	
<b>Class</b>	Part 1	Date: December 18 2013

## Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

### 1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct :-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

### 2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person\* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person\* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.

- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member’s knowledge, the Council is landlord and the tenant is a firm in which the relevant person\* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
  - (a) that body to the member’s knowledge has a place of business or land in the borough; and
  - (b) either
    - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
    - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person\* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

\*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

### **(3) Other registerable interests**

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes , or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

### **(4) Non registerable interests**

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members’ Interests (for example a matter concerning the closure of a school at which a Member’s child attends).

## **(5) Declaration and Impact of interest on members' participation**

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.
- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

## **(6) Sensitive information**

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

## **(7) Exempt categories**

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

# Agenda Item 2

MAYOR AND CABINET		
<b>Report Title</b>	Minutes	
<b>Key Decision</b>		Item No.
<b>Ward</b>		
<b>Contributors</b>	Chief Executive	
<b>Class</b>	Part 1	Date: December 18 2013

### Recommendation

It is recommended that the minutes of that part of the meeting of the Mayor and Cabinet which were open to the press and public, held on December 4 2013 and a meeting of the Mayor held on December 5 2013, be confirmed and signed as a correct record. (copies attached).

# MINUTES OF THE MAYOR AND CABINET

Wednesday, 4 December 2013 at 6.00 pm

PRESENT: Councillors Sir Steve Bullock (Mayor), Chris Best, Janet Daby, Damien Egan, Helen Klier, Paul Maslin, Joan Millbank, Crada Onuegbu and Susan Wise

ALSO PRESENT: Councillor Liam Curran, Councillor Alan Hall, Councillor Jim Mallory, Councillor Jacq Paschoud and Councillor John Paschoud

## 66. Declaration of interests

Councillor Paul Maslin declared a personal interest in item 7 as his son is a pupil at Trinity School.

Councillor Jim Mallory declared a personal interest in Item 14 as Chair of 'Lee Green Lives' which incorporates two youth clubs in Lee Green.

## 67. Minutes

RESOLVED that the minutes of the meeting held on November 13 2013 be confirmed as a correct record.

## 68. Outstanding Scrutiny Matters

RESOLVED that the report be noted.

## 69. Matters Raised by Scrutiny

The Mayor received presentations from the Chair of the Overview & Scrutiny Committee, Councillor Alan Hall on two matters which had been raised by the Business Panel and from the Chair of the Sustainable Development Committee, Councillor Liam Curran, who presented the findings of a joint meeting of his Committee and the Housing Select Committee on regeneration and housing in Deptford and New Cross.

RESOLVED that

(1) the Executive Director for Resources and Regeneration reports back on the matters raised by the Overview & Scrutiny Business Panel on the Asset Rationalisation Programme;

(2) the Executive Director for Resources and Regeneration reports back on the matters raised by the Overview & Scrutiny Business Panel on the Redevelopment of Lewisham Central Opportunity Site; and

(3) the Executive Director for Resources and Regeneration reports back on the matters raised by the joint Housing Select Committee and Sustainable Development Committee on regeneration and housing in Deptford and New Cross

## 70. Local Government Declaration on Tobacco Control



Having considered an officer report, and a presentation by the Cabinet Member for Community Services and Older People, the Mayor, for the reasons set out in the report:

RESOLVED that the Local Government Declaration on Tobacco Control be signed.

## **71. Housing Matters Programme Update**

Having considered an officer report, and a presentation by the Cabinet Member for Customer Services, Councillor Susan Wise, the Mayor, for the reasons set out in the report:

RESOLVED that

(i) the progress of the Housing Matters consultation so far and the proposals for continuing the conversation in the next phase be noted;

(ii) the progress on the new build programme, and proposals for the next phase of development and agrees that plans for the six sites identified namely:

Longfield Crescent, Forest Hill

Woodvale, Forest Hill

Lawn Terrace, Blackheath

Dacre Park/Boone Street(two sites), Blackheath

Achilles Street, New Cross

be developed in consultation with residents and Tenant and Resident Associations, in order for the carrying out of statutory consultation pursuant to Section 105 of the Housing Act 1985 with the results of that consultation being reported back to Mayor & Cabinet for consideration, including appointing to the Architect and Employers' Agent roles at an estimated cost £550,000;

(iii) the proposed tenure mix of social rent and private sales on the next phase of development be approved in order to cross-subsidise the tenanted units, increase the number of homes that can be built with available resources, and achieved more mixed tenure development;

(iv) officers develop options for intermediate housing options such as shared ownership and other intermediate rental models which might then be incorporated in later phases of the build programme;

(v) the comments made by secure tenants in response to the statutory consultation undertaken pursuant to Section 105 of the Housing Act 1985 be noted in relation to the proposal for a new housing development on the corner of Mercator Road and Blessington Road, and having considered those comments agrees that this site should be declared surplus to the Council's requirements and that authority to finalise the terms of any disposal to Pocket Living be delegated to the Executive Director for Resources and Regeneration, in consultation with the

Director of Regeneration and Asset Management and Head of Law, subject to the Executive Director for Resources and Regeneration being satisfied that the disposal is for market value;

(vi) the Council's existing extra care schemes at Kenton Court and Somerville do not meet the standards demanded of modern extra care housing, and that note be taken feasibility studies show that it is not possible to refurbish the existing blocks into viable extra care schemes meeting modern standards;

(vii) officers should start the process of consulting with the residents of the Kenton Court and Somerville extra care schemes, to establish their housing options and care requirements and enable them to move to new-build provision as it becomes available and other provision as appropriate to their care needs; and

(viii) discretionary payments be made to tenants of Kenton Court and Somerville who would like to be re-housed at levels that are in accordance with the Land Compensation Act 1973 and the estimated total sum of such payments is £186,000.

## **72. Public Services (Social Value) Act 2012**

Having considered an officer report, and a presentation by the Cabinet Member for Resources, Councillor Paul Maslin, the Mayor, for the reasons set out in the report:

RESOLVED that

- (i) the Social Value Policy Statement be approved; and
- (ii) the draft objectives contained within the Policy Statement be agreed.

## **73. Response to Manor Lane Petition**

Having considered an officer report, the Mayor for the reasons set out in the report:

RESOLVED that

- (1) the proposed response to the issues raised in the petition be approved and reported to the Lee Green Local Assembly; and
- (2) a report on progress made be received in one year.

## **74. Planning Annual Monitoring Report**

Having considered an officer report, the Mayor, for the reasons set out in the report:

RESOLVED that the content of the AMR 2012/13 be noted and its publication on the Council website be approved.

**75. Appointment of LA Governors**

Having considered information supplied in respect of the nominees proposed for appointment, and advice from the Cabinet Member for Children & Young People, Councillor Helen Klier, the Mayor agreed that the following persons be appointed as Local Authority governors;

Mrs. Josephine Hibbitt	Adamsrill
Mrs. Aliya Sheikh	Stillness Junior
Ms. Rosemary Magrath	Horniman
Mr. Ken Hulbert	Stillness Junior

**76. Licensed Deficit Trinity School**

Having considered an officer report, and a presentation by the Cabinet Member for Children & Young People, the Mayor, for the reasons set out in the report:

RESOLVED that Trinity School should have a licensed deficit budget of £575,000 in the 2013/14 financial year.

**77. Response to Housing SC Low Cost Home Ownership**

Having considered an officer report, and a presentation by the Cabinet Member for Customer Services, Councillor Susan Wise, the Mayor, for the reasons set out in the report:

RESOLVED that:

- (i) the response to the Housing Select Committee be approved; and
- (ii) the information on the Gentoo Genie scheme be noted and officers continue to liaise with Gentoo Genie to assess how the model might be implemented in Lewisham.

**78. Council Tax Reduction Scheme 2014-15**

Having considered an officer report, and a presentation by the Cabinet Member for Customer Services, Councillor Susan Wise, the Mayor, for the reasons set out in the report:

RESOLVED that

- (i) the outcomes of the consultation be noted;
- (ii) a local CTRS be retained from 1 April 2014 that passes on the government cut in grant in full;
- (iii) authority be delegated to the Executive Director for Customer Services and Head of Public Services, to set up and implement a hardship scheme with a maximum available spend in any one year of £100,000. Further delegation should be sought by the Executive Director for Customer Services and Head of Public Services if they consider it necessary for this threshold to be exceeded; and
- (iv) the report be submitted to the Overview and Scrutiny Business Panel and the information provided on collection enforcement action and associated costs be noted.

**79. Youth Service provision: Referral from CYP and Safer Stronger Communities Select Committees**

Having considered an officer report, and presentations by the Chair of the Children and Young People Select Committee, Councillor John Paschoud, and the Vice-Chair of the Safer, Stronger Communities Select Committee, Councillor Jim Mallory, the Mayor, for the reasons set out in the report,

RESOLVED that the views of the Children and Young People Select Committee and the Safer Stronger Communities Select Committee, as set out, be received and the Executive Director for Children and Young People and the Executive Director for Community Services be asked to prepare a response.

The meeting closed at 6.50pm

# MINUTES OF THE MAYOR AND CABINET

Thursday, 5 December 2013 at 11.30 am

PRESENT: Sir Steve Bullock (Mayor)

OFFICERS: Janet Senior (Executive Director Resources & Regeneration)  
Helen Glass (Deputy Monitoring Officer)  
David Atherton (BSF Programme Design Manager)  
Kevin Flaherty (Clerk to the Council)

## 1. Declaration of interests

There were none.

## 2. Exclusion of Press and Public

RESOLVED that that in accordance with Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 and under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs [3, 4 and 5] of Part 1 of Schedule 12(A) of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information:

Brent Knoll School Additional Funding

## 3. Brent Knoll School - Additional funding

Having considered a confidential officer report, the Mayor, for the reasons set out in the report, agreed that:

(i) the outcome of negotiations with the Preferred Bidder for this project, appointed pursuant to decisions made at a meeting of Mayor and Cabinet (Contracts) on 19 June 2013 be noted;

(ii) £0.2m capital funding be made available for the scheme in excess of the £7.35m agreed at the meeting on 19 June 2013; and

(iii) other than the approved additional funding, the project will progress in accordance with the decisions made on 19 June 2013.

The meeting ended at 11.38am

# Agenda Item 3

MAYOR AND CABINET		
<b>Report Title</b>	Report Back On Matters Raised by the Overview and Scrutiny Business Panel or other Constitutional bodies	
<b>Key Decision</b>	No	Item No.
<b>Ward</b>		
<b>Contributors</b>	Head of Business & Committee	
<b>Class</b>	Open	Date: December 18 2013

## Purpose of Report

To report back on any matters raised by the Overview and Scrutiny Business Panel following their consideration of the decisions made by the Mayor or Mayor & Cabinet (Contracts) on December 4 2013 or on other matters raised by Select Committees or other Constitutional bodies.

<b>Mayor And Cabinet</b>			
<b>Report Title</b>	Matters Raised by Scrutiny - Comments of the Healthier Communities Select Committee on the Library and Information Service		
<b>Key Decision</b>	No	<b>Item No.</b>	3
<b>Ward</b>	All		
<b>Contributors</b>	Healthier Communities Committee		
<b>Class</b>	Part 1	<b>Date</b>	18 December 2013

## **1. Summary**

- 1.1 This report informs the Mayor and Cabinet of the comments and views of the Healthier Communities Select Committee, arising from discussions held on the officer report entitled *Update on changes to the Library and Information Service*, considered at its meeting on 11 December 2013.

## **2. Recommendation**

- 2.1 The Mayor is recommended to note the views of the Healthier Communities Select Committee as set out in section three of this referral and agree that the Executive Director for Community Services be asked to respond.

## **3. Healthier Communities Select Committee views**

- 3.1 The Select Committee, having received an update on the performance of the Library and Information Service in Lewisham, welcomed the progress made by the Community Libraries since 2011. However, the Committee is concerned about the inequality of resources made available to the providers of Community Libraries. It therefore calls on the Mayor to consider a more generous settlement to assist New Cross Learning to meet the library needs for that deprived part of the Borough.

## **4. Financial Implications**

- 4.1 There are no financial implications arising out of this report per se; but there are financial implications arising from carrying out the action proposed by the Committee.

## **5. Legal Implications**

- 5.1 The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

## **BACKGROUND PAPERS**

Update on changes to the Library and Information service – Officer Report to Healthier Communities Select Committee (11.12.13)

If you have any queries on this report, please contact Charlotte Dale, Scrutiny Manager (ext. 49534), or Kevin Flaherty, Head of Business & Committee (0208 3149327).



<b>Mayor and Cabinet</b>			
Report title	Matters Raised by Scrutiny - Comments of the Sustainable Development Select Committee on Sayes Court Garden.		
Key decision	No	Item No.	3
Contributor	Sustainable Development Select Committee		
Class	Part 1 (Open)	Date	18 December 2013

## **1. Summary**

- 1.1 This report informs the Mayor and Cabinet of the comments and views of the Sustainable Development Select Committee, arising from discussions held on a presentation by members of the Sayes Court Garden project, considered at the Committee's meeting held on 10 December 2013.

## **2. Recommendation**

- 2.1 The Mayor is recommended to note the views of the Sustainable Development Select Committee as set out in section three of this referral and agree that the Executive Director for Resources and Regeneration be asked to respond.

## **3. Sustainable Development Select Committee views**

- 3.1 On 10 December 2013, the Sustainable Development Select Committee received a presentation from members of the Sayes Court Garden project. The Committee resolved to write to the Mayor of London in support of the project.
- 3.2 The Committee recommends that the project's preferred proposals for the new Sayes Court Garden should be noted and should receive the appropriate level of support from the Council in submissions to the upcoming planning hearing for the Convoys Wharf development.
- 3.3 The Committee urges the Mayor of Lewisham to write to the Mayor of London in support of the project and to work jointly with the office of the Mayor of London and the London Assembly to support the development of Sayes Court Garden, in the context of the Convoys Wharf planning hearing.

## **4. Financial Implications**

- 4.1 There are no financial implications arising out of this report per se; but there may be financial implications arising from carrying out the actions proposed by the Committee.

## **5. Legal Implications**

- 5.1 The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

## **Background papers**

Convoys Wharf: Sayes Court Sustainable Development Select Committee 10 December 2013.

If you have any queries on this report, please contact Timothy Andrew, Scrutiny Manager (ext. 47916), or Kevin Flaherty, Head of Business & Committee (0208 3149327).

# Agenda Item 4

<b>MAYOR &amp; CABINET</b>		
<b>Report Title</b>	Outstanding Scrutiny Matters	
<b>Key Decision</b>	No	Item No. 3
<b>Ward</b>		
<b>Contributors</b>	Head of Business and Committee	
<b>Class</b>	Part 1	Date: 18 December 2013

## 1. Purpose of Report

To report on items previously reported to the Mayor for response by directorates and to indicate the likely future reporting date.

## 2. Recommendation

That the reporting dates of the item shown in the table below be noted.

<b>Report Title</b>	<b>Responding Author</b>	<b>Date Considered by Mayor &amp; Cabinet</b>	<b>Scheduled Reporting Date</b>	<b>Slippage since last report</b>
Response to Overview & Scrutiny Committee – Emergency Services Review	ED Community	13 November 2013	19 February 2014	No
Response to Children & Young People, and Safer Stronger Communities Select Committees – Youth Service Provision	ED CYP, & ED Comm. Services	4 December 2013	19 February 2014	No
Response to Overview & Scrutiny Business Panel – the Asset Rationalisation	ED Resources & Regeneration	4 December 2013	19 February 2014	No

Programme;				
Response to Overview & Scrutiny Business Panel – Redevelopment of Lewisham Central Opportunity Site	ED Resources & Regeneration	4 December 2013	19 February 2014	No
Response to Sustainable Development Select Committee and Housing Select Committee - regeneration and housing in Deptford and New Cross.	ED Resources & Regeneration	4 December 2013	19 February 2014	No

### **BACKGROUND PAPERS and AUTHOR**

Mayor & Cabinet 13 November 2013 and 4 December 2013 available from Kevin Flaherty 0208 314 9327.

<b>Chief Officer Confirmation of Report Submission</b>		
<b>Cabinet Member Confirmation of Briefing</b>		
Report for: Mayor		<input type="checkbox"/>
Mayor and Cabinet		<input checked="" type="checkbox"/>
Mayor and Cabinet (Contracts)		<input type="checkbox"/>
Executive Director		<input type="checkbox"/>
Information <input type="checkbox"/>	Part 1 <input checked="" type="checkbox"/>	Part 2 <input type="checkbox"/>
		Key Decision <input checked="" type="checkbox"/>

<b>Date of Meeting</b>	18 <sup>th</sup> December 2013
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<b>Title of Report</b>	Savings Proposals for 2014/15 and 2015/16
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<b>Originator of Report</b>	David Austin	<b>Ext.</b> 49114
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	✓	
Legal Comments from the Head of Law	✓	
Crime & Disorder Implications	✓	
Environmental Implications	✓	
Equality Implications/Impact Assessment (as appropriate)	✓	
Confirmed Adherence to Budget & Policy Framework	✓	
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed:  Executive Member (nominee)

Date: 10 December 2013

Signed:  Director/Head of Service

Date: 10 / 12 / 13

**Control Record by Committee Support**

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

<b>MAYOR &amp; CABINET</b>			
<b>Report Title</b>	Savings Proposals for 2014/15 and 2015/16		
<b>Key Decision</b>	No	<b>Item No.</b>	
<b>Ward</b>	All Wards		
<b>Contributors</b>	Executive Director for Resources & Regeneration		
<b>Class</b>	Part 1	<b>Date:</b>	18 December 2013

## 1. Summary

- 1.1 On 10 July and 13 November 2013, Mayor & Cabinet received a report and update on the financial projections for the Council. These reports set out the need to adapt and enhance the approach to identifying savings to meet the anticipated scale of change required ahead of being built into formal annual budget assumptions.
- 1.2 Officers estimate that further savings of £16.0m will be required in 2014/15, in addition to £16.2m<sup>1</sup> agreed for 2014/15 in last year's budget. Overall, it is estimated that £85.0m of savings will be required between 2014/15 and 2017/18 over and above savings already agreed. No figures for funding for local government are available beyond 2015/16, so savings have been based on an assessment of the likely impact of reductions in the overall government spending envelope.
- 1.3 In July 2013, Mayor & Cabinet agreed the need to reconfigure, re-design and fundamentally re-purpose services to fit the available resources whilst preserving the best of what Lewisham has done to date. In November 2013, Mayor & Cabinet agreed the approach to presenting savings and the areas for thematic and cross-cutting reviews. This process will require political and managerial leadership to be re-focused on the transformational changes needed to deliver these substantial savings, weighing their financial impact against their consequences for service delivery and in terms of community impact.
- 1.4 This report presents the first tranche of additional savings proposals totalling £9.2m for 2014/15 and 2015/16 against the required £85.0m of savings. These are grouped by thematic and cross-cutting area, as described in the report to Mayor & Cabinet in November 2013.
- 1.5 As part of the consultation process for the savings proposals for 2014/15 and 2015/16, the views of select committees have been sought and are incorporated in the comments of the Public Accounts Select Committee.
- 1.6 The Trade Unions were informally briefed on the nature of the overall revenue budget savings at a meeting held on 19 November 2013.

<sup>1</sup> Savings of £17.0m were previously agreed for 2014/15 in the 2013/14 Budget. A review by officers has identified circa £0.7m of these savings are no longer achievable. Details of these are set out at Appendix A.

## **2. Purpose of report**

- 2.1 To set out the revenue budget savings proposals for 2014/15 and 2015/16 that need to be agreed and be put forward to Council.

## **3. Recommendations**

- 3.1 It is recommended that, subject to proper process and consultation where appropriate and if required, the Mayor to:
  - 3.1.1 consider the comments of the Public Accounts Select Committee of 16 December 2013, which incorporates the views of the respective select committees;
  - 3.1.2 agree to an amendment to the previously agreed savings package of £17.0m and refer to Council. This follows a review of officers which has identified that circa £0.7m of these proposals are no longer achievable, meaning that the previously agreed package of savings for 2014/15 is revised down to just over £16.2m. The detail of these adjustments are set out at Appendix A.
  - 3.1.3 agree revenue budget savings of £6.7m, of which £5.9m relates to 2014/15 and £0.8m relates to 2015/16, as summarised at Appendix C and set out in more detail at Appendix E. Attached at Appendix F, is the supporting report for CYP12, the Attendance and Welfare service.
  - 3.1.4 agree additional efficiency savings of some £2.5m, as set out in section 6.2 of this report and summarised at Appendix B.

## **4. Policy Context**

- 4.1 Presenting financial information in a clear and understandable format contributes directly to the Council's tenth corporate priority: inspiring efficiency, effectiveness and equity. In the round, budget processes (including the need to identify savings) are designed to support all of the Council's corporate priorities by linking policy objectives, including the community strategy, to the available resources.

## **5. Background**

- 5.1 Everything that the Council spends money on is intended to achieve agreed policy and community goals and hence to deliver value and benefits for the borough. The Council has a strong reputation for delivering innovative and valuable services at low costs, often with significantly lower overheads than other boroughs.
- 5.2 The Council delivered savings of £82.0m between May 2010 and 2013/14. Further savings of £16.2m have been agreed for 2014/15 and £0.9m for 2015/16. Despite this significant achievement, officers currently estimate that further savings of £85.0m will need to be delivered between now and 2017/18 in order to ensure that the Council's services remain affordable into the medium-term.
- 5.3 In July 2013, Mayor & Cabinet agreed that further savings on this scale could not solely be delivered through managerial efficiencies or service innovation to preserve outcomes at lower costs. There would of course be a continued focus on these and other disciplines to improve value for money, but hard choices would have to be confronted over the coming years about which services will need to be scaled back dramatically or even cut altogether.

- 5.4 Since July, work has begun on how the options for making the savings could be delivered by looking at the opportunities on a thematic basis. In advance of detailed work being carried out on each of the thematic areas, options for delivering savings required for 2014/15 have been identified and these are presented here.

## **6 Budget process**

- 6.1 An effective budget process needs to reflect political and managerial leadership priorities and facilitate an appropriate degree of review and challenge to proposals. It needs to provide a framework for financial accountability and enable clear decision making and it needs to do all of this in an efficient manner to ensure that the work in developing, reviewing and scrutinising proposals is proportionate to the objectives, rather than an end in itself.
- 6.2 It should be noted that 2014/15 is a transition year. The process for delivering a balanced budget for 2014/15 is as follows:
- a. Savings of just under £17.0m in 2014/15 were agreed as part of the 2013/14 budget process. Officers have now reviewed these and in most cases they are confident that they will be delivered. There are five savings proposals, listed in Appendix A, which will not now be delivered. These total £0.7m and mean that the required new savings for 2014/15 increases to £16.2m.
  - b. Officers have developed a set of further individual budget savings proposals for 2014/15. These savings proposals will go some way to bridging the revised £16.0m gap for 2014/15. The draft savings proposals of £5.9m for 2014/15 are summarised in Appendix B, by theme and cross-cutting review area, and in Appendix C, by service directorate. Further details of the savings proposals are attached at Appendix E. Attached at Appendix F, is the supporting report for CYP12, the Attendance and Welfare service.
  - c. Every budget holder in the Council feels that it is their responsibility to deliver smaller-scale savings. This instils a greater sense of financial accountability within the organisation. These general efficiencies will be co-ordinated under an overall efficiency programme. This will help to ensure that realistic savings, currently targeted at £2.5m, are delivered without senior focus being diverted from the major change programmes required to meet the Council's demanding financial targets. This saving for 2014/15 is included in the summary at Appendix B.
  - d. The initial scoping work for thematic and cross-cutting reviews will be used to identify areas where officers believe further savings can be delivered in 2014/15 and for future years. This element of the process will enable savings proposals to be put up on a rolling basis as and when the work to develop them to a sufficient standard has been reached. The savings will be allocated against individual budgets once the proposals have been reviewed by scrutiny and decisions taken by Mayor & Cabinet.
- 6.3 The 2014/15 budget is scheduled to be considered at Full Council on 26 February 2014. The timetable for finalising these savings proposals and securing scrutiny input into budget proposals for 2014/15, is set out at Appendix G for information.
- 6.4 From 2015/16 onwards, the work carried out on the thematic and cross-cutting reviews, including oversight by scrutiny and decisions of Mayor & Cabinet, will be the primary basis for identifying and delivering savings.



## 7 Human Resources Implications

- 7.1 In respect of the Council's employment of people, there are three broad implications from these savings proposals. First, the Council has an obligation to consult collectively and individually on its proposals; second, the Council needs to mitigate redundancies; and third, the Council needs to implement re-organisations in accordance with its own procedures.
- 7.2 Contained in this report are a total of ten savings proposals which have potential staffing implications. Although these budget reductions could involve the deletion or transfer of posts, redundancies will not necessarily follow, as every effort will be made to redeploy staff. As part of the budget process, managers will consult with employees on changes within their work areas both individually and with appropriate trade unions.
- 7.3 In the areas identified, there are 203 staff employed. On the analysis carried out to date, it is estimated that there are circa 21 staff who could potentially be made redundant, 4.5 staff maybe TUPE transferred to a new provider and 8 vacant posts deleted.

### Breakdown of staff in affected areas by Gender

Gender	Total	%
Male	63	31.03%
Female	140	68.96%
<b>Total</b>	<b>203</b>	<b>100.00%</b>

- 7.4 There are more women employed in the areas identified in the budget proposals, this is slightly higher than the percentage of those employed in all Council areas i.e. 62%.

### Breakdown of staff in affected area by Ethnicity

Ethnicity	Total	%
BME	86	42.36%
White	108	53.20%
Not Disclosed	9	4.43%
<b>Total</b>	<b>203</b>	<b>100%</b>

- 7.5 The breakdown of staff in the affected shows a slightly higher percentage of BME staff affected by the budget proposals, than employed in the Council i.e. 38%.

### Breakdown of staff who are in a potential redundancies situation by Grade

Grade	Total	%
SC1 - 2	1	0.49%
SC3 - 5	18	8.86%
SC6 - SO2	46	22.66%
PO1 - PO5	110	54.22%
PO6 - SMG3	24	11.82%
Others	4	1.97%
<b>Total</b>	<b>203</b>	<b>100%</b>

- 7.6 The breakdown of potential redundancies by grade shows that 54% are at grade band PO1 to PO5 which is higher than other grades and higher than the proportion of all staff at this grade i.e. 32%.

## **8 Financial Implications**

- 8.1 This report present budget savings proposals of £8.4m for 2014/15 and a £0.8m for 2015/16. These are in addition to previously agreed savings proposals of £16.2m for 2014/15 and £0.9m for 2015/16.
- 8.2 It should be noted that no funding figures for local government are available beyond 2015/16, so the savings have been based on an assessment of the likely impact of reductions in the overall government spending envelope. It should be further noted that the provisional local government finance settlement is expected some time in the week commencing 16<sup>th</sup> December 2013.
- 8.3 Should all these savings in this report be agreed, they will be added to the previously agreed savings of £16.2m and will thereby leave a budget gap of circa £8.0m for 2014/15. The Executive Director for Resources & Regeneration will consider options and bring forward recommendations to ensure this gap is bridged in order to enable the Council to set a balanced budget for 2014/15.

## **9 Legal Implications**

### A balanced budget

- 9.1 Members have a duty to ensure that the Council acts lawfully. The Council must set and maintain a balanced budget and must take steps to deal with any projected overspends and identify savings or other measures to bring budget pressures under control. The proposals in this report identify reductions which go to meet this requirement in 2014/15 and beyond.
- 9.2 In addition to the general legal implications set out here which apply to the proposals, at Appendix D specific legal implications are set out. They apply as appropriate to the specific proposals they are set against.
- 9.3 Members are reminded in this context of their fiduciary duty to the Council Taxpayer, effectively to act as trustee of the Council's resources and to ensure proper custodianship of the Council's resources.

### Statutory duties and powers

- 9.4 The Council has a variety of statutory duties which it must fulfil by law. It cannot lawfully decide not to carry out those duties. Even where the Council is under a statutory duty to provide a service there is often a discretion available to the Council about the level of service provision. Where there is an impact on statutory duty this has been identified in relation to the particular proposals. For other activities, the Council provides services in pursuance of a statutory power rather than a duty, and though not bound to carry out those activities, decisions about them must be taken in accordance with the decision making requirements of administrative law.

### Reasonableness and proper process

- 9.5 Decisions must be made reasonably, taking into account all relevant considerations and disregarding irrelevancies. These are particular to the service reduction proposed

and are set out in the body of the report. It is also imperative that decisions are taken following proper process. Depending on the particular service affected, this may be set down in statute, though not all legal requirements are set down in legislation. For example, again depending on the nature of the service, there may be a requirement to consult before making a decision. If consultation, where required, is not yet complete then a final decision may not be taken now. In that event either a report must be brought back to the Mayor, or he must delegate that decision to an officer. Responses to consultation must be considered with an open mind before coming to any decision. Whether or not consultation is appropriate, decisions to discontinue service must be accompanied by appropriate notice. In some circumstances, the Council has published a procedure for handling service reduction, and in those circumstances, there would be a legitimate expectation that such procedures are followed.

### Staff consultation

- 9.6 Where proposals, if accepted, would result in more than 100 redundancies within a 90 day period, an employer is required by Section 188 Trade Union and Labour Relations (Consolidation) Act 1992 to consult with the representatives of those who may be affected by the proposals, at least 45 days before the proposed dismissals take effect. Consultation must be meaningful and for a reasonable period. Where the number is more than twenty but 99 or less this 45 days reduces to 30 days. This consultation is in addition to consultation with individuals affected by redundancy and/or reorganisation under the Council's own employment procedures.
- 9.7 Implicit in some of the proposals for budget reductions is the need to re-organise staffing structures and or create redundancies. If the budget reductions are agreed and re-organisations/redundancies are necessary, decisions will be taken by officers in accordance with the Council's re-organisation and personnel procedures.

### Constitutional provisions

- 9.8 By law it is for the Mayor to make all decisions which are not prohibited to him by law so long as they are not:
- contrary to the statutory policy framework agreed by full Council
  - contrary to or not wholly in accordance with the budget (or financial rules in respect of the budget)
  - contrary to or not wholly in accordance with the plan/strategy for the control of the Council's capital expenditure or borrowing

### Powers and charging

- 9.9 The Council has a broad power of competence conferred on it by Section 1 Localism Act 2011. This power, subject to limitations set out in the Act is broadly to do anything which an individual may do.
- 9.10 The Council is entitled to charge for discretionary services by virtue of Section 93 Local government Act 2003. This allows the Council to charge for the discretionary elements of its service if the recipient agrees to pay to receive it. This does not apply where the Council has another power to charge or where it is expressly prohibited from doing so.
- 9.11 However under Section 93 any charge must be on a not for profit basis (year by year) and, taking one year with another, the income from charges for such

services must not exceed the cost of providing them. The Council is prohibited from planning for a surplus and must ensure that any proposed level of fees is a reasonable estimate of what it will actually cost to provide proposed services.

### Equalities Legislation

- 9.12 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.13 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.
- 9.14 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 9.15 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

- 9.16 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty;
  2. Meeting the equality duty in policy and decision-making;
  3. Engagement and the equality duty;
  4. Equality objectives and the equality duty;
  5. Equality information and the equality duty;

The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

- 9.17 The EHRC has also issued guidance entitled “Making fair financial decisions.” It appears at Appendix H and the Mayor’s attention is drawn to its contents.

### The Human Rights Act 1998

- 9.18 Since the introduction of the Human Rights Act 1998 (HRA), the rights set out in the European Convention of Human Rights (ECHR) have been incorporated into UK legislation and can be enforced in the domestic courts without having to have recourse to the European courts.
- 9.19 Those Articles which are particularly relevant to public services are as follows:-
- Article 2 – the right to life
  - Article 3 – the right not to be subject to ...degrading treatment
  - Article 5 – the right to security of the person
  - Article 6 – the right to a fair trial
  - Article 8 - the right to respect for private and family life, home an correspondence
  - Article 9 - the right to freedom of thought, conscience and religion
  - Article 10 - the right to freedom of expression
  - Article 11 – the right to peaceful assembly
  - Article 14 – the right not to be discriminated against on any ground

The first protocol to the EHCR added:-

- Article 1 - the right to peaceful enjoyment of property
- Article 2 - the right to education

- 9.20 Some of these rights are unconditional, such as the right not to be tortured or subject to degrading treatment. Others may be limited in finite and well defined circumstances (such as the right to liberty); others are qualified and must be balanced against the needs of the wider community or state interest – such as the right to a private and family life. Where there are human rights implications associated with proposals in this report, these have been identified in the body of the report and regard must be had to them before making any decision.

### Crime and Disorder

- 9.21 Section 17 of the Crime and Disorder Act 1998 requires the Council when it exercises its functions to have regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

### Best Value

- 9.22 Under S3 Local Government Act 1999, the Council is under a best value duty to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. It must have regard to this duty in making decisions in relation to this report.

## Environmental Implications

9.23 Section 40 of the Natural Environment and Rural Communities Act 2006 states that: 'every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity'. No such implications have been identified in relation to the reductions proposals.

9.24 The legal comments for the individual savings proposals are attached at Appendix D to this report. Where there are no specific legal comments made, then it is the general legal implications contained in this section of the report which apply.

## **10 Crime and disorder implications**

10.1 Any crime and disorder implications are considered where applicable in the detailed budget savings proposals.

## **11 Equalities Implications**

11.1 The Council's budget is of primary importance as a means of delivering Lewisham's objectives. When the budget savings and resources allocations proposals are considered as part of the overall Budget, they will be assessed in terms of their impact on service delivery and equalities implications. An initial assessment of the equalities impact are considered where applicable in the detailed budget savings proposals.

## **12 Environmental Implications**

12.1 Any environmental implications are considered where applicable in the detailed budget savings proposals.

## **13 Conclusion**

13.1 The Council expects to need to make further savings of around £85.0m between now and 2017/18, although this figure is subject to change as financing estimates are refined. The proposals in this report will make the process for developing policies and budgets to deliver this more focused to key priorities and efficient to administer.

## **14 Background documents and further information**

<b>Short Title of</b>	<b>Date</b>	<b>Location</b>	<b>Contact</b>
2013/14 Budget	27 February 2013 (Council)	3 <sup>rd</sup> Floor Laurence House	Selwyn Thompson
Financial Review	10 July 2013 (M&C)	3 <sup>rd</sup> Floor Laurence House	Selwyn Thompson
Financial Review (update)	13 November 2013 (M&C)	3 <sup>rd</sup> Floor Laurence House	Selwyn Thompson

### **For further information on this report, please contact:**

David Austin – Interim Head of Corporate Resources on 020 8314 9114  
Selwyn Thompson – Group Finance Manager, Budget Strategy 020 8314 6932

## APPENDIX A

### Savings agreed for 2014/15 as part of the 2013/14 Budget that are no longer deliverable

Ref	Service Area and proposal	£'000s	Reason why saving is considered as being no longer deliverable
<b>CYP 52</b>	Referral and Assessment – The proposal is to delete a specialist team manager role in this service who manages matters such as private fostering, young carers and missing children.	60.0	Current pressures in the service mean that this proposal is no longer deliverable.
<b>CUS 01</b>	Bereavement Services – Consider through the consortium (Lewisham, Lambeth, Southwark and Greenwich) a reduction in costs paid to the inner South London Coroner Court by 10%.	30.0	The coroner has questioned the current level of funding received.
<b>CUS 03</b>	Lee Valley Park Levy – Seek a reduction of 20% in the annual sum paid for financial year 2014/15 for Lee Valley Regional Park.	52.0	The budget is no longer part of the Customer Services Directorate.
<b>CUS 29</b>	Parking Services – The saving is the removal of the exit barrier system and staff at the Holbeach car park and the introduction of pay and display. The saving would be realised in the new parking contract to run from July 2013.	100.0	Action has been implemented, but the contract cost is higher than the budget
<b>RNR 13</b>	Planning - Introduction of locally set planning application fees.	500.0	The legislation has been delayed and may not happen, making this saving undeliverable.
	<b>Total</b>	<b>742.0</b>	

## APPENDIX B

### Summary of individual budget saving proposals aligned to thematic / cross-cutting review.

Lewisham Future Programme		Savings Proposed			Savings to Find	2014/15	2015/16	2016/17	2017/18
Savings Proposals		£m	£m	£m		£m	£m	£m	£m
<b>Totals</b>		<b>85.00</b>	<b>9.18</b>	<b>75.82</b>		<b>8.38</b>	<b>0.80</b>	<b>0.00</b>	<b>0.00</b>
<b>Target</b>						<b>16.00</b>	<b>30.00</b>	<b>20.00</b>	<b>20.00</b>
<b>Gap</b>						<b>7.62</b>	<b>29.20</b>	<b>20.00</b>	<b>20.00</b>
<b>Thematic reviews</b>		<b>64.00</b>	<b>5.40</b>	<b>58.60</b>		<b>5.40</b>	<b>0.00</b>		
<b>T1</b>	Smarter assessment arrangements and deeper integration of social & health care; including Public Health	22.00	2.90	19.10	<b>COM01</b>	2.50			
					<b>COM04</b>	0.10			
					<b>COM05</b>	0.30			
<b>T2</b>	Sharing services with other Councils and bodies	12.00		12.00					
<b>T3</b>	A Council wide "efficiency review" across all budgets	10.00	2.50	7.50	<b>Corp.</b>	2.50			
<b>T4</b>	A Council wide asset rationalisation programme	8.00		8.00					
<b>T5</b>	Grouping more corporate & business support services together	6.00		6.00					
<b>T6</b>	Review of income generation	4.00		4.00					
<b>T7</b>	Combining front line services (enforcement & regulation)	2.00		2.00					



Cross-cutting reviews		21.00	3.78	17.22		2.98	0.80		
<b>C1</b>	Management and corporate overheads		0.26		<b>RNR01</b>	0.13			
					<b>RNR03</b>	0.13			
<b>C2</b>	School effectiveness services and functions		0.63		<b>CYP01</b>	0.05			
					<b>CYP03</b>	0.06			
					<b>CYP04</b>	0.06			
					<b>CYP12</b>	0.10	0.20		
					<b>CYP14</b>	0.08	0.08		
<b>C3</b>	Crime reduction services								
<b>C4</b>	Culture and community services		0.80		<b>COM02</b>	0.20			
					<b>COM03</b>	0.50			
					<b>RNR04</b>	0.10			
<b>C5</b>	Housing strategy and non-HRA funded services		0.43		<b>CUS01</b>	0.07			
					<b>CUS04</b>		0.20		
					<b>CUS05</b>	0.16			
<b>C6</b>	Environmental services		0.32		<b>CUS02</b>	0.05			
					<b>CUS03</b>	0.27			
<b>C7</b>	Public services		0.45		<b>CUS06</b>	0.20			
					<b>CUS07</b>	0.10	0.10		
					<b>CUS08</b>	0.03	0.02		
<b>C8</b>	Planning and economic development		0.05		<b>RNR02</b>	0.05			
<b>C9</b>	Safeguarding and Early Intervention services for children and families		0.84		<b>CYP05</b>	0.10	0.05		
					<b>CYP06</b>		0.10		
					<b>CYP07</b>		0.05		
					<b>CYP08</b>	0.05			
					<b>CYP09</b>	0.02			
					<b>CYP10</b>	0.05			
					<b>CYP11</b>	0.10			
					<b>CYP13</b>	0.10			
			<b>CYP15</b>	0.22					

## APPENDIX C

### SUMMARY OF NEW 2014 / 16 SAVINGS PROPOSALS – DIRECTORATE

Summary of budget saving proposals presented in service directorate order mapped to thematic / cross cutting references

DIRECTORATE	2014/2015 Proposals £'000s	2015/2016 Proposals £'000s	Total £'000s
CHILDREN & YOUNG PEOPLE	971.0	475.0	1,446.0
COMMUNITY SERVICES	3,600.0	0.0	3,600.0
CUSTOMER SERVICES	879.0	325.0	1,204.0
RESOURCES & REGENERATION	408.0	0.0	408.0
<b>Total 2014 / 16 NEW REVENUE SAVINGS PROPOSED</b>	<b>5,858.0</b>	<b>800.0</b>	<b>6,658.0</b>

# 2014 / 16 NEW REVENUE BUDGET SAVINGS PROPOSALS

\* Specific legal implications attached at Appendix D

## Summary of 2014 / 16 New Savings Proposals - Children and Young People Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP01	PERFORMANCE	CYP Performance Service provides statutory data collections, data analysis, performance reporting to the Children and Young People's Strategic Partnership Board (CYPSPB), Lewisham Safeguarding Children Board (LSCB), DMT, Directorate Services, with particular emphasis on Children's Social Care and School Improvement. The implementation of the replacement corporate software for monitoring and reporting performance should result in fewer administrative processes to produce the monthly and annual performance data reports. This is expected to result in a saving of one post with an estimated value of £50k.	50.0		50.0	C 2
CYP03 *	EARLY YEARS	The Early Years Improvement Team provides advice, support and training for practitioners working with children in the Early Years Foundation Stage in the maintained and non-maintained sector. It is proposed to make a saving on £58k through a review of work. Local authorities are required to make arrangements to secure that early childhood services in their area are provided in an integrated way that facilitates access to services and maximises the benefits to children, parents and prospective parents. Early years providers providing early years for which they are registered under the Childcare Act 2006 (or would be required to register but for being exempted) are required to ensure compliance with the "Early Years Foundation Stage". The proposed review of work in this area will have to ensure that sufficient advice, support and training will be available to ensure early years providers comply with their requirements to deliver the "Early Years Foundation Stage".	58.0		58.0	C 2

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP04	LOOKED AFTER CHILDREN EDUCATION TEAM	The Looked After Children Education Team oversees the education of Looked After Children, including providing tuition to support their learning, support in transition from primary to secondary school, and peer mentoring. The team also ensure that destinations data is collected to monitor pathways and ensure the right support is provided to individuals. Most of the funding is provided through the Dedicated Schools Grant (£200k) although there is a contribution of £62k to the service from the General Fund. In future all costs will be contained within the Dedicated Schools Grant.	62.0		<b>62.0</b>	C 2
CYP05	BUSINESS SUPPORT, PLACEMENTS & PROCUREMENT	Business Support within Children's Social Care providers administrative support for all the services in the division. These are Referral & Assessment; Family Social Work; Looked After Children; Adoption; Leaving Care; Fostering; Placements & Procurement; Quality Assurance; and Children with Complex Needs. As well as the Business Support teams based in the front line services, there are currently 2 specialist teams providing centralised functions in compliance with separation of duties under Financial Regulations. This contributes to safeguarding functions by freeing up and supporting Social Workers to concentrate on direct work with vulnerable children and families. A review of business support across the Children's Social Care Division is being undertaken to examine the opportunities for reshaping current activities and identifying opportunities for sharing resources with other support teams in the Council such as Finance and Adult Social Care. These are in addition to the savings in the previous two years of £575k.	100.0	50	<b>150.0</b>	C 9
CYP06*	LOOKED AFTER CHILDREN, LEAVING CARE & ADOPTION SERVICE	The leaving care team currently works with children looked after from the age of sixteen. We propose to make savings and improve the performance of the service by changing the way the service functions. Currently there are three Looked after Children's Teams that work with looked after children from roughly the age of 5 to 16 at which point they transfer to one of three Leaving Care Teams who provide support as the young person leaves care and onwards until they are 21 (or 25 if they are in full time education). Feedback from the Children in Care Council is that they would prefer not to have the change of worker at the age of 16. We are therefore proposing to have Looked after Children Teams that will take young people through to 25 where required. We can achieve this with 5 teams and delete one team manager post. The staff from that team will be spread out amongst the remaining teams.	0.0	100.0	<b>100.0</b>	C 9

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP07*	CONTACT	We are required by legislation to provide contact between some parents and their children who have been removed from their care. Some of these contacts need to be supervised and most of which are ordered by the courts. The Supervised Contact is provided in a safe place due to risks that the parent may still pose to the child. There is a requirement in many instances for birth parents to have contact with their children in Local Authority care. Contact will often be in secure environments, as some parents have difficult and challenging behaviour. We currently use specialist agencies to carry out this contact, who charge for premises. It is proposed to use Council premises in the future which will mean we will save on the cost of premises hire and/or alternatively negotiate significant reduction in room hire and other costs. This is in addition to the previous savings of £200k in 2013/14 and already offered for 2014/15. The proposed saving relates to a reduction in costs of premises where the service is located. Any new competitive procurement would seek bids which could reduce this cost.	0.0	50.0	<b>50.0</b>	C 9
CYP08	ADOPTION SERVICE	The Adoption Support Team provide services and advice to families to assist them through the process of of adoption and as required by legislation provide contact between some parents and their children who have been removed from their care. We are currently implementing the Government reforms on adoption. The reforms included an equalisation of the assessment fee to £27k. Historically the adoption service has not targeted Lewisham families for adoption as many Lewisham LAC cannot be placed in the borough in close proximity to their birth families. The equalisation and reform grant monies mean we now have capacity to recruit surplus adopters, including Lewisham based adopters, that other Local Authorities and Adoption agencies can use. We anticipate that this will generate income for Lewisham. £50k represents two additional assessments.	50.0		<b>50.0</b>	C 9
CYP09*	FAMILY SOCIAL WORK	Meliot Road is a family centre that provides support to vulnerable families and Court reports as part of care proceedings. It is planned to sell surplus capacity to other London boroughs. Where the Council sells surplus capacity to other London Boroughs, officers must ensure that there are appropriate contractual arrangement in place to cover such arrangements.	15.0		<b>15.0</b>	C 9

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP10	EARLY INTERVENTION	This budget covers delivery of the Family Information Service which provides a directory that covers early years and childcare, employment and training, health, housing, safety and other issues. The database has been brought in house and the cost has therefore reduced.	45.0		<b>45.0</b>	C 9
CYP11	EARLY INTERVENTION	Targeted Family Support contract - the commissioned Targeted Family Support contract provides support to vulnerable families. Through better commissioning arrangements savings can be made as we have managed the current Targeted Family Support contract to deliver to a lower value than initially set aside for the contract. This saving does not reduce the number of families who will receive support from the service, but does reduce the unit costs.	100.0		<b>100.0</b>	C 9
Page 36 CYP12*	ATTENDANCE & WELFARE	Attendance and Welfare Service - Parents have a legal responsibility to ensure that their child is attending school regularly. The service works closely with families, schools and other agencies to improve school attendance. Failure to attend school regularly could result in the Council taking legal action. Magistrates can also impose a Parenting Order, requiring parents or carers to attend counselling or guidance sessions for a period of up to three months. A full re-organisation of the service was proposed in the last budget round, including de-layering of management as well as considering the caseloads of staff and the areas of work that have the greatest impact on absence. Savings of £200k have already been agreed. It will become a traded service for non-statutory elements. A further saving is now believed possible to make. The total saving is £500k or 50% of the original budget (£1,087k), taking expenditure into line with our statistical neighbours. Please note, a supporting report to this proposal is attached at Appendix F.	100.0	200.0	<b>300.0</b>	C 2
CYP13	YOUTH SERVICE	The Youth Service has been reorganised and provides directly and through commissioning a range of services supporting young people in the borough aged 8-19, up to 25 with LDD covering: · 1:1 intensive support for young people with identified vulnerabilities, · Issue based group work for specific vulnerable groups, · Street based youth work and · Access to positive activities through fun and vibrant places to go and things to do. With activities targeted at young people at the greatest risk of poor life outcomes. All services are aimed at achieving impact for young people of: · Improved life skills · Increased	100.0		<b>100.0</b>	C 9

		involvement in education, employment or training, Staying safe and well, and preventing needs from escalating. It is now proposed to reduce the commissioned work for youth by a further £100k from the currently allocated £965k.				
CYP14*	SERVICES TO SCHOOLS	Service Level agreements are offered by the council to schools and cover a variety of support services. Schools pay for these services from their delegated formula budgets. The services continue to trade successfully with schools and are increasing the value of services they are selling. It is proposed to increase the range of charges to schools and to ensure that all services to schools by the council are achieving the 15% overheads recovery.	75.0	75.0	<b>150.0</b>	C 2
P15	COST REDUCTIONS	The Directorate has been operating a Departmental Expenditure Panel (DEP) for two years in order to challenge the need for all proposed expenditure. The departmental expenditure panel consists of the Executive Director of Children of Young People and the Directorate's Head of Resources. It approves all expenditure that is incurred within the Directorate before it is committed unless it is an emergency or is for a social care / special educational needs placement. This has already resulted in in-year savings through stopping expenditure or budget holders deciding it is no longer appropriate to undertake expenditure in these austere times. It is proposed now to take out of the budget the savings that have been delivered in the past through this process.	216.0		<b>216.0</b>	C 9
<b>Total 2014 / 16 New Savings Proposals - Children and Young People Directorate</b>			<b>971.0</b>	<b>475.0</b>	<b>1,446.0</b>	

## Summary of 2014 / 16 New Savings Proposals - Community Services Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
COM01*	ADULT SOCIAL CARE	This proposal builds on a number of previous savings proposals (Rounds 1 and 2 ) that bring together adult health and care services. The integrated adult health and care programme has been established to deliver better outcomes for residents and, through the joining up of health and care services and the removal of duplication across the whole health and care system deliver a range of efficiencies.. The integrated care programme will focus on developing teams of professionals and support services that work closely with GP practices to reduce duplication of assessment , care planning and management of care. It is anticipated that this way of working will enable a saving of £2.5m to be made in 2014/15.	2,500.0		<b>2,500.0</b>	T1
COM02*	CULTURE & COMMUNITY DEVELOPMENT	Both Leisure contracts include provision for free swims for under 16s and over 60s. In future, given the recognised benefits of swimming in terms of health and wellbeing, Public Health funding will be used to deliver this provision going forward as part of their physical activity programme. The commitment to free swims for under 16s and over 60s will therefore remain and work in partnership with Public Health will take place to promote the scheme and increase take up.	200.0		<b>200.0</b>	C 4
COM03	CULTURE & COMMUNITY DEVELOPMENT - VCS grants	It is proposed to reduce the £6.4m grants budget by £0.5m. This saving proposal will not impact on the small grants, faith fund or existing commitments in the main grants programme. The saving will be taken from unallocated funds. Savings have become available through reduction to the required contribution to London Borough Grants Scheme and previously agreed tapered funding.	500.0		<b>500.0</b>	C 4



Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
COM04*	SUPPORTING PEOPLE	The Supporting People service received an additional amount within its budget to cover inflation costs. However the Supporting People Framework Agreement and call-off contracts under it do not provide for indexation or any inflationary increase and this additional funding can therefore be offered as a saving.	100.0		100.0	T 1
COM05*	DRUGS & ALCOHOL	Savings will be delivered through improved efficiencies, following a review of the drug and alcohol treatment budget and reallocation of resources in line with priorities. The Drug and Alcohol Action Team is working closely with Public Health in this work. The Tier 4 (detox and rehab) panel has been overhauled and the Tier 4 provider framework re-commissioned. This ensures improved utilisation of rehabilitation provision and mitigates against the possible reduction in overall rehab places. In order to support people leaving rehab, an Aftercare service (TTP) has been commissioned and this ensures wraparound support is provided to residents following a period in a rehab setting. This results in sustained recovery. Local community based detox provision has also been established (also known as ambulatory detox) which is less costly than a residential rehab placement.	300.0		300.0	T 1
<b>Total 2014 / 16 New Savings Proposals - Community Services Directorate</b>			<b>3,600.0</b>	<b>0.0</b>	<b>3,600.0</b>	

## Summary of 2014 / 16 New Savings Proposals - Customer Services Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CUS01	HOUSING STRATEGY & PROGRAMMES	This proposal is to restructure the entire Housing Strategy and Programme team to provide a more streamlined approach by merging three teams into two new units, which will reduce management overheads, duplication and streamline processes. Of the £173k, £100k is already accounted for in the 2014/15 budget with a further £73k being a new saving achieved by a wider scale restructure of the team	73.0		<b>73.0</b>	C 5
PS02 Page 40	BECKENHAM PLACE PARK, BEREAVEMENT SERVICES, REFUSE & FLEET SERVICES	1. Deletion of vacant workshop post in Fleet £38k - Self explanatory. 2. Reduction in refuse pooled transport £10k - Managers currently have access to a pooled car. This is no longer needed and a £10k saving can be achieved by not longer holding this car in the council's vehicle fleet. 3. Non staffing efficiency savings in bereavement Service £5k - A general, non specific reduction in the services running costs budgets can be achieved with no impact the service to customers	53.0		<b>53.0</b>	C 6
CUS03*	REFUSE	1.Reduction of recycling collection round and vehicle (x1). There are currently 9 rounds. Route optimisation will allow for one round to be reduced. 2.Income from bin hire charges introduced this year is exceeding original estimate. There is no indication that this will reduce in future years.	270.0		<b>270.0</b>	C 6
CUS04*	PRIVATE SECTOR HOUSING UNIT	To transfer the hostels from the HRA to the General Fund. The budget for Hostel accommodation is currently held in the HRA. In recent years hostels have been used to increase the Council's stock of temporary accommodation, along side Bed & Breakfast accommodation (B&B) and Private Sector Leases (PSL), which are charged to the General Fund. The transfer of Hostels to the General Fund would allow a consistent approach for all types of temporary accommodation. An effect of this change would be to set the rents for those in hostel accommodation on the same basis as those in PSL properties. This would have the effect of increasing income to the Council of £200k from 2015/16		200.0	<b>200.0</b>	C 5

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CUS05	HOUSING STRATEGY & PROGRAMMES	This saving will be achieved by absorbing an element of the expected £516k management costs within the Council as a result of the fact that now a large number of the properties have been let the resource requirement to manage the scheme has reduced. The effect of these efficiencies is a reduction in the expenditure budget for the Milford Towers project of £158k in this year.	158.0		<b>158.0</b>	C 5
CUS06*	SERVICE POINT	The Registration Service provides a Nationality Checking Service (NCS) which generates an income (budgeted income of £116K). The savings proposal increases the income budget by £200K to £316K. There is a significant demand for the NCS service and this is expected to continue for the next 2 years. The increase will be achieved by increasing the number of appointments available and processing more checks. The increased income assumes 60% of customers will go on to attend a Citizen Ceremony	200.0		<b>200.0</b>	C 7
Page 41 CUS07*	SERVICE POINT	The Call.Point service current delivers an out of hours emergency telephone service. This savings proposal recommends the outsourcing of the service. Previous recommendations were to outsource the service to the London wide shared service centre operated by Vangent. However, concerns were raised over performance and risk. This proposal recommends the service is put out to tender rather than using the London wide shared service centre. Soft market testing suggests that once set up £200K savings are possible. Other providers (e.g. Agilisys and Capita) both deliver for other local authorities who report they are satisfied with the services received.	100.0	100.0	<b>200.0</b>	C 7
CUS08	SERVICE POINT	Reorganise Service Point staff to delayer and rationalise management duties. Delete remaining 6 x Sc6 supervisor posts, but create 1 scheduling and planning officer and 2 x Sc4.	25.0	25.0	<b>50.0</b>	C 7
<b>Total 2014 / 16 New Savings Proposals - Customer Services Directorate</b>			<b>879.0</b>	<b>325.0</b>	<b>1,204.0</b>	

## Summary of 2014 / 16 New Savings Proposals - Resources and Regeneration Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross-cutting (C) Reference
RNR01	AUDIT & RISK	<p><b>Internal Audit</b> – review assurance priorities and delivery mechanisms to save £75,000. <b>Counter Fraud</b> – reduce resourcing of Housing Benefit Investigation by £25,000 (part year) ahead of move to the Single Fraud Investigation Service under Department for Work and Pensions direction. This post is currently vacant. <b>Health &amp; Safety</b> – delete the vacant post for administration support H&amp;S post to save £30,000 and connect this team to the Business Support Services review to get administration support centrally.</p>	130.0		<b>130.0</b>	C 1
RNR02	PLANNING	<p>The Planning Service introduced a fee of £1000 plus VAT for the provision of pre-application advice on Major planning applications with a £40,000 income target per annum. This fee was introduced on 1 April 2011. At the time, the Service stated that it would assess the potential to extend pre-application fees to other planning application categories including householder applications.</p> <p>The provision of the pre-application advice service has now been internally reviewed by the Planning Service and also benchmarked against other comparable London Boroughs.</p> <p>A combination of an increase in fees for pre application advice on Major planning applications and a new fee for householder and other small scale scheme pre-application advice should enable an additional £50k to be achieved in fees.</p>	50.0		<b>50.0</b>	C 8

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
RNR03	POLICY & GOVERNANCE	A saving across the salaries budgets is proposed at £128k for 2014/15 through the deletion of 2.4 vacant posts	128.0		128.0	C 1
RNR04*	STRATEGY	Community Budget 100K reduction: reduction in cross partner project work, Seek resources for specific projects when needed rather than baseline funding	100.0		100.0	C 4
<b>Total 2014 / 16 New Savings Proposals - Resources &amp; Regeneration Directorate</b>			<b>408.0</b>	<b>0.0</b>	<b>408.0</b>	
<b>Total 2014 / 16 New Savings Proposals</b>			<b>5,858.0</b>	<b>800.0</b>	<b>6,658.0</b>	

## APPENDIX D – Specific Legal Implications for new 2014 / 16 Savings Proposals

Ref	Proposal Narrative	Legal Implications	Total Saving 2014/16 £'000s
CYP03	<p>The Early Years Improvement Team provides advice, support and training for practitioners working with children in the Early Years Foundation Stage in the maintained and non-maintained sector. It is proposed to make a saving on £58k through a review of work</p>	<p>Local authorities are required to make arrangements to secure that early childhood services in their area are provided in an integrated way that facilitates access to services and maximises the benefits to children, parents and prospective parents.</p> <p>Early years providers providing early years for which they are registered under the Childcare Act 2006 ( or would be required to registered but for being exempted) are required to ensure compliance with the “Early Years Foundation Stage”. The proposed review of work in this area will have to ensure that sufficient advice, support and training will be available to ensure early years providers comply with their requirements to deliver the “Early Years Foundation Stage.”</p>	58.0
CYP06	<p>The leaving care team currently works with children looked after from the age of sixteen. We propose to make savings and improve the performance of the service by changing the way the service functions. Currently there are three Looked after Children's Teams that work with looked after children from roughly the age of 5 to 16 at which point they transfer to one of three Leaving Care Teams who provide support as the young person leaves care and onwards until they are 21 (or 25 if they are in full time education). Feedback from the Children in Care Council is that they would prefer not to have the change of worker at the age of 16. We are therefore proposing to have Looked after Children Teams that will take young people through to 25 where required. We can achieve this with 5 teams and delete one team manager post. The staff from that team will be spread out amongst the remaining teams.</p>	<p>Services can be provided to young people who are defined as being eligible, under the Children (Leaving Care) Act 2000 and the 1989 Children Act. The duties are:</p> <ul style="list-style-type: none"> <li>• a duty to advise, assist and befriend a looked after young person with a view to promoting their welfare when they cease being looked after;</li> <li>• a duty to advise and befriend a young person who was previously looked after and is under 21 years;</li> <li>• a power to assist a young person who was previously looked after and is under 21 years (and beyond if help needed is regarding education/ training or employment and the course begins before they are 21).</li> <li>• A power to assist other young people who were accommodated by a health authority, education authority or privately fostered.</li> </ul> <p>The Act also applies to eligible children. These are 16 or 17 years of age who have been looked after by the local authority for a period of 13</p>	100.0

Ref	Proposal Narrative	Legal Implications	Total Saving 2014/16 £'000s
		<p>weeks after reaching the age of 14 and are currently looked after.</p> <p>The Act also applies to relevant children. These are young people who were previously eligible children but who are no longer looked after but are still under the age of 18. This does not apply to children who have been successfully returned home and have been settled for at least 6 months. The category of relevant children also includes care leavers who meet the defined criteria who are young parents and young people detained in hospital.</p> <p>The Act also applies to former relevant children. These are young people who have reached the age of 18 but not 21 and were either eligible or relevant children before becoming 18. If these young people are being helped with an agreed education or training programme, they remain former relevant children to the end of this period even if this extends beyond the age of 21.</p> <p>The groups of eligible children include young people who are remanded into local authority care following an offence, asylum seekers and certain groups of respite care children and young people who have returned home while in care.</p> <p><u>Personal Advisor</u></p> <p>All eligible, relevant and former relevant children must be provided with a personal advisor. The personal advisor will provide advice, information and support to the young person and keep themselves informed of the young person's progress and well being.</p> <p>The personal advisor must be involved in the assessment of needs, the production of the pathway plan , and any subsequent reviews of the pathway plan. They must liaise with the local authority to ensure that the young person can access all the services provided for in the pathway plan.</p>	

Ref	Proposal Narrative	Legal Implications	Total Saving 2014/16 £'000s
Page 46		<p><u>Pathway Plan</u></p> <p>All eligible, relevant and former relevant children must be provided with a pathway plan by the Local Authority. The Local Authority must draft the pathway plan as soon as possible after the assessment of needs has been completed. It should identify the young person's needs, and the ways in which the Local Authority and others will offer support to enable the young person to achieve their goals. The Local Authority should consider the young person's wishes and feelings, and should state what support, advice and assistance will be provided to the young person while they are in care and after they leave care.</p> <p>The pathway plan is an agreement between the Local Authority and the young person about what should happen in the future, and how the Local Authority should support and provide for the young person. It will cover the plans for the young person's education, training or employment, career aspirations, dates for leaving care, and where they will live after leaving care.</p>	
CYP07	<p>We are required by legislation to provide contact between some parents and their children who have been removed from their care. Some of these contacts need to be supervised and most of which are ordered by the courts. The Supervised Contact is provided in a safe place due to risks that the parent may still pose to the child. There is a requirement in many instances for birth parents to have contact with their children in Local Authority care. Contact will often be in secure environments, as some parents have difficult and challenging behaviour. We currently use specialist agencies to carry out this contact, who charge for premises. It is proposed to use Council premises in the future which will mean we will save on the cost of premises hire and/or alternatively negotiate significant reduction in room hire and other costs. This is in addition to the previous</p>	<p>General legal implications apply. In addition proper procurement process must be followed to seek to achieve contractual arrangements that realise this potential saving</p>	50.0



Ref	Proposal Narrative	Legal Implications	Total Saving 2014/16 £'000s
	savings of £200k in 2013/14 and already offered for 2014/15. The proposed saving relates to a reduction in costs of premises where the service is located. Any new competitive procurement would seek bids which could reduce this cost.		
CYP09	Meliot Road is a family centre that provides support to vulnerable families and Court reports as part of care proceedings. It is planned to sell surplus capacity to other London boroughs. Where the Council sells surplus capacity to other London Boroughs, officers must ensure that there are appropriate contractual arrangement in place to cover such arrangements.	General legal implications apply and appropriate contractual arrangements will need to be established with any local authority using places at Meliot Road	15.0
CYP12	Attendance and Welfare Service - Parents have a legal responsibility to ensure that their child is attending school regularly. The service works closely with families, schools and other agencies to improve school attendance. Failure to attend school regularly could result in the Council taking legal action. Magistrates can also impose a Parenting Order, requiring parents or carers to attend counselling or guidance sessions for a period of up to three months. A full re-organisation of the service was proposed in the last budget round, including de-layering of management as well as considering the caseloads of staff and the areas of work that have the greatest impact on absence. Savings of £200k have already been agreed. It will become a traded service for non-statutory elements. A further saving is now believed possible to make. The total saving is £500k or 50% of the original budget (£1,087k), taking expenditure into line with our statistical neighbours. Please note, a supporting report to this proposal is attached at Appendix F.	Local authorities are statutorily responsible for ensuring that parents fulfil their legal duty that their child/ren of compulsory school age receive suitable, efficient fulltime education either by regularly attending school or otherwise. Local authorities are statutorily required to make arrangements to enable them to establish (as far as it is possible to do so) the identity of children in their area who are not receiving a suitable education.  This proposal will be the subject of a comprehensive report including detailed legal implications	300.0
CYP14	Service Level agreements are offered by the council to schools and cover a variety of support services. Schools pay for these services from their delegated formula budgets. The services continue to trade successfully with schools and are	The Council has power to provide these services to schools and there are no specific legal implications save those set out in the general legal implications	150.0

Ref	Proposal Narrative	Legal Implications	Total Saving 2014/16 £'000s
	increasing the value of services they are selling. It is proposed to increase the range of charges to schools and to ensure that all services to schools by the council are achieving the 15% overheads recovery.		
COM01	This proposal builds on a number of previous savings proposals (Rounds 1 and 2 ) that bring together adult health and care services. The integrated adult health and care programme has been established to deliver better outcomes for residents and, through the joining up of health and care services and the removal of duplication across the whole health and care system deliver a range of efficiencies.. The integrated care programme will focus on developing teams of professionals and support services that work closely with GP practices to reduce duplication of assessment , care planning and management of care. It is anticipated that this way of working will enable a saving of 2.5 m to be made in 2014/15.	Legal implications will depend on specific proposals as appropriate	2,500.0
COM02	Both Leisure contracts include provision for free swims for under 16s and over 60s. In future, given the recognised benefits of swimming in terms of health and wellbeing, Public Health funding will be used to deliver this provision going forward as part of their physical activity programme. The commitment to free swims for under 16s and over 60s will therefore remain and work in partnership with Public Health will take place to promote the scheme and increase take up.	This is a use of public health funding which is consistent with the purpose for which it was supplied	200.0
COM04	The Supporting People service received an additional amount within its budget to cover inflation costs. However the Supporting People Framework Agreement and call-off contracts under it do not provide for indexation or any inflationary increase and this additional funding can therefore be offered as a saving.	The proposal is consistent with the contractual provisions with Supporting People providers	100.0
COM05	Savings will be delivered through improved efficiencies, following a review of the drug and alcohol treatment budget and reallocation of resources in line with priorities. The Drug and Alcohol Action Team is working closely with Public	This is a use of public health funding which is consistent with the purpose for which it was supplied	300.0

Ref	Proposal Narrative	Legal Implications	Total Saving 2014/16 £'000s
	<p>Health in this work. The Tier 4 (detox and rehab) panel has been overhauled and the Tier 4 provider framework re-commissioned. This ensures improved utilisation of rehabilitation provision and mitigates against the possible reduction in overall rehab places. In order to support people leaving rehab, an Aftercare service (TTP) has been commissioned and this ensures wraparound support is provided to residents following a period in a rehab setting. This results in sustained recovery. Local community based detox provision has also been established (also known as ambulatory detox) which is less costly than a residential rehab placement.</p>		
CUS03	<p>1.Reduction of recycling collection round and vehicle (x1). There are currently 9 rounds. Route optimisation will allow for one round to be reduced. 2.Income from bin hire charges introduced this year is exceeding original estimate. There is no indication that this will reduce in future years.</p>	<p>Under Section 46(1) of the Environmental Protection Act 1990, the Council may by notice require occupiers to place waste for collection in receptacles of a kind and number specified. Under Section 46(3), the Council has discretion to provide receptacles free of charge. Alternatively, it can propose that they be paid for by an occupier, if the occupier agrees. If an occupier did not agree to pay for a replacement provided by the Council, the Council would have to require the occupier to provide his/her own receptacle of the kind required by the Council. If large numbers of occupiers refused to pay for replacements, this would therefore place an additional administrative burden on the Council of ensuring that those occupiers provided their own bins of the type required.</p> <p>The Council, at the request of any person, must supply him/her with receptacles for commercial or industrial waste, which has been arranged for the authority to collect, and may make a reasonable charge for any receptacle supplied for commercial waste unless the authority considers it appropriate not to charge (section 47).</p>	270.0
CUS04	<p>To transfer the hostels from the HRA to the General Fund. The budget for Hostel accommodation is currently held in the HRA. In recent years hostels have been used to increase the Council's stock of temporary accommodation, along side Bed</p>	<p>Legal implications follow</p>	200.0

Ref	Proposal Narrative	Legal Implications	Total Saving 2014/16 £'000s
	<p>&amp; Breakfast accommodation (B&amp;B) and Private Sector Leases (PSL), which are charged to the General Fund. The transfer of Hostels to the General Fund would allow a consistent approach for all types of temporary accommodation. An effect of this change would be to set the rents for those in hostel accommodation on the same basis as those in PSL properties. This would have the effect of increasing income to the Council of £200k from 2015/16</p>		
CUS06	<p>The Registration Service provides a Nationality Checking Service (NCS) which generates an income (budgeted income of £116K). The savings proposal increases the income budget by £200K to £316K. There is a significant demand for the NCS service and this is expected to continue for the next 2 years. The increase will be achieved by increasing the number of appointments available and processing more checks. The increased income assumes 60% of customers will go on to attend a Citizen Ceremony</p>	<p>This proposal does not entail any increase in charges but rather an increase in throughput. The general implications apply.</p>	200.0
CUS07	<p>The CallPoint service current delivers an out of hours emergency telephone service. This savings proposal recommends the outsourcing of the service. Previous recommendations were to outsource the service to the London wide shared service centre operated by Vangent. However, concerns were raised over performance and risk. This proposal recommends the service is put out to tender rather than using the London wide shared service centre. Soft market testing suggests that once set up £200K savings are possible. Other providers (e.g. Agilisys and Capita) both deliver for other local authorities who report they are satisfied with the services received.</p>	<p>General legal implications apply and any tender will have to be conducted in accordance with prevailing domestic and EU law</p>	200.0
RNR04	<p>Community Budget 100K reduction: reduction in cross partner project work, Seek resources for specific projects when needed rather than baseline funding</p>	<p>This budget is not committed under contract</p>	100.0

## APPENDIX E – Detailed Budget Savings Proposals

### BUDGET SAVING PROPOSAL 2014 / 16

**DIRECTORATE AND DIVISION: Children & Young People – Resources**

**REF: CYP01**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Performance**

**LEAD OFFICER: Alan Docksey**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
691	37	654

#### Description of Service

**Briefly describe your service and state who your customers and stakeholders are:**

Performance Service provides statutory data collections, data analysis, performance reporting to the Children and Young People's Strategic Partnership Board (CYPSPB), Lewisham Safeguarding Children Board (LSCB), DMT, Directorate Services, with particular emphasis on Children's Social Care and School Improvement.

#### Description of saving proposed

**Please provide sufficient details on the proposal:**

The implementation of the replacement corporate software for monitoring and reporting performance should result in fewer administrative processes to produce the monthly and annual performance data reports. This is expected to result in a saving of one post with an estimated value of £50k.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** It is anticipated that the reduction in administrative processes will make the performance Team more efficient in its functions. This may impact on the output of the service but we will try to minimise this.

**Does this proposal require a full report . (Seek advice from Legal Services)**

YES

NO

**Is this proposal "cross-cutting?" ie. span over different Services**

YES

NO

#### Value of Proposals per year (£000's)

2014/15:	2015/16:	Total 2014 / 16:
50		50

**Percentage of Net Budget proposed: 7.6%**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**

**DSG:**

**Can this saving be taken in current Financial Year:**

YES

NO

**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
<b>Risk to Achievability:</b> Please use the following to quantify risk: 1-Least achievable to 4 – most achievable											
4			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>					
<i>J -Inspiring efficiency, effectiveness and equity</i>			<i>B - Young people's achievement and involvement</i>			A. <i>Community Leadership and empowerment</i>			B. <i>Young people's achievement and involvement</i>		
						C. <i>Clean, green and liveable</i>			D. <i>Safety, security and a visible presence</i>		
						E. <i>Strengthening the local economy</i>			F. <i>Decent Homes for all</i>		
						G. <i>Protection of children</i>			H. <i>Caring for adults and the older people</i>		
						I. <i>Active, health citizens</i>			J. <i>Inspiring efficiency, effectiveness and equity</i>		
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
Positive	Negative	Neutral	Positive	Negative	Neutral						
<b>Level of Impact</b>			<b>Level of Impact</b>								
High	Medium	Low	High	Medium	Low						
<b>What is the overall impact on equalities?</b>											
<b>2014/15</b>			<b>2015/16</b>			<b>2016/17</b>					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			High			Medium			Low		
<b>Gender:</b>			High			Medium			Low		
<b>Age:</b>			High			Medium			Low		
<b>Disability:</b>			High			Medium			Low		
<b>Religion/Belief:</b>			High			Medium			Low		
<b>Pregnancy/Maternity</b>			High			Medium			Low		
<b>Marriage &amp; Civil Partnerships</b>			High			Medium			Low		
<b>Sexual Orientation:</b>			High			Medium			Low		
<b>Gender reassignment</b>			High			Medium			Low		
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>											

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ♦ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		2	1	7	2		
Head Count		2	1	7	2		
Vacant♠				2			
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 7	Male: 5		
Ethnicity:	BME: 5	White: 6	Other: 1	Not Known:
Disability:	0			
Sexual Orientation:	Where known: 4 Heterosexual		Not Known: 8	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE				1			
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			1
Head Count:			
Grades :			

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Standards and Achievement**

**REF: CYP03**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Early Years**

**LEAD OFFICER: Sue Tipler**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
337	55	282

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Early Years Improvement Team provides advice, support and training for practitioners working with children in the Early Years Foundation Stage in the maintained and non-maintained sector.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £58k

It is proposed to make a saving on £58k through a review of work. Local authorities are required to make arrangements to secure that early childhood services in their area are provided in an integrated way that facilitates access to services and maximises the benefits to children, parents and prospective parents. Early years providers providing early years for which they are registered under the Childcare Act 2006 (or would be required to register but for being exempted) are required to ensure compliance with the “Early Years Foundation Stage”. The proposed review of work in this area will have to ensure that sufficient advice, support and training will be available to ensure early years providers comply with their requirements to deliver the “Early Years Foundation Stage”.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The team will have to do less with early years providers and childminders. We will focus on areas of support which have the greatest impact.

**Is this proposal “cross-cutting?”** i.e. span over different Services **YES** **NO**

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? **YES** **NO**

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							



**BUDGET SAVING PROPOSAL 2014 to 2015**

**DIRECTORATE AND DIVISION: Children & Young People – School Standards & Achievements**

**REF: CYP04**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Looked after Children Education Team**

**LEAD OFFICER: Sue Tipler**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
62	0	62

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:** The Looked After Children Education Team oversees the education of Looked After Children, including providing tuition to support their learning, support in transition from primary to secondary school, and peer mentoring. The team also ensure that destinations data is collected to monitor pathways and ensure the right support is provided to individuals.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£62k**

Most of the funding is provided through the Dedicated Schools Grant (£200k) although there is a contribution of £62k to the service from the General Fund. In future all costs will be contained within the Dedicated Schools Grant.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

A review of the service will be required. The education of our Looked After Children will continue to be a priority.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value: £62k**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP05**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Business Support, Placements & Procurement**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,617	Nil	2,617

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Business Support within Children's Social Care providers administrative support for all the services in the division. These are Referral & Assessment; Family Social Work; Looked After Children; Adoption; Leaving Care; Fostering; Placements & Procurement; Quality Assurance; and Children with Complex Needs.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

As well as the Business Support teams based in the front line services, there are currently 2 specialist teams providing centralised functions in compliance with separation of duties under Financial Regulations. This contributes to safeguarding functions by freeing up and supporting Social Workers to concentrate on direct work with vulnerable children and families. A review of business support across the Children's Social Care Division is being undertaken to examine the opportunities for reshaping current activities and identifying opportunities for sharing resources with other support teams in the Council such as Finance and Adult Social Care. These are in addition to the savings in the previous two years of £575k.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

It is anticipated that the make up of staff teams will change through the delivery of this proposal.

**Does this proposal require a full report . (Seek advice from Legal Services)**

YES

NO

**Is this proposal "cross-cutting?" ie. span over different Services**

YES

NO

**Value of Proposals per year (£000's)**

<b>2014/15:</b>	<b>2015/16:</b>	<b>Total 2014 / 16:</b>
100	50	150

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**

**DSG:**

**Can this saving be taken in current Financial Year:**

YES

NO

**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
Consultation with staff will be undertaken.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
4			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>					
G - Protection of children			B - Young people's achievement and involvement			A. Community Leadership and empowerment					
						B. Young people's achievement and involvement					
						C. Clean, green and liveable					
						D. Safety, security and a visible presence					
						E. Strengthening the local economy					
						F. Decent Homes for all					
						G. Protection of children					
						H. Caring for adults and the older people					
						I. Active, health citizens					
						J. Inspiring efficiency, effectiveness and equity					
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
Positive	Negative	Neutral	Positive	Negative	Neutral						
<b>Level of Impact</b>			<b>Level of Impact</b>								
High	Medium	Low	High	Medium	Low						
<b>What is the overall impact on equalities?</b>											
2014/15			2015/16			2016/17					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			High			Medium			Low		
<b>Gender:</b>			High			Medium			Low		
<b>Age:</b>			High			Medium			Low		
<b>Disability:</b>			High			Medium			Low		
<b>Religion/Belief:</b>			High			Medium			Low		
<b>Pregnancy/Maternity</b>			High			Medium			Low		
<b>Marriage &amp; Civil Partnerships</b>			High			Medium			Low		
<b>Sexual Orientation:</b>			High			Medium			Low		
<b>Gender reassignment</b>			High			Medium			Low		
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>											

<b>Human Resources Implications – Details relating to the Existing structure</b>							
Will this saving proposal have an impact on staffing levels within your team (yes/no)?						<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:						<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:							
<b>Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count &amp; Vacant)</b>							
♠ (not covered by council employee)							
♣ (covered by council employee)							
♥ including posts covered by agency)							
(HR Advisory Service will provide you with data where this is available)							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE	2	4	17.8	2	1		
Head Count	2	5	18	2	1		
Vacant♠							
Vacant♣							
Vacant♥							
<b>Workforce Profile Information</b>							
Please provide a breakdown of your service area:							
Gender:	Female: 21			Male: 7			
Ethnicity:	BME: 16		White: 12		Other:		Not Known:
Disability:	4						
Sexual Orientation:	Where known:			Not Known:			

<b>Human Resources Implications – To be completed on conclusion of consultations</b>							
<b>From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent &amp; Head Count)?</b>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy		TUPE			Delete vacant post	
FTE :							
Head Count:							
Grades :							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP06**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Looked After Children**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
2,711	Nil	2,711

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The leaving care team currently works with children looked after from the age of sixteen.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

We propose to make savings and improve the performance of the service by changing the way the service functions. Currently there are three Looked after Children's Teams that work with looked after children from roughly the age of 5 to 16 at which point they transfer to one of three Leaving Care Teams who provide support as the young person leaves care and onwards until they are 21 (or 25 if they are in full time education). Feedback from the Children in Care Council is that they would prefer not to have the change of worker at the age of 16.

We are therefore proposing to have Looked after Children Teams that will take young people through to 25 where required. We can achieve this with 5 teams and delete one team manager post. The staff from that team will be spread out amongst the remaining teams.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

Service users will have fewer changes of social workers, which is something they have requested. It is envisaged that this change will also improve service user experience of transition points.

For staff, there will be a gradual change in caseload. Training will be offered to all staff to manage this.

<b>Does this proposal require a full report . (Seek advice from Legal Services)</b>	YES	NO
<b>Is this proposal “cross-cutting?” ie. span over different Services</b>	YES	NO

**Value of Proposals per year (£000's)**

2014/15:	2015/16:	Total 2014 / 16:
0	100	100

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

HRA:  
DSG:

<b>Can this saving be taken in current Financial Year:</b>	YES	NO
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**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
Consultation with staff will be undertaken.											
<b>Risk to Achievability:</b> Please use the following to quantify risk: 1-Least achievable to 4 – most achievable											
1			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>					
G - Protection of children			B - Young people's achievement and involvement			A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity					
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>						
<b>Level of Impact</b>			<b>Level of Impact</b>								
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>What is the overall impact on equalities?</b>											
<b>2014/15</b>			<b>2015/16</b>			<b>2016/17</b>					
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Gender:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Age:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Disability:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Religion/Belief:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Pregnancy/Maternity</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Marriage &amp; Civil Partnerships</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Sexual Orientation:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Gender reassignment</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
<b>YES</b>											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
Services can be provided to young people who are defined as being eligible, under the Children (Leaving Care) Act 2000 and the 1989 Children Act. The duties are:											
<ul style="list-style-type: none"> <li>a duty to advise, assist and befriend a looked after young person with a view to promoting their welfare when they cease being looked after;</li> <li>a duty to advise and befriend a young person who was previously looked after and is under 21 years;</li> <li>a power to assist a young person who was previously looked after and is under 21 years (and beyond if help needed is regarding education/ training or employment and the course begins before they are 21).</li> <li>A power to assist other young people who were accommodated by a health authority, education authority or privately fostered.</li> </ul>											

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ♦ (covered by council employee)  
 ♥ including posts covered by agency  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		5.6	8	37.1	7.6	2	
Head Count		6	8	41	8	2	
Vacant♠							
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 53	Male: 12		
Ethnicity:	BME: 34	White: 24	Other: 1	Not Known: 6
Disability:	2			
Sexual Orientation:	Where known: 1 Bisexual 14 Heterosexual		Not Known: 50	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			
Head Count:			
Grades :			



**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP07**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Contact**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
19,683	Nil	19,683

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

We are required by legislation to provide contact between some parents and their children who have been removed from their care.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal: £50k (2015/16 only)**

Some of these contacts need to be supervised and most of which are ordered by the courts. The Supervised Contact is provided in a safe place due to risks that the parent may still pose to the child. There is a requirement in many instances for birth parents to have contact with their children in Local Authority care. Contact will often be in secure environments, as some parents have difficult and challenging behaviour. We currently use specialist agencies to carry out this contact, who charge for premises. It is proposed to use Council premises in the future which will mean we will save on the cost of premises hire and/or alternatively negotiate significant reduction in room hire and other costs. This is in addition to the previous savings of £200k in 2013/14 and already offered for 2014/15.

The proposed saving relates to a reduction in costs of premises where the service is located. Any new competitive procurement would seek bids which could reduce this cost.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no anticipated impact on staff or service users.

<b>Is this proposal “cross-cutting?” i.e. span over different Services</b>	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

<b>Will this saving proposal have an impact on staffing levels within your team (yes/no)?</b>	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							



**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP08**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Adoption Service**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,900	1,048	1,852

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Adoption Support Team provide services and advice to families to assist them through the process of adoption and as required by legislation provide contact between some parents and their children who have been removed from their care. We are currently implementing the Government reforms on adoption. The reforms included an equalisation of the assessment fee to £27k.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£50k**

Historically the adoption service has not targeted Lewisham families for adoption as many Lewisham LAC cannot be placed in the borough in close proximity to their birth families.

The equalisation and reform grant monies mean we now have capacity to recruit surplus adopters, including Lewisham based adopters, that other Local Authorities and Adoption agencies can use. We anticipate that this will generate income for Lewisham. £50k represents two additional assessments.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

Lewisham has a good reputation for recruiting adopters, and being able to recruit adopters in Lewisham will be beneficial for children needing placements regionally, and across the country. Staff will now be able to target Lewisham families for adoption, and the service has the capacity to do this through the Adoption Reform Grant.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP09**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Family Social Work**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
643	Nil	643

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Meliot Road is a family centre that provides support to vulnerable families and Court reports as part of care proceedings.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £15k

It is planned to sell surplus capacity to other London boroughs.

Where the Council sells surplus capacity to other London Boroughs, officers must ensure that there are appropriate contractual arrangement in place to cover such arrangements.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no anticipated impact on staff or service users.

**Is this proposal “cross-cutting?”** i.e. span over different Services

YES

NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

YES

NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**Note:** Where the saving proposal is cross cutting or an aggregation of lower value savings to arrive at the de-minimis level of £100k, please ensure that sufficient detail is maintained locally to support these.

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted services and Joint Commissioning**

**REF: CYP10**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Early Intervention**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
151	NIL	151

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

This budget covers delivery of the Family Information Service which provides a directory that covers early years and childcare, employment and training, health, housing, safety and other issues.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£45k**

The database has been brought in house and the cost has therefore reduced.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

This service will now be delivered through the Council's Callpoint service. There will be no impact on staff and service users will continue to have access to the same information.

**Is this proposal "cross-cutting?"** i.e. span over different Services

**YES**

**NO**

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

**YES**

**NO**

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted Services and Joint Commission**

**REF: CYP11**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Early Intervention**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
1,650	NIL	1,650

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Targeted Family Support contract - the commissioned Targeted Family Support contract provides support to vulnerable families.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £100k

Through better commissioning arrangements savings can be made as we have managed the current Targeted Family Support contract to deliver to a lower value than initially set aside for the contract. This saving does not reduce the number of families who will receive support from the service, but does reduce the unit costs

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no anticipated impact on staff or service users.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**Note:** Where the saving proposal is cross cutting or an aggregation of lower value savings to arrive at the de-minimis level of £100k, please ensure that sufficient detail is maintained locally to support these.

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted Services and Joint Commission**

**REF: CYP12**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Attendance and Welfare**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
1,087	Nil	1,087

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Attendance and Welfare Service - Parents have a legal responsibility to ensure that their child is attending school regularly. The service works closely with families, schools and other agencies to improve school attendance. Failure to attend school regularly could result in the Council taking legal action. Magistrates can also impose a Parenting Order, requiring parents or carers to attend counselling or guidance sessions for a period of up to three months.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

A full re-organisation of the service was proposed in the last budget round, including de-layering of management as well as considering the caseloads of staff and the areas of work that have the greatest impact on absence. Savings of £200k have already been agreed. It will become a traded service for non-statutory elements. A further saving is now believed possible to make. The total saving is £500k or 50% of the original budget (£1,087k), taking expenditure into line with our statistical neighbours.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is a likely reduction in staff. Discussions are taking place with schools about the work they do on attendance and the expectations on them in future to take greater responsibility for casework. Secondary schools already have developed infrastructures for doing this, and primary schools will be offered support in moving to the new model. Schools will be offered the opportunity to buy a range of services to supplement what they deliver themselves, and there will be a number of core statutory services which will remain free. It is planned to implement the changes in September 2014 delivering a part year saving in 14/15. Please note, a supporting report to this proposal is attached at Appendix F.

<b>Does this proposal require a full report . (Seek advice from Legal Services)</b>	<b>YES</b>	<b>NO</b>
<b>Is this proposal “cross-cutting?” i.e. span over different Services</b>	<b>YES</b>	<b>NO</b>

**Value of Proposals per year (£000's)**

<b>2014/15:</b>	<b>2015/16:</b>	<b>Total 2014 / 16:</b>
100	200	300

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**  
**DSG:**

<b>Can this saving be taken in current Financial Year:</b>	<b>YES</b>	<b>NO</b>
<b>If YES to previous question, what is the value that can be taken:</b>		

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
Consultation is under way with staff, schools and the third sector but is not yet complete.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
4			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>					
<i>B - Young people's achievement and involvement</i>			<i>J - Inspiring efficiency, effectiveness and equity</i>			A. Community Leadership and empowerment					
						B. Young people's achievement and involvement					
						C. Clean, green and liveable					
						D. Safety, security and a visible presence					
						E. Strengthening the local economy					
						F. Decent Homes for all					
						G. Protection of children					
						H. Caring for adults and the older people					
						I. Active, health citizens					
						J. Inspiring efficiency, effectiveness and equity					
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
Positive	Negative	Neutral	Positive	Negative	Neutral						
<b>Level of Impact</b>			<b>Level of Impact</b>								
High	Medium	Low	High	Medium	Low						
<b>What is the overall impact on equalities?</b>											
2014/15			2015/16			2016/17					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			High			Medium			Low		
<b>Gender:</b>			High			Medium			Low		
<b>Age:</b>			High			Medium			Low		
<b>Disability:</b>			High			Medium			Low		
<b>Religion/Belief:</b>			High			Medium			Low		
<b>Pregnancy/Maternity</b>			High			Medium			Low		
<b>Marriage &amp; Civil Partnerships</b>			High			Medium			Low		
<b>Sexual Orientation:</b>			High			Medium			Low		
<b>Gender reassignment</b>			High			Medium			Low		
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
Under The School and Early Years Finance (England) Regulations 2012 "Expenditure arising from the authority's functions under Chapter 2 of Part 6 of the 1996 Act (school attendance)" falls within the Non Schools Education Budget as set out at Schedule 1 to the Regulations. It follows that such expenditure should properly be funded from general local authority resources (not DSG). This does not prohibit the charging of school budgets for all services provided which relate to school attendance.											
Where the responsibility rests with the local authority then the local authority are not able to seek to charge											

schools for such activities, e.g. school attendance orders and school attendance prosecutions. Where however the charge relates to functions additional or ancillary to the local authority functions then it seems that the local authority may seek charges from schools.

The "School Attendance" statutory guidance confirms "Only local authorities can prosecute parents and they must fund all associated costs."

Local authorities are statutorily responsible for ensuring that parents fulfil their legal duty that their child/ran of compulsory school age receive suitable, efficient fulltime education either by regularly attending school or otherwise. Local authorities are statutorily required to make arrangements to enable them to establish (as far as it is possible to do so) the identity of children in their area who are not receiving a suitable education.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

Neutral

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:	CYP46, Jan 2013	

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		3.6		18.8	1		
Head Count		5		19	1		
Vacant♠							
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 23	Male: 2		
Ethnicity:	BME: 12	White: 11	Other: 1	Not Known: 1
Disability:	3			
Sexual Orientation:	Where known: 8 heterosexual		Not Known: 17	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							



**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted Services and Joint Commission**

**REF: CYP13**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Youth Service**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,977	160	2,817

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Youth Service has been reorganised and provides directly and through commissioning a range of services supporting young people in the borough aged 8-19, up to 25 with LDD covering: 1:1 intensive support for young people with identified vulnerabilities, Issue based group work for specific vulnerable groups, Street based youth work and Access to positive activities through fun and vibrant places to go and things to do. With activities targeted at young people at the greatest risk of poor life outcomes. All services are aimed at achieving impact for young people of: Improved life skills, Increased involvement in education, employment or training, Staying safe and well, and preventing needs from escalating.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £100k

It is now proposed to reduce the commissioned work for youth by a further £100k from the currently allocated £965k.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

Service users will continue to have access to a wide range of youth provision. There will be no impact on Council staff, since this money is related to commissioning services from external providers. It will mean less provision. However, the pot would remain large and therefore there would still be a range of high quality provision and providers.

**Is this proposal “cross-cutting?” i.e. span over different Services**

YES

NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

YES

NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							



**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – School Standards and achievements**

**REF: CYP14**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: School Improvement**

**LEAD OFFICER: Alan Docksey**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Service Level agreements are offered by the council to schools and cover a variety of support services. Schools pay for these services from their delegated formula budgets.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £150k

The services continue to trade successfully with schools and are increasing the value of services they are selling. It is proposed to increase the range of charges to schools and to ensure that all services to schools by the council are achieving the 15% overheads recovery.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** By increasing the range of charged for services and decreasing the number of “free” services then schools will find that their delegated budgets do not enable the same amount of services to be procured as previously. It is expected that the percentage impact on a school’s budget is 0.1%.

**Is this proposal “cross-cutting?”** i.e. span over different Services - CYP YES NO

**If proposal delivers part year saving in 2014/15, state value:** £75k

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Cross Directorate Savings**

**REF: CYP15**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Safeguarding and early intervention**

**LEAD OFFICER: Alan Docksey**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
50,068	4,889	45,179

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:** The Directorate has been operating a Departmental Expenditure Panel (DEP) for two years in order to challenge the need for all proposed expenditure. The departmental expenditure panel consists of the Executive Director of Children of Young People and the Directorate's Head of Resources. It approves all expenditure that is incurred within the Directorate before it is committed unless it is an emergency or is for a social care / special educational needs placement.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£216k**

This has already resulted in in-year savings through stopping expenditure or budget holders deciding it is no longer appropriate to undertake expenditure in these austere times. It is proposed now to take out of the budget the savings that have been delivered in the past through this process.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** This proposal brings the budget for the Directorate into line with the reduced spending level as a result of operating the DEP.

**Is this proposal “cross-cutting?”** i.e. span over different Services - CYP

**YES**

**NO**

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

**YES**

**NO**

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Services**

**Ref COM01**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: T 1**

**SERVICE: Adult Social Care**

**LEAD OFFICER: Joan Hutton/ Dee Carlin**

**PORTFOLIO: Assessment/ Care Management. Provision of care**

**SELECT COMMITTEE: HCSC**

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
107,500	26,500	81,000

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The aim of adult social care services is to enable residents who are eligible for social care funding to:

- gain maximum independence
- make choices about their care
- stay healthy and safe and
- increase their ability to participate in family and community life.

Adult social care fulfils the council's statutory duties in respect of vulnerable adults under the National Assistance Act 1948 and subsequent related legislation. By April 2014, all of this legislation will be streamlined into the one Social Care Act,

Councils are required to complete a thorough assessment of people's needs and to meet these assessed needs in the most cost effective manner by providing community care services.

The eligibility criteria is set by the Department of Health's Fair access to services FACS

The service also provides information and advice for residents who are not eligible for adult social care.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**      **£ 2.5m**

This proposal builds on a number of previous savings proposals (Rounds 1 and 2 ) that bring together adult health and care services.

The integrated adult health and care programme has been established to deliver better outcomes for residents and, through the joining up of health and care services, and the removal of duplication across the whole health and care system, deliver a range of efficiencies.. The integrated care programme will focus on developing teams of professionals and support services that work closely with GP practices to reduce duplication of assessment , care planning and management of care. It is anticipated that this way of working will enable a saving of £2.5 m to be made in 2014/15.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** Making significant financial savings at the same time as meeting the needs of vulnerable adults is clearly a challenge, but joint working should make it possible to decrease costs without impacting on the quality of care offered

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value: £000’s**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant◆							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Community Services

**REF:** COM02

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 4

**SERVICE:** Cultural and Community Development Service - Leisure

**LEAD OFFICER:** Liz Dart

**PORTFOLIO:** Community Services

**SELECT COMMITTEE:** Healthier Communities

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

Expenditure	Income	Net Budget
£000's	£000's	£000's
£2,500	£0	£2,500

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The leisure budget is managed by the Community Resources Team within Culture and Community Development. Leisure services are delivered through two contracts that manage ten sports and leisure facilities across the borough ranging in size from playing fields at Warren Avenue to our newly opened flagship Glass Mill Leisure Centre in Loampit Vale.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £0.2m

Both Leisure contracts include provision for free swims for under 16s and over 60s. In future, given the recognised benefits of swimming in terms of health and wellbeing, Public Health funding will be used to deliver this provision going forward as part of their physical activity programme. The commitment to free swims for under 16s and over 60s will therefore remain and partnership working with Public Health will take place to promote the scheme and increase take up.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There are no staff or service impacts from this proposal.

**Is this proposal "cross-cutting?"** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Service**

**REF: COM03**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C4**

**SERVICE: Cultural and Community Development Service – VCS grants**

**LEAD OFFICER: Liz Dart**

**PORTFOLIO: Community Services/Third Sector**

**SELECT COMMITTEE: Safer Stronger Select Committee**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
£6,400	£0	£6,400

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Cultural and Community Development Service works in partnership with residents and the voluntary and community sector to deliver on Lewisham's priorities by:

- Encouraging people to be involved and active
- Building the capacity of the voluntary and cultural sectors
- Giving individuals and community groups a voice
- Encouraging enterprise and innovation

The community sector grants programmes provide funding to voluntary and community sector organisations across the borough and contributes to the London Borough Grants Scheme to ensure Lewisham residents have access to pan London services.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £0.5m

It is proposed to reduce the £6.4m grants budget by £0.5m. This saving proposal will not impact on the small grants, faith fund or existing commitments in the main grants programme. The saving will be taken from unallocated funds. Savings have become available through reduction to the required contribution to London Borough Grants Scheme and previously agreed tapered funding.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no impact on staff from this savings proposal. The proposed £0.5m saving relates to unallocated funds within the grants budget so will not require any reduction to existing main grant commitments.

<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	YES	NO
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	YES	NO
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ (including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Services - Crime Reduction and Supporting People**

**REF: COM 04**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: T 1**

**SERVICE: Supporting People**

**LEAD OFFICER: Geeta Subramaniam-Mooney**

**PORTFOLIO: Cllr Chris Best**

**SELECT COMMITTEE: Healthier**

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>14,062</b>	<b>266</b>	<b>13,796</b>

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Service delivers against the following objectives:

- to provide vulnerable people with the support needed to achieve and maintain independent living
- to prevent and avoid more intensive and high cost services
- to prevent homelessness
- to provide support and accommodation for people where there may also be a statutory duty. For example, high support mental health schemes, emergency accommodation in relation to domestic violence, young people and people with learning disabilities.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**

**£100 k**

The Supporting People service received an additional amount within its budget to cover inflation costs. However the Supporting People Framework Agreement and call-off contracts under it do not provide for indexation or any inflationary increase and this additional funding can therefore be offered as a saving.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: na**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

**YES**

**NO**

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Services Crime Reduction and Supporting People**

**REF: COM05**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: T 1**

**SERVICE: Drugs and Alcohol**

**LEAD OFFICER: Geeta Subramaniam-Mooney**

**PORTFOLIO: Cllr Janet Daby**

**SELECT COMMITTEE: Safer Stronger / Healthier Communities**

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

Expenditure	Income	Net Budget
£000's	£000's	£000's
5,981	-5,445	536

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Service delivers against the following objectives :

- to reduce harm caused by drug use both to the individual and to the community
- to deliver a service for offenders with drug use
- to deliver rehabilitation and detoxification provision
- to provide community treatment services
- help drug and alcohol users achieve tangible treatment gains and recovery
- to provide outreach and education and information

People accessing residential rehab will usually have:

- Failed in community treatment more than once
- Longer and more entrenched drug and alcohol misusing careers
- A range of problem substances
- Poorer physical and psychological health
- More significant housing problems

Service users attending residential rehab are likely to be more complex.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £300 k

Savings will be delivered through improved efficiencies, following a review of the drug and alcohol treatment budget and reallocation of resources in line with priorities. The Drug and Alcohol Action Team is working closely with Public Health in this work.

The Tier 4 (detox and rehab) panel has been overhauled and the Tier 4 provider framework recommissioned. This ensures improved utilisation of rehabilitation provision and mitigates against the possible reduction in overall rehab places.

In order to support people leaving rehab, an Aftercare service (TTP) has been commissioned and this ensures wraparound support is provided to residents following a period in a rehab setting. This results in sustained recovery. Local community based detox provision has also been established (also known as ambulatory detox) which is less costly than a residential rehab placement.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: n a**



**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ♦ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Customer Services, Strategic Housing**

**REF: CUS01**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 5**

**SERVICE: Housing Strategy and Programmes**

**LEAD OFFICER: Jeff Endean**

**PORTFOLIO:**

**SELECT COMMITTEE: Housing Select Committee**

**2013/14 (000's) – seek information from Finance**

**Net Controllable Budget:**

Expenditure	Income	Net Budget
£000's	£000's	£000's
422	17	405

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The service contract manages the direct provision of housing services for the Council's retained housing stock of c 18,000 homes through Lewisham Homes and the Brockley PFI. It manages the Council's partnerships with the broader housing sector, including where stock has been transferred to RPs. It manages the Council's policy agenda in relation to housing and homelessness, seeks to ensure housing objectives are delivered through private developments, supports the Executive Director in responding to the Housing Select Committee, provides business planning support across the housing division and oversees the housing capital programme.

The service also oversees the Housing Matters change programme, reviewing the ownership options for the Council's retained housing stock and ALMO, overseeing Council new build housing, and improving housing specifically for older people.

The team also manages the large estate regeneration schemes such as Excalibur, although this is 100% HRA funded and therefore not affected by this proposal.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

This proposal is to restructure the entire Housing Strategy and Programme team to provide a more streamlined approach by merging three teams into two new units, which will reduce management overheads, duplication and streamline processes.

Of the £173k, £100k is already accounted for in the 2014/15 budget with a further £73k being a new saving achieved by a wider scale restructure of the team

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The nature and focus of the teams work is changing and the make-up of the team needs to reflect this. It is likely that a review of the clienting relationship functions between the Council and its key Housing Management Partners will need to take place with a transfer of some of the existing functions to our Partners. In addition, there also needs to be a review of the nature and structure of the policy function across the team.

<b>Does this proposal require a full report?</b> (Seek advice from Legal Services)	YES	NO
<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	YES	NO

Value of Proposals per year (£000's)										
2014/15			2015/16			Total 2014 / 16				
73						73				
Percentage of Net Budget proposed:										
Effect on HRA/DSG: /		YES	NO	If YES, outline the effect below						
HRA: DSG:										
Can this saving be taken in current Financial Year:						YES	NO			
If YES to previous question, what is the value that can be taken:										
Outcome of Consultation (if required)										
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory										
This proposal is subject to staff consultation as stipulated within the Council's Employment/Change Management policies.										
Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable										
1			2			3			4	
Impact on Corporate Priorities:										
Main Priority – Most Relevant			Secondary Priority			Corporate Priorities:-				
F			J			A. Community Leadership and empowerment				
Impact of saving on corporate priority			Impact of saving on corporate priority			B. Young people's achievement and involvement				
Positive	Negative	Neutral	Positive	Negative	Neutral	C. Clean, green and liveable				
Level of Impact			Level of Impact			D. Safety, security and a visible presence				
High	Medium	Low	High	Medium	Low	E. Strengthening the local economy				
What is the overall impact on equalities?										
2014/15			2015/16			2016/17				
High	Medium	Low	High	Medium	Low	High	Medium	Low		
Level of impact: State the level of impact on the protected characteristics below:										
Ethnicity:			High	Medium	Low					
Gender:			High	Medium	Low					
Age:			High	Medium	Low					
Disability:			High	Medium	Low					
Religion/Belief:			High	Medium	Low					
Pregnancy/Maternity			High	Medium	Low					
Marriage & Civil Partnerships			High	Medium	Low					
Sexual Orientation:			High	Medium	Low					
Gender reassignment			High	Medium	Low					
If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :										

**Outcome of full Equalities Analysis Assessment (if required) :**

Please outline the outcome of the full EAA if undertaken

As this savings proposal has staffing implications, the service will be required to undertake an equalities analysis assessment (EAA) as part of their restructuring process. As part of their operational business processes, the service will monitor the impact of any staffing implications on service delivery and where necessary, take action to mitigate any resultant impacts.

**Ward/Geographical implications – State which specific Wards are directly affected by this proposal**

All Wards : <b>YES /NO</b>	If individual Wards, please state:
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**Legal Implications – State any specific Legal Implications relating to this proposal**

None

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

None

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<del>NO</del>
Is this a continuation of a previous proposal?	<b>YES</b>	<del>NO</del>
If YES, please state the previous Reference No.(s) and year:	2014/15 – CUS31	

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE				8	4	1	
Head Count				7	3	1	
Vacant♠							
Vacant◆							
Vacant♥				1	1		

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 9	Male: 4		
Ethnicity:	BME: 3	White: 10	Other:	Not Known:
Disability:	0			
Sexual Orientation:	Where known:		Not Known:	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							

Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy	TUPE			Delete vacant post		
FTE :							
Head Count:							
Grades :							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services, Environment Division

**REF:** CUS02

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 6

**SERVICE:** Beckenham Place Park, Bereavement Services Refuse & Fleet Services

**LEAD OFFICER:** Nigel Tyrell

**PORTFOLIO:**

**SELECT COMMITTEE:** Sustainable Development

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**      £000's      £53k

1. Deletion of vacant workshop post in Fleet £38k - Self explanatory.
2. Reduction in refuse pooled transport £10k - Managers currently have access to a pooled car. This is no longer needed and a £10k saving can be achieved by not longer holding this car in the council's vehicle fleet.
3. Non staffing efficiency savings in bereavement Service £5k - A general, non specific reduction in the services running costs budgets can be achieved with no impact the service to customers

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

No impact on service users. Increased workload for staff. Reduction of 1 part-time post.

<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services	YES	NO
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	NO
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE	28%						
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Customer Services, Environment Division**

**REF: CUS03**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 6**

**SERVICE: Refuse**

**LEAD OFFICER: Nigel Tyrell**

**PORTFOLIO:**

**SELECT COMMITTEE: Sustainable Development**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
5,641	2,161	3,480

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Refuse Collection Service collects domestic and trade waste and provides a recycling collection service.

The service customers are Lewisham residents and local business, including local housing providers. The stakeholders are residents, local business, members and central government.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**      **£000's      £270,000**

1.Reduction of recycling collection round and vehicle (x1). There are currently 9 rounds. Route optimisation will allow for one round to be reduced.

2.Income from bin hire charges introduced this year is exceeding original estimate. There is no indication that this will reduce in future years.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

No impact on service users. Increased workload for remaining staff Reduction of 4 agency posts (driver and 3 loaders).

<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

**♠ (not covered by council employee)**

**♦ (covered by council employee)**

**♥ including posts covered by agency)**

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services, Strategic Housing

**REF:** CUS04

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 5

**SERVICE:** Private Sector Housing Unit: TRANSFER OF HOSTELS TO THE GENERAL FUND

**LEAD OFFICER:** Madeleine Jeffery

**PORTFOLIO:**

**SELECT COMMITTEE:** Housing Select Committee

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:** (note this is General Fund, there is also an HRA element)

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
795	119	676

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Council currently operates 24 hostels comprising of 334 rooms. These are made available to homeless households while they await the offer of a permanent social tenancy within the Council's main housing stock. The hostels are contained within the Housing Revenue Account and are managed by the Private Sector Housing Agency. The Council charges rents and a service charge for the hostel properties to residents. For those residents that are not working these charges are met through housing benefit. Working households meet the rental costs themselves. In addition to rent the hostel residents pay a heat, light, water and power charge directly.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £200k for 2015/16

There are two elements to this proposal. The two elements are:

1. To transfer the hostels from the HRA to the General Fund. This requires Secretary of State approval. It would however place the hostels in the same place as other TA types such as B&B and PS leasing which are already managed within the General Fund. The clientele are the same (i.e. transient residents and those who face hardship as a result of homelessness) and locating the management of all of the stock allocated to these residents in one place would make sense.
2. The second element to the change is an increase in the rents charged to residents of hostels. The proposed level of increased rents is set out below and would work within the current HB limitations but does not maximise this. If we took the rents to the limitation maximums then this would raise the 1 bed space rents by 59% or £70pw and the 2 bed space rents by 23% or £36pw. The proposal dampens the impacts as follows:

<b>Bedspace</b>	<b>Current</b>	<b>Proposed</b>	<b>Change (£)</b>	<b>Change (%)</b>
1	119.58	150.00	30.02	25.0
2	154.21	165.00	10.79	7.0
3	188.44	190.00	1.56	0.8
4	205.58	190.00	-15.58	-7.6
5	205.58	190.00	-15.58	-7.6
6	205.58	190.00	-15.58	-7.6
7	205.58	190.00	-15.58	-7.6

The total estimated additional income that would be generated by these changes is £201,768 after allowing for 10 per cent void loss. The issue of any increased interest costs coming from an increased valuation have not been calculated in this surplus.



**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There will be a minimal impact on working service users housed in 1 and 2 bed space units who meet their own rent and service charge costs as a result of the proposed change from the HRA to the General Fund.

<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: £000’s**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant◆							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services, Strategic Housing

**REF:** CUS05

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 5

**SERVICE:** Housing Strategy and Programmes: MILFORD TOWERS HOUSING PROJECT

**LEAD OFFICER:** Jeff Endean

**PORTFOLIO:**

**SELECT COMMITTEE:** Housing Select Committee

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:** (note this is General Fund, there is also an HRA element)

Expenditure	Income	Net Budget
£000's	£000's	£000's
0	250	(250)

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

In anticipation of the wider Catford town centre regeneration, the decant of Milford Towers began in April 2012. Market conditions slowed the regeneration process, and so the opportunity arose to use the decanted properties for a meanwhile use. This has been undertaken in combination with Notting Hill Housing who are targeting these properties to local residents at a discount to market rents.

This meanwhile, can be expected to continue for a minimum of at least two years while options for the regeneration are developed and then pursued.

A more detailed analysis is being undertaken of the budget for this project by the finance team to confirm the contributions over the next 2 – 3 years.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £158k

This saving will be achieved by absorbing an element of the expected £516k management costs within the Council as a result of the fact that now a large number of the properties have been let the resource requirement to manage the scheme has reduced.

The effect of these efficiencies is a reduction in the expenditure budget for the Milford Towers project of £158k in this year.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There will be no impact on service users. Staff will achieve the saving through efficiencies in the way in which the management of the scheme is managed, leading to reduced management costs.

<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services	YES	NO
--	-----	----

**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	YES	NO
--	-----	----

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services Directorate / Public Services Division

**REF:** CUS06

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 7

**SERVICE:** Service Point

**LEAD OFFICER:** Roy Morgan

**PORTFOLIO:** Cllr Susan Wise

**SELECT COMMITTEE:** Safer Stronger

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
2,585	662	1,993

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Service Point is responsible for the Access.Point, Call.Point and Registration services. Customers are those needing to contact the Council for a service. Stakeholders are the services that Service Point administers and the General Register Office (part of HM Passport Office).

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £200K

The Registration Service provides a Nationality Checking Service (NCS) which generates an income (budgeted income of £116K). The savings proposal increases the income budget by £200K to £316K. There is a significant demand for the NCS service and this is expected to continue for the next 2 years. The increase will be achieved by increasing the number of appointments available and processing more checks. The increased income assumes 60% of customers will go on to attend a Citizen Ceremony.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There are no staff impacts. Service Users will benefit from the proposal.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services Directorate / Public Services Division

**REF:** CUS07

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 7

**SERVICE:** Service Point

**LEAD OFFICER:** Roy Morgan

**PORTFOLIO:** Cllr Susan Wise

**SELECT COMMITTEE:** Safer Stronger

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:**

Expenditure	Income	Net Budget
£000's	£000's	£000's
2,585	662	1,993

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Service Point is responsible for the Access.Point, Call.Point and Registration services. Customers are those needing to contact the Council for a service. Stakeholders are the services that Service Point administers and the General Register Office (part of HM Passport Office).

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**

The CallPoint service currently delivers an out of hours emergency telephone service. This savings proposal recommends the outsourcing of the service. Previous recommendations were to outsource the service to the London wide shared service centre operated by Vangent. However, concerns were raised over performance and risk. This proposal recommends the service is put out to tender rather than using the London wide shared service centre. Soft market testing suggests that once set up £200K savings are possible. Other providers (e.g. Agilisys and Capita) both deliver for other local authorities who report they are satisfied with the services received.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There are 8 FTE involved in the delivery of the service. Of these 4.5 FTE would TUPE to the new provider and 3.5 would return to the day time service and release agency staff. At least the same level of service would be provided to customers. There is also the potential to deliver a more robust service as more staff would be on duty.

**Is this proposal “cross-cutting?”** i.e. span over different Services

**Value of Proposals per year (£000's)**

2014/15	2015/16	Total 2014 / 16
100	100	200

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG:** / YES NO If YES, outline the effect below

HRA:

DSG:

**Can this saving be taken in current Financial Year:**

YES

NO

**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
This proposal is subject to staff consultation as stipulated within the Council's Employment/Change Management policies.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
1			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b> A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity					
J											
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>						
<b>Level of Impact</b>			<b>Level of Impact</b>								
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>What is the overall impact on equalities?</b>											
<b>2014/15</b>			<b>2015/16</b>			<b>2016/17</b>					
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Gender:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Age:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Disability:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Religion/Belief:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Pregnancy/Maternity</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Marriage &amp; Civil Partnerships</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Sexual Orientation:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Gender reassignment</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
As this savings proposal has staffing implications, the service will be required to undertake an equalities analysis assessment (EAA) as part of their restructuring process. As part of their operational business processes, the service will monitor the impact of any staffing implications on service delivery and where necessary, take action to mitigate any resultant impacts.											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards : <b>YES / NO</b>			If individual Wards, please state:								
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											

Outsourcing the service would require the service to be competitively tendered through a procurement process which must be carried out in accordance with the Public Contracts Regulations 2006 and the Council's Constitution. Any savings achieved will be dependent upon the outcome of the procurement process. The outsourcing of the service may result in a TUPE transfer under the TUPE Regulations 2006.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:	2013/14 – CUS22	

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ♦ (covered by council employee)  
 ♥ including posts covered by agency  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		8					
Head Count		8					
Vacant♠							
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 7	Male: 1		
Ethnicity:	BME: 6	White: 2	Other:	Not Known:
Disability:	0			
Sexual Orientation:	Where known:	Not Known:		

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			
Head Count:			
Grades :			

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services Directorate / Public Services Division

**REF:** CUS08

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 7

**SERVICE:** Service Point

**LEAD OFFICER:** Roy Morgan

**PORTFOLIO:** Cllr Susan Wise

**SELECT COMMITTEE:** Safer Stronger

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,585	662	1,993

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Service Point is responsible for the Access.Point, Call.Point and Registration services. Customers are those needing to contact the Council for a service. Stakeholders are the services that Service Point administers and the General Register Office (part of HM Passport Office).

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**

Reorganise Service Point staff to delayer and rationalise management duties. Delete remaining 6 x Sc6 supervisor posts, but create 1 scheduling and planning officer and 2 x Sc4.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

No impact on service delivery.

Deletes 6 x Sc6 but opportunity to apply for scheduling and planning officer or go to lower grade of Sc4.

**Is this proposal “cross-cutting?”** i.e. span over different Services

**Value of Proposals per year (£000's)**

<b>2014/15</b>	<b>2015/16</b>	<b>Total 2014 / 16</b>
25	25	50

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: /** YES NO **If YES, outline the effect below**

HRA:

DSG:

**Can this saving be taken in current Financial Year:**

YES

NO

**If YES to previous question, what is the value that can be taken:**

Outcome of Consultation (if required)											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
This proposal is subject to staff consultation as stipulated within the Council's Employment/Change Management policies.											
Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable											
1			2			3			4		
Impact on Corporate Priorities:											
Main Priority – Most Relevant			Secondary Priority			<b>Corporate Priorities:-</b> A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity					
J											
Impact of saving on corporate priority			Impact of saving on corporate priority								
Positive	Negative	Neutral	Positive	Negative	Neutral						
Level of Impact			Level of Impact								
High	Medium	Low	High	Medium	Low						
What is the overall impact on equalities?											
2014/15			2015/16			2016/17					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
Level of impact: State the level of impact on the protected characteristics below:											
Ethnicity:			High	Medium	Low						
Gender:			High	Medium	Low						
Age:			High	Medium	Low						
Disability:			High	Medium	Low						
Religion/Belief:			High	Medium	Low						
Pregnancy/Maternity			High	Medium	Low						
Marriage & Civil Partnerships			High	Medium	Low						
Sexual Orientation:			High	Medium	Low						
Gender reassignment			High	Medium	Low						
If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :											
Outcome of full Equalities Analysis Assessment (if required) :											
Please outline the outcome of the full EAA if undertaken											
As this savings proposal has staffing implications, the service will be required to undertake an equalities analysis assessment (EAA) as part of their restructuring process. As part of their operational business processes, the service will monitor the impact of any staffing implications on service delivery and where necessary, take action to mitigate any resultant impacts.											
Ward/Geographical implications – State which specific Wards are directly affected by this proposal											
All Wards :			If individual Wards, please state:								
YES / NO											
Legal Implications – State any specific Legal Implications relating to this proposal											



<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>							
<b>Human Resources Implications – Details relating to the Existing structure</b>							
Will this saving proposal have an impact on staffing levels within your team (yes/no)?						<b>YES</b>	<del>NO</del>
Is this a continuation of a previous proposal?						<b>YES</b>	<del>NO</del>
If YES, please state the previous Reference No.(s) and year:						2013/14 – CUS21	
<b>Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count &amp; Vacant)</b>							
♠ (not covered by council employee)							
♦ (covered by council employee)							
♥ including posts covered by agency)							
(HR Advisory Service will provide you with data where this is available)							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		6					
Head Count		6					
Vacant♠							
Vacant♦							
Vacant♥							
<b>Workforce Profile Information</b>							
Please provide a breakdown of your service area:							
Gender:	Female:			Male:			
Ethnicity:	BME:		White:		Other:		Not Known:
Disability:							
Sexual Orientation:	Where known:			Not Known:			

<b>Human Resources Implications – To be completed on conclusion of consultations</b>							
<b>From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent &amp; Head Count)?</b>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy		TUPE			Delete vacant post	
FTE :							
Head Count:							
Grades :							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Resources & Regeneration – Audit & Risk

**REF:** RNR01

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 1

**SERVICE:** Internal Audit; Anti-Fraud & Corruption Team; Health & Safety

**LEAD OFFICER:** David Austin

**PORTFOLIO:** Resources

**SELECT COMMITTEE:** Public Accounts Select Committee

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
5,439	-2,333	3,106

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Audit & Risk Service is responsible for the Council's corporate internal audit, counter fraud, insurance, risk management and health & safety arrangements. It provides assurances on and contributes to the safe, efficient and effective delivery of Council's Services, acting as an agent to challenge where the need and opportunity for improvement is identified.

The Service has a combined net budget of £3.1m (gross £5.4m), 20 staff, a seconded police officer, and manages two large (OJEU) contracts with an internal audit service provider and insurance broker. Other than for H&S it has SLAs with Lewisham Homes and Schools.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

The savings proposal is £130k.

Internal Audit – review assurance priorities and delivery mechanisms to save £75,000.

Counter Fraud – reduce resourcing of Housing Benefit Investigation by £25,000 (part year) ahead of move to the Single Fraud Investigation Service under Department for Work and Pensions direction. The post is currently vacant.

Health & Safety – delete the vacant post for administration support H&S post to save £30,000 and connect this team to the Business Support Services review to get administration support centrally.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The internal audit saving will enable the current level of internal assurance work to be provided but via a different approach.

The Counter Fraud saving will reduce the level of housing benefit investigation casework able to be conducted although mitigations around case prioritisation will be introduced in the run up to the service transfer to the Department for Work and Pensions.

The Health & Safety saving will mean the current pressure from not filling the vacant post will continue on the team for a while longer (currently it has been 18 months), pending corporate business support changes.

<b>Does this proposal require a full report.</b> (Seek advice from Legal Services)	YES	NO
<b>Is this proposal "cross-cutting?"</b> ie. span over different Services	YES	NO

Value of Proposals per year (£000's)									
2014/15:			2015/16:			Total 2014 / 16:			
130						130			
Percentage of Net Budget proposed: 4%									
Effect on HRA/DSG: /		YES		NO		If YES, outline the effect below			
HRA: DSG:									
Can this saving be taken in current Financial Year:							YES		NO
If YES to previous question, what is the value that can be taken:									
Outcome of Consultation (if required)									
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory									
This proposal is subject to processes stipulated within the Council's Employment/Change Management policies.									
Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable									
4			2			3			4
Impact on Corporate Priorities:									
Main Priority – Most Relevant				Secondary Priority			Corporate Priorities:-		
J – Inspiring efficiency, effectiveness and equity							A. Community Leadership and empowerment		
Impact of saving on corporate priority				Impact of saving on corporate priority			B. Young people's achievement and involvement		
Positive	Negative	Neutral		Positive	Negative	Neutral		C. Clean, green and liveable	
Level of Impact			Level of Impact			D. Safety, security and a visible presence			
High	Medium	Low		High	Medium	Low		E. Strengthening the local economy	
What is the overall impact on equalities?									
2014/15			YYYY/YY			YYYY/YY			
High	Medium	Low	High	Medium	Low	High	Medium	Low	
Level of impact: State the level of impact on the protected characteristics below:									
Ethnicity:				High		Medium		Low	
Gender:				High		Medium		Low	
Age:				High		Medium		Low	
Disability:				High		Medium		Low	
Religion/Belief:				High		Medium		Low	
Pregnancy/Maternity				High		Medium		Low	
Marriage & Civil Partnerships				High		Medium		Low	
Sexual Orientation:				High		Medium		Low	
Gender reassignment				High		Medium		Low	
If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :									

**Outcome of full Equalities Analysis Assessment (if required) :**

Please outline the outcome of the full EAA if undertaken  
An EAA is not required.

**Ward/Geographical implications – State which specific Wards are directly affected by this proposal**

All Wards :	If individual Wards, please state:
<b>YES /NO</b>	

**Legal Implications – State any specific Legal Implications relating to this proposal**

No specific legal implications have been identified. Statutory obligations will continue to be met.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

No specific impact on the voluntary sector has been identified.

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		1	1	14.86	1.86	2	
Head Count			1	13	2	1	
Vacant♠		1		1			
Vacant◆							
Vacant♥				1		1	

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 11	Male: 6		
Ethnicity:	BME: 6	White: 10	Other: 1	Not Known:
Disability:	1			
Sexual Orientation:	Where known:		Not Known:	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		1		1			
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			2
Head Count:			
Grades :			Sc 3-5; PO1-5

## BUDGET SAVING PROPOSAL 2014 / 16

**DIRECTORATE AND DIVISION:** Resources & Regeneration - Planning

**REF:** RNR02

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 8

**SERVICE:** Development Management, Policy, Conservation & Urban Design

**LEAD OFFICER:** John Miller

**PORTFOLIO:** Regeneration

**SELECT COMMITTEE:** Sustainable Development

### 2013/2014 BUDGET (£000's)

#### Net Controllable Budget:

Expenditure £000's	Income £000's	Net Budget £000's
3,692	1,527	2,165

### Description of Service

#### **Briefly describe your service and state who your customers and stakeholders are:**

The planning system guides the future development and use of land in the long term public interest. This is achieved through the preparation of guidance in the development plan and a positive and proactive approach to shaping, considering, determining and delivering development proposals. It is led by the Planning Service, working closely with those proposing developments and other stakeholders. This service is a 'front-line' service and instrumental in both driving change and development in the Growth Areas of Deptford / New Cross, Lewisham and Catford and resisting inappropriate development across the borough. The preliminary figure for new homes completed in the Borough during 2012/13 is 1,752. This increased level of development means that the service is potentially generating the Council £8-10m per annum in New Homes Bonus funding. The service has also secured £3.7m in Section 106 contributions over the last 2 years.

The Planning Service leads on the future allocation of uses and development of land within Lewisham in the long term public interest. The Service provides a strong policy framework to promote regeneration and work closely with those proposing new development. They also provide a planning service to Lewisham residents seeking advice and information about planning issues in their areas, including for Ward Assemblies and other local meetings. They are responding to and supporting the 'Localism Agenda'. The Planning Service's pages on the Council's web site receive amongst the highest number of hits of any service.

The Planning Function works in tandem with the economic development team within the service, which provides strategic expertise on matters relating to the economy as well as providing guidance, commissioning and delivery of employment and business support. It also provides an EU funding and advisory role council wide. The service supports Lewisham residents seeking employment, employment support providers and independent businesses. The service is also a council wide resource on matters relating to Economic Development, Employment, Business, Local Labour and Inward Investment.

### Description of saving proposed

#### **Please provide sufficient details on the proposal:**

The Planning Service introduced a fee of £1000 plus VAT for the provision of pre-application advice on Major planning applications with a £40,000 income target per annum. This fee was introduced on 1 April 2011. At the time, the Service stated that it would assess the potential to extend pre-application fees to other planning application categories including householder applications.

The provision of the pre-application advice service has now been internally reviewed by the Planning Service and also benchmarked against other comparable London Boroughs.

A combination of an increase in fees for pre application advice on Major planning applications and a new fee for householder and other small scale scheme pre-application advice should enable an additional £50k to be achieved in fees.

<b>Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:</b>										
When the paid pre-application service is fully implemented from 1 April 2014 customers will be able to make an appointment with a Planning Officer. The Planning Officer will deal with both the pre application advice and the planning application when submitted. They will also advise the applicant on how to undertake local consultation on their proposals. The advice will be followed up in writing and will provide a level of certainty to the applicant that a future application should be determined more efficiently and quickly if the development proposals follow the pre-application advice.										
<b>Does this proposal require a full report.</b> (Seek advice from Legal Services)						YES	NO			
<b>Is this proposal “cross-cutting?”</b> ie. span over different Services						YES	NO			
<b>Value of Proposals per year (£000's)</b>										
<b>2014/15:</b>			<b>2015/16:</b>			<b>Total 2014 / 16:</b>				
50						50				
<b>Percentage of Net Budget proposed:</b> 2.3%										
<b>Effect on HRA/DSG:</b> /		YES	NO	<b>If YES, outline the effect below</b>						
HRA: DSG:										
<b>Can this saving be taken in current Financial Year:</b>						YES	NO			
<b>If YES to previous question, what is the value that can be taken:</b>										
<b>Outcome of Consultation (if required)</b>										
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory										
This proposal is not subject to statutory or non-statutory consultation with service users, strategic partners or staff as this will be a discretionary service										
<b>Risk to Achievability:</b> Please use the following to quantify risk: 1-Least achievable to 4 – most achievable										
1			2			3			4	
<b>Impact on Corporate Priorities:</b>										
<b>Main Priority – Most Relevant</b>				<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>			
E – Strengthening the local economy				J – Inspiring efficiency, effectiveness and equity			A. Community Leadership and empowerment			
<b>Impact of saving on corporate priority</b>				<b>Impact of saving on corporate priority</b>			B. Young people's achievement and involvement			
Positive	Negative	Neutral		Positive	Negative	Neutral		C. Clean, green and liveable		
<b>Level of Impact</b>				<b>Level of Impact</b>			D. Safety, security and a visible presence			
High	Medium	Low		High	Medium	Low		E. Strengthening the local economy		
							F. Decent Homes for all			
							G. Protection of children			
							H. Caring for adults and the older people			
							I. Active, health citizens			
							J. Inspiring efficiency, effectiveness and equity			
<b>What is the overall impact on equalities?</b>										
<b>2014/15</b>			<b>YYYY/YY</b>			<b>YYYY/YY</b>				
High	Medium	Low	High	Medium	Low	High	Medium	Low		

<b>Level of impact: State the level of impact on the protected characteristics below:</b>			
<b>Ethnicity:</b>	High	Medium	Low
<b>Gender:</b>	High	Medium	Low
<b>Age:</b>	High	Medium	Low
<b>Disability:</b>	High	Medium	Low
<b>Religion/Belief:</b>	High	Medium	Low
<b>Pregnancy/Maternity</b>	High	Medium	Low
<b>Marriage &amp; Civil Partnerships</b>	High	Medium	Low
<b>Sexual Orientation:</b>	High	Medium	Low
<b>Gender reassignment</b>	High	Medium	Low
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>			
<p>The change to a more pro-active approach to land use planning, together with increased functionality of the Council's website, means that a number of changes are now envisaged to the way the planning service engages with local residents and other stakeholders. The main changes proposed:</p> <ul style="list-style-type: none"> <li>• make engagement more proactive,</li> <li>• front-load activity to the pre-application stage, and</li> <li>• enable greater self-service.</li> </ul> <p>The provision of the pre-application advice service for 'minor' applications will be optional for those seeking to submit a planning application. It has now been internally reviewed by the planning service and the levels of charging have been benchmarked against all Inner London boroughs and Lewisham's neighbours.</p> <p>The residents/service users most likely to be impacted by the proposed change to the way this service is provided may be those with the protected characteristics age (older people), disabled people and those from BAME communities. It is recognised that those not online tend to be in the higher age groups and lower income groups, which also contains higher proportions of BAME and disabled people. The Council tries to mitigate this by offering free internet access and training in libraries.</p> <p>Older people (although not exclusively) may prefer not to undertake online transactional payments. The planning service is not currently proposing online payments however the Council has sought to improve choice and accessibility not only in the way that customers contact us, but also around payment option to ensure services are delivered in a more efficient and effective manner.</p> <p>Residents whose primary language is not English may have a greater need to discuss their requirements face-to-face rather than accessing information online. The planning service has access to Pearl Linguistics the Council's provider of translation, interpreting, transcription and disability services.</p> <p>The following summarises the actions and reasonable adjustments proposed to widen access for those who choose to use the planning pre-application service;-</p> <ul style="list-style-type: none"> <li>• Continue to provide a telephone contact and booking service, in particular for people who are unable to access planning information online.</li> <li>• Continue to provide hard copies of the information contained on the planning pages of the Council's website on request.</li> <li>• If applicable, promote the provision of a wider range of payment options for people choosing to use the pre-application service.</li> <li>• Continue to provide a home visiting service for people who are unable to visit Laurence House due to mobility or other access issues.</li> </ul> <p>The planning service will monitor and respond to the needs of service users once the charging structure in place.</p>			
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>			
An has been undertaken for this proposal, please see the section above.			
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>			
All Wards :	If individual Wards, please state:		
YES / NO			



**Legal Implications – State any specific Legal Implications relating to this proposal**

The proposal is to increase the current fees for provisions of pre-application advice on Major planning applications and to introduce a new fee for householder and other small scale scheme pre-application advice.

The power to charge for pre-application advice, which is a discretionary service, is derived from S93 of the Local Government Act 2003.

That power allows a best value authority, (of which Lewisham is one), to charge for the discretionary element of its services, if the recipient has agreed to receive that service. This does not apply where the Council has another specific power to charge or where it is expressly prohibited from doing so.

However, under Section 93 any charge must be on a not-for-profit basis (year-by-year) and, taking one year with another, the income from charges for such services must not exceed the cost for providing them.

The Council is prohibited by law from planning for such a surplus and therefore the Council must ensure that the proposed level of fees are a reasonable estimate of what it will actually cost it to provide the proposed services.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

No specific impact on the voluntary sector has been identified.

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	YES	NO
Is this a continuation of a previous proposal?:	YES	NO
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant◆							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female:	Male:		
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:	Not Known:		



**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			
Head Count:			
Grades :			

## BUDGET SAVING PROPOSAL 2014 / 16

**DIRECTORATE AND DIVISION:** Chief Executive's – Policy & Governance

**REF:** RNR03

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 1

**SERVICE:** Chief Executive's Office; Policy & Partnerships Unit; Governance

**LEAD OFFICER:** Barrie Neal

**PORTFOLIO:** Strategy & Communications

**SELECT COMMITTEE:** Public Accounts Committee

### 2013/14 BUDGET (£000's)

#### Net Controllable Budget:

Expenditure £000's	Income £000's	Net Budget £000's
2,502	(54)	2,448

### Description of Service

#### **Briefly describe your service and state who your customers and stakeholders are:**

The Policy & Governance Division includes the Chief Executive's Office, the Policy & Partnerships Unit, Governance Support and secretariat support to the Resources & Regeneration and Customer Services Directorates.

The Policy function supports the Council's activities in relation to strategic planning, policy development (including statutory equalities duties), consultation & research (including Census intelligence) and performance management. The work underpins and supports robust decision-making and corporate management of the organisation.

The Governance function supports the Mayor and elected members in the administration of effective decision making responsibilities and overview & scrutiny duties. The function also covers responsibilities for member allowances, education appeals, member development, publicity for member surgeries and a whole range of civic events plus international partnerships.

Stakeholders include:

Chief officers, Mayor and Cabinet, senior managers, partners, elected members, MPs, visiting dignitaries, Borough organisations, members of the public, private and public sector institutions.

### Description of saving proposed

#### **Please provide sufficient details on the proposal:**

A saving across the salaries budgets is proposed at £128k for 2014/15 through the deletion of 2.4 vacant posts.

#### **Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The vacant posts proposed for deletion arise in relation to:

- one of only two posts supporting the Chief Executive's Office;
- a post in the central policy team
- a part-time post in Governance (Business & Committee services)

The overall reduction will impact on the capacity of teams across the Division to co-ordinate corporate initiatives, undertake high profile projects, deliver and support the preparation of statutory reports, contribute to partnership projects and respond to reactive work on Council priorities.

More specifically the part-time post in governance, now vacant, has traditionally supported the administration of Council meetings and civic events. The deleting of this part-time post would therefore increase pressures in these areas where any additional demands might arise.

<b>Does this proposal require a full report .</b>	<b>YES</b>	<b>NO</b>
<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>

<b>Value of Proposals per year (£000's)</b>			
<b>2014/15:</b>	<b>2015/16:</b>		<b>Total 2014 / 16:</b>
128			128

**Percentage of Net Budget proposed:** 5.2%

<b>Effect on HRA/DSG: /</b>	<b>YES</b>	<b>NO</b>	<b>If YES, outline the effect below</b>
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**HRA:**  
**DSG:**

<b>Can this saving be taken in current Financial Year:</b>	<b>YES</b>	<b>NO</b>
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**If YES to previous question, what is the value that can be taken:**

**Outcome of Consultation (if required)**

Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory

This proposal is subject to processes stipulated within the Council’s Employment/Change Management policies.

**Risk to Achievability:** Please use the following to quantify risk: 1-Least achievable to 4 – most achievable

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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**Impact on Corporate Priorities:**

<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>		
J – Inspiring efficiency, effectiveness and equity			A – Community leadership and empowerment			A. Community Leadership and empowerment		
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>			B. Young people’s achievement and involvement		
Positive	Negative	Neutral	Positive	Negative	Neutral	C. Clean, green and liveable		
<b>Level of Impact</b>			<b>Level of Impact</b>			D. Safety, security and a visible presence		
High	Medium	Low	High	Medium	Low	E. Strengthening the local economy		
						F. Decent Homes for all		
						G. Protection of children		
						H. Caring for adults and the older people		
						I. Active, health citizens		
						J. Inspiring efficiency, effectiveness and equity		

**What is the overall impact on equalities?**

<b>2014/15</b>			<b>YYYY/YY</b>			<b>YYYY/YY</b>		
High	Medium	Low	High	Medium	Low	High	Medium	Low

**Level of impact: State the level of impact on the protected characteristics below:**

<b>Ethnicity:</b>	High	Medium	Low
<b>Gender:</b>	High	Medium	Low
<b>Age:</b>	High	Medium	Low
<b>Disability:</b>	High	Medium	Low
<b>Religion/Belief:</b>	High	Medium	Low
<b>Pregnancy/Maternity</b>	High	Medium	Low
<b>Marriage &amp; Civil Partnerships</b>	High	Medium	Low
<b>Sexual Orientation:</b>	High	Medium	Low
<b>Gender reassignment</b>	High	Medium	Low

**If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :**

**Outcome of full Equalities Analysis Assessment (if required) :**

Please outline the outcome of the full EAA if undertaken

This proposal is subject to processes stipulated within the Council's Employment/Change Management policies.

**Ward/Geographical implications – State which specific Wards are directly affected by this proposal**

All Wards : If individual Wards, please state:  
**YES /NO**

**Legal Implications – State any specific Legal Implications relating to this proposal**

This proposal is subject to processes stipulated within the Council's Employment/Change Management policies.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

No specific impact on the voluntary sector has been identified.

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		1	5.4	15	7	3	1
Head Count		1	5	13	6	3	1
Vacant♠			0.4	2	1		
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 18	Male: 11		
Ethnicity:	BME: 4	White: 23	Other: 2	Not Known:
Disability:	1			
Sexual Orientation:	Where known:	Not Known:		

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE			0.4	1	1		
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			2.4
Head Count:			
Grades :			Sc3-5; PO1-5; PO6-8

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Chief Executive - Strategy

**REF:** RNR04

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 4

**SERVICE:** Strategy

**LEAD OFFICER:** Robyn Fairman

**PORTFOLIO:** Strategy & Communications

**SELECT COMMITTEE:** Public Accounts Committee / Safer Stronger

**YYYY/YY BUDGET (£000's)** – seek information form Finance

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,840	(424)	2,416

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Strategy includes the Mayor and Cabinet Office (support to Mayor and Cabinet, and the Young Mayor) Communications (corporate communications, media and internal communications) and the Local Strategic Partnership Team (support to partnerships, co-ordinating major partnership activity such as Troubled Families Programme, Community Budgets, Youth Task Force implementation, and Apprenticeships).

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

A budget reduction of £100k for the Community Budgets Project which will mean a reduction in cross-partner project work.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

As this savings proposal will mean a reduction in cross-partner project work around innovation, the service will develop a business case and seek resources for specific projects from external sources when needed rather than drawing on baseline funding.

<b>Does this proposal require a full report . (Seek advice from Legal Services)</b>	<b>YES</b>	<b>NO</b>
<b>Is this proposal “cross-cutting?” ie. span over different Services</b>	<b>YES</b>	<b>NO</b>

**Value of Proposals per year (£000's)**

<b>2014/15:</b>	<b>2015/16:</b>	<b>Total 2014 / 16:</b>
100		100

**Percentage of Net Budget proposed:** 4.1%

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**  
**DSG:**

**Can this saving be taken in current Financial Year:** YES NO

**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
This proposal is not subject to statutory or non-statutory consultation with service users, strategic partners or staff.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
1			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b> A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity					
E – Strengthening the local economy			J – Inspiring efficiency, effectiveness and equity								
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
Positive	Negative	Neutral	Positive	Negative	Neutral						
<b>Level of Impact</b>			<b>Level of Impact</b>								
High	Medium	Low	High	Medium	Low						
<b>What is the overall impact on equalities?</b>											
2014/15			YYYY/YY			YYYY/YY					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			High	Medium	Low						
<b>Gender:</b>			High	Medium	Low						
<b>Age:</b>			High	Medium	Low						
<b>Disability:</b>			High	Medium	Low						
<b>Religion/Belief:</b>			High	Medium	Low						
<b>Pregnancy/Maternity</b>			High	Medium	Low						
<b>Marriage &amp; Civil Partnerships</b>			High	Medium	Low						
<b>Sexual Orientation:</b>			High	Medium	Low						
<b>Gender reassignment</b>			High	Medium	Low						
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken An EAA is not required.											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES /NO											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
No specific legal implications have been identified. There are no contractual issues for this as there is no budget committed under any contracts.											
<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>											
No specific impact on the voluntary sector has been identified.											

<b>Human Resources Implications – Details relating to the Existing structure</b>							
Will this saving proposal have an impact on staffing levels within your team (yes/no)?						YES	NO
Is this a continuation of a previous proposal?:						YES	NO
If YES, please state the previous Reference No.(s) and year:							
<b>Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count &amp; Vacant)</b>							
♠ (not covered by council employee)							
♦ (covered by council employee)							
♥ including posts covered by agency)							
(HR Advisory Service will provide you with data where this is available)							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							
<b>Workforce Profile Information</b>							
Please provide a breakdown of your service area:							
Gender:	Female:			Male:			
Ethnicity:	BME:	White:		Other:		Not Known:	
Disability:							
Sexual Orientation:	Where known:			Not Known:			

<b>Human Resources Implications – To be completed on conclusion of consultations</b>							
<b>From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent &amp; Head Count)?</b>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy		TUPE			Delete vacant post	
FTE :							
Head Count:							
Grades :							



## APPENDIX F – Supporting document for CYP 12

MAYOR AND CABINET	
<b>Report Title:</b>	<b>Savings Proposals for the Attendance and Welfare Service</b>
<b>Key decision:</b>	Yes
<b>Ward:</b>	All
<b>Contributors:</b>	Executive Director for Children and Young People Executive Director for Resources and Regeneration Head of Law
<b>Date:</b>	18 December 2013

### 1. Purpose of the report

The purpose of this report is to outline the proposed savings and changes in the Attendance and Welfare Service and to seek the Mayor's agreement to consult with staff and schools on implementing those changes in September 2014.

### 2. Policy context

- 2.1 The proposal is consistent with the priorities in the Children and Young People's Plan 2012-15, including improving secondary school attendance, closing the achievement gap between under-achieving groups and their peers, and reducing anti-social behaviour and youth crime.

### 3. Recommendations

It is recommended that the Mayor agrees:

- 3.1 further savings of £300k from the Attendance and Welfare Service (AWS), and
- 3.2 that consultation takes place with staff and schools on the future shape of the service as set out in the report, with a planned implementation date of September 2014, and a report is brought back to the Mayor in February 2014.

### 4. Background

- 4.1 In recognition of the Council's need to make further savings of £85m over the period 2014-2018, a review of the AWS is being carried out. The Mayor had already agreed in February 2013 to savings of £200k from the service to be achieved in the 2014/15 financial year. The requirement on the Council to make further savings following the local government settlement means that an additional £300k is now being sought from this area.
- 4.2 Schools' budgets have been protected and areas of activity for which schools have the prime responsibility are now frequently operated on a traded basis. Some services are fully charged and others partly charged. In these, some core costs are covered and the rest is chargeable. Hitherto, the Attendance and Welfare Service has been free to schools (except for certain activities which Academies are

charged for), but given the financial constraints on the Council, it is now a priority to examine a new model of working. Other local authorities have charged for aspects of these services for some time. Lewisham has historically been a high spender on this area of work. Currently, it is the highest spender per pupil compared with our statistical neighbours, at £33 per pupil, and the proposed saving would bring us into line with the average spend, which is £17 per pupil.

- 4.3 Borough performance figures show secondary attendance benchmarking low overall against other London and inner London authorities. Primary performance figures have been consistently high. Both phases have shown reduced overall and persistent absence year on year. Persistent absence is defined as missing 15% or more sessions. The latest figures published by the DfE, for autumn 2012 and spring 2013, showed Lewisham was 4<sup>th</sup> best among London authorities in terms of overall absence in primary schools, and 8<sup>th</sup> best in terms of primary persistent absence. Lewisham was ranked 24<sup>th</sup> in terms of secondary overall absence and 25<sup>th</sup> in terms of secondary persistent absence. Comparisons were with 33 London boroughs. Nationally, we are in the top quartile for both secondary and primary overall absence.
- 4.4 In terms of the impact of interventions by the service, the evidence is that earlier interventions work better than later interventions. Initial home visits are more effective at improving attendance than subsequent ones, and first court warnings are more successful than final ones (this applies to Fixed Penalty Notices as well).
- 4.5 By the time the case reaches prosecution, the success rate in improving a pupil's attendance goes down markedly. For completed court cases, only 42% of primary cases lead to attendance in excess of 90%, and only 18% lead to attendance of over 95%. For secondary cases only 15% lead to attendance of more than 90%. The view is that if the case does go to court, interventions have already failed. This does not mean that the LA or schools should disregard or refrain from prosecuting, as the process itself sends an important message.

## **5. Scope of the service**

- 5.1 The Attendance and Welfare Service currently delivers services in three broad areas: prosecution, casework, and support and challenge to schools. More details are set out below. Given the current poor performance in terms of secondary attendance, there should in the reshaped service be more emphasis in that phase on interventions which have proved effective, as well as development of the more successful practice in primary schools.
- 5.1.1 Prosecution services consist of:
- preparing cases for prosecution, including scrutinising the evidence
  - appearing in court to exercise the local authority's powers
  - issuing Fixed Penalty Notices and
  - providing training to school staff on preparing and presenting evidence in court.
- 5.1.2 Casework services involve working with specific groups as follows:
- Persistent absentees (i.e. pupils whose attendance is 85% or less) or those at risk of becoming so

- Pre-referral work, i.e. work with parents before the school makes a formal referral to the AWS. This focuses on those pupils who are close to the threshold of referral (88% attendance or less) or at risk in some way. The work also focuses on the siblings of pupils who are persistent absentees, in order to prevent those difficulties becoming entrenched in the family
- Tracking the attendance of and working with children from vulnerable groups such as Looked After Children, children with a Child Protection Plan, with Complex Needs, those known to the Multi-Agency Risk Assessment Conference (MARAC), those who are previously PA or whose parents were previously prosecuted
- Children Missing Education, and those who are not on roll or excluded
- Pupils subject to Child Employment regulations.

5.1.3 Support and challenge to schools falls into the following categories:

- Register checks to monitor performance, compliance with legislation, levels of attendance, trends, patterns, identifying vulnerabilities, and the pace of improvement
- Attendance audits and reviews either a) as requested by schools, to look broadly across school systems and practices, or b) initiated by the Local Authority for Red and Amber schools to facilitate monitoring, challenge and support for improvement.
- Advice and guidance
- Training, on areas such as home visiting, legislation and systems
- Co-ordinating networking to share practice and information and for training.

## 6. Core and chargeable elements

- 6.1 In order to achieve the proposed savings, it will be necessary to adopt a model in which there is a 'core' service consisting of elements provided free to schools, and other traded elements which schools can choose to buy in.
- 6.2 The core elements are those functions which the authority has a statutory responsibility to deliver, or which involve pupils in particular need. The delivery of statutory functions will not depend on sufficient numbers of schools buying in, though the hope is that many schools will choose to do so. The activities are set out in the table below.

<b>Activity</b>	<b>Suggested category</b>
<b><i>Prosecution</i></b>	
Preparing cases for court	Core
Court appearances	Core
Issuing Fixed Penalty Notices	Chargeable
Training on court procedures	Core
<b><i>Casework</i></b>	
Pre-referral work on pupils at risk	Chargeable
Persistent absentees	Chargeable except for particular groups such as Looked After Children, children with a Child Protection Plan etc.

Tracking attendance of vulnerable groups (LAC, MARAC, CPP, Complex Needs, previously PA, previously prosecuted)	Core
Children Missing Education, not on roll and excluded	Core
Pupils subject to Child Employment regulations	Core, though need to explore what elements may be chargeable to parents
<b>Support and challenge to schools</b>	
Register checks to monitor performance	Core but schools able to purchase more frequent checks
Advice and guidance	Chargeable
Training (e.g. legislation, systems, home visiting)	Chargeable
Co-ordinating the secondary network	Chargeable
Attendance audits	Chargeable
a) requested by schools	
b) for Red and Amber schools	Core

- 6.3 Schools are RAG-rated in terms of their overall attendance coupled with an assessment of their capacity to improve. For example, a school may be rated Green rather than Green Plus because although its attendance is currently over 95%, it may require more support or input to achieve this. A small number of schools are classified Red or Amber and therefore need particular support and challenge from the central team.
- 6.4 The local authority's statutory responsibilities are set out in section 9 of the report. These make clear, in line with the DfE August 2013 guidance, that the authority is responsible for activities relating to prosecution. There are also statutory responsibilities for child employment, entertainment licenses and removing pupils' names from school rolls. The proposals in this report are intended to enable the AWS still to carry out its role in relation to the authority's statutory duties. The authority also has an overall strategic responsibility for attendance, which links to its safeguarding duties. Charging for non-statutory elements of the service will not impact on the authority's ability to meet its statutory obligations.
- 6.5 In terms of prosecution, evidence presented in court must be directly related to the casework done with the family and not hearsay. The witness presenting the evidence must be the same person who carried out the work with the family which led to the prosecution. Until now, this has often been the authority's Attendance and Welfare Officer, though secondary schools have dedicated teams for this work and in some cases their staff have been able to appear in court to pursue the prosecution. The changes proposed in this report are likely to require staff in more schools to become involved in this activity. Prosecutions can be complex and labour-intensive and are important, but they only occur in 10-15% of the current casework managed by the service. Most cases do not proceed to court and we have also seen that in some instances issuing Fixed Penalty Notices can be more effective than normal prosecution.

- 6.6 Initial consultation with head teachers suggests that they agree with the core/chargeable split. Schools value the fact that the service is separate from the school and represents authority. Referring a case to the AWS can make it easier for the school to preserve its relationship with the family and, if the school has exhausted other strategies, the AWS becoming involved can produce quick results.
- 6.7 A draft charging scheme has been shared with schools, containing a number of options, some of which relate to one-off activities and some which are more comprehensive. One suggestion is that schools could opt to buy a day or a half-day a week of an AWO's time. In general, schools have said that they would be willing to consider buying in aspects of the service rather than the full service, but that their own budgets restrict what they may be able to purchase and small schools would find this more difficult. One possibility is that collaboratives of schools may pool resources to buy elements of the service. Schools in other authorities have been buying in services or providing them in-house for some time. It is schools' responsibility to secure high attendance. They are accountable for this and are judged on their performance by Ofsted.
- 6.8 There is evidence of schools already having some capacity to carry out certain functions in relation to attendance, in some cases extending to home visiting and gathering evidence for court, though the AWS specialisms in this area were also acknowledged. Secondary schools have already developed capacity in this respect, so the considerations for them may be somewhat different from those for primary schools.

## **7. Consultation**

- 7.1 If the report is agreed, consultation will take place with staff, unions and schools, beginning on 6 January 2014, and leading to an implementation date of 1 September 2014.

## **8 Financial implications**

- 8.1 The current cost of the service is about £1.08m. The Mayor has already agreed £200k savings for 2014-15 and £300k further savings are being proposed to him by officers in this report.
- 8.2 If the savings are agreed, it is expected that the service will reduce from the current 22 staff (20.6 fte) to 12. Depending on the number of schools who choose to buy into elements of the service, it may be possible to retain one or more posts in addition to these 12. A further two staff are currently funded from the Troubled Families grant, and are not involved in this review.

## **9. Legal Implications**

- 9.1 Section 7 of the Education Act 1996 sets out the parent's/carer's legal duty to ensure that their child receives a suitable education by regular attendance at school or otherwise.
- 9.2 Section 443 statutorily requires local authorities to make arrangements to enable them to establish (as far as it is possible to do so) the identity of children in their area who are not receiving a suitable education. Section 444 imposes a statutory responsibility on local authorities to ensure that parents fulfil their legal duty that

their child/ren of compulsory school age receive suitable, efficient full-time education either by regularly attending school or otherwise.

- 9.3 In accordance with section 446 of the Education Act 1996 legal proceedings in relation to offences under either section 443 or 444 can only be instituted by a local authority. As indicated in the report all court proceedings that the local authority are responsible for are being retained by the local authority.
- 9.4 Section 444A of the Education Act 1996 (inserted by the Anti –Social Behaviour Act 2003) enables head teachers and other “authorised officers” to issue Penalty Notices to the parents/carers of absent or truanting pupils from “relevant” schools. This includes maintained schools, PRUs, Academies and alternative provision Academies. Persons so authorised include a head teacher of a relevant school, a member of staff of a relevant school who is authorised by the head teacher to give penalty notices, local authority officers duly authorised by the local authority to give penalty notices and constables. It is proposed in this report that this is a service which the local authority will provide to schools on a chargeable basis.
- 9.5 Child employment responsibilities, which includes issuing of work permits, performance and chaperone licences are governed by the Children and Young Persons Act 1933 and the relevant provisions in the Management of Health and Safety at Work Regulations 1999 and the Children (Performance) Regulations 1968. These responsibilities are being retained by the local authority.
- 9.6 The proposals set out in this report to charge schools for those services which fall outside of the local authority’s sole legal responsibility are permissible. It would not be possible for the local authority to seek to charge schools for activities where such responsibility rests solely with the local authority, e.g. school attendance orders and school attendance prosecutions. Where however such a charge relates to functions additional or ancillary to those local authority functions, then the local authority may seek to charge schools for such services, e.g. school attendance audits.
- 9.7 In terms of employment law there are clear business reasons for the restructuring in connection with the Attendance and Welfare Service which provide grounds to make changes to job roles and redundancies as detailed in Paragraph 8.2. The process will be managed in accordance with the Council’s Management of Change Guidance to ensure compliance with relevant legislation
- 9.8 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.9 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.

- 9.10 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 9.11 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:
- <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>
- 9.12 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty
  2. Meeting the equality duty in policy and decision-making
  3. Engagement and the equality duty
  4. Equality objectives and the equality duty
  5. Equality information and the equality duty
- 9.13 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:
- <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

## **10. Equalities implications**

- 10.1 Children and young people in vulnerable groups are more likely to experience difficulties with school attendance and to suffer further disadvantage as a result.
- 10.2 Vulnerable groups include Looked After Children, Young Carers and those with Complex Needs, and the structuring of the ‘core’ part of the new service takes into account the need to track and support the attendance of these pupils. It is not anticipated that there will be a negative impact on schools which have significant numbers of vulnerable children, as the proposed core part of the service recognises the support that these schools and children need.
- 10.3 A full Equalities Analysis Assessment will be carried out for the report to the Mayor in February 2014.

Contact details – John Russell, Service Manager, Early Intervention and Access 020 8314 6639

## APPENDIX G

### Budget timetable for 2014/15 – Key remaining dates

Key task	Key dates
Provisional Local Government Finance Settlement (expected)	w/c 16 Dec
Mayor & Cabinet consider budget savings proposals	18 Dec
OSBP – option to consider Mayor & Cabinet decisions on budget proposals	19 Dec
Mayor & Cabinet considers Council Tax Base report	15 Jan
Council agree Council Tax Base report	22 Jan
CYP JCC meeting review budget savings proposals	23 Jan
Public Accounts Select Committee review 2014 Budget Report	6 Feb
Final Local Government Finance Settlement and GLA precepts notification (expected)	20 Jan to 13 Feb
Mayor & Cabinet review proposals and 2014 Budget Report	12 Feb
OSBP - 2014 Budget Report	18 Feb
Despatch Budget Report to Council	18 Feb
Mayor & Cabinet consider Budget Report update (precepts and final Settlement)	19 Feb
Council agree 2014 Budget Report	26 Feb
Council 'fall back' date for 2014 Budget Report	5 March



# Making fair financial decisions



**This guidance has been updated to reflect the new equality duty which came into force on 5 April 2011. It provides advice about the general equality duty.**

## **Introduction**

With major reductions in public spending, public authorities in Britain are being required to make difficult financial decisions. This guide sets out what is expected of you as a decision-maker or leader of a public authority responsible for delivering key services at a national, regional and/or local level, in order to make such decisions as fair as possible.

The new public sector equality duty (the equality duty) does not prevent you from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it stop you from making decisions which may affect one group more than another group. The equality duty enables you to demonstrate that you are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of your community. This is achieved through assessing the impact that changes to policies, procedures and practices could have on different protected groups (or protected characteristics under the Equality Act 2010).

Assessing the impact on equality of proposed changes to policies, procedures and practices is not just something that the law requires, it is a positive opportunity for you as a public authority leader to ensure you make better decisions based on robust evidence.

## **What the law requires**

Under the equality duty (set out in the Equality Act 2010), public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

The protected groups covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.

The law requires that public authorities demonstrate that they have had 'due regard' to the aims of the equality duty in their decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can demonstrate that they have had 'due regard'.

It is also important to note that public authorities subject to the equality duty are also likely to be subject to the Human Rights Act. We would therefore recommend that public authorities consider the potential impact their decisions could have on human rights.

## **Aim of this guide**

This guide aims to assist decision-makers in ensuring that:

- The process they follow to assess the impact on equality of financial proposals is robust, and

- The impact that financial proposals could have on protected groups is thoroughly considered before any decisions are arrived at.

We have also produced detailed guidance for those responsible for assessing the impact on equality of their policies, which is available on our website:

[http://www.equalityhumanrights.com/uploaded\\_files/EqualityAct/PSED/equality\\_analysis\\_guidance.pdf](http://www.equalityhumanrights.com/uploaded_files/EqualityAct/PSED/equality_analysis_guidance.pdf)

### **The benefits of assessing the impact on equality**

By law, your assessments of impact on equality must:

- Contain enough information to enable a public authority to demonstrate it has had 'due regard' to the aims of the equality duty in its decision-making
- Consider ways of mitigating or avoiding any adverse impacts.

Such assessments do not have to take the form of a document called an equality impact assessment. If you choose not to develop a document of this type, then some alternative approach which systematically assesses any adverse impacts of a change in policy, procedure or practice will be required.

Assessing impact on equality is not an end in itself and it should be tailored to, and be proportionate to, the decision that is being made.

Whether it is proportionate for an authority to conduct an assessment of the impact on equality of a financial decision or not depends on its relevance to the authority's particular function and its likely impact on people from the protected groups.

We recommend that you document your assessment of the impact on equality when developing financial proposals. This will help you to:

- **Ensure you have a written record of the equality considerations** you have taken into account.
- **Ensure that your decision includes a consideration of the actions that would help to avoid or mitigate any impacts on particular protected groups.** Individual decisions should also be informed by the wider context of decisions in your own and other relevant public authorities, so that particular groups are not unduly affected by the cumulative effects of different decisions.
- **Make your decisions based on evidence:** a decision which is informed by relevant local and national information about equality is a better quality decision. Assessments of impact on equality provide a clear and systematic way to collect, assess and put forward relevant evidence.
- **Make the decision-making process more transparent:** a process which involves those likely to be affected by the policy, and which is based on evidence, is much more open and transparent. This should also help you secure better public understanding of the difficult decisions you will be making in the coming months.
- **Comply with the law:** a written record can be used to demonstrate that due regard has been had. Failure to meet the equality duty may result in authorities being exposed to costly, time-consuming and reputation-damaging legal challenges.

## **When should your assessments be carried out?**

Assessments of the impact on equality must be carried out at a **formative stage** so that the assessment is an integral part of the development of a proposed policy, not a later justification of a policy that has already been adopted. Financial proposals which are relevant to equality, such as those likely to impact on equality in your workforce and/or for your community, should always be subject to a thorough assessment. This includes proposals to outsource or procure any of the functions of your organisation. The assessment should form part of the proposal, and you should consider it carefully **before** making your decision.

If you are presented with a proposal that has not been assessed for its impact on equality, you should question whether this enables you to consider fully the proposed changes and its likely impact. Decisions not to assess the impact on equality should be fully documented, along with the reasons and the evidence used to come to this conclusion. This is important as authorities may need to rely on this documentation if the decision is challenged.

It is also important to remember that the potential impact is not just about numbers. Evidence of a serious impact on a small number of individuals is just as important as something that will impact on many people.

### **What should I be looking for in my assessments?**

Assessments of impact on equality need to be based on relevant information and enable the decision-maker to understand the equality implications of a decision and any alternative options or proposals.

As with everything, proportionality is a key principle. Assessing the impact on equality of a major financial proposal is likely to need significantly more effort and resources dedicated to ensuring effective engagement, than a simple assessment of a proposal to save money by changing staff travel arrangements.

There is no prescribed format for assessing the impact on equality, but the following questions and answers provide guidance to assist you in determining whether you consider that an assessment is robust enough to rely on:

#### **• Is the purpose of the financial proposal clearly set out?**

A robust assessment will set out the reasons for the change; how this change can impact on protected groups, as well as whom it is intended to benefit; and the intended outcome. You should also think about how individual financial proposals might relate to one another. This is because a series of changes to different policies or services could have a severe impact on particular protected groups.

Joint working with your public authority partners will also help you to consider thoroughly the impact of your joint decisions on the people you collectively serve.

**Example:** A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel. Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable. This combined impact would not be apparent if the decisions were considered in isolation.

#### **• Has the assessment considered available evidence?**

Public authorities should consider the information and research already available locally and nationally. The assessment of impact on equality should be underpinned by up-to-date and reliable information about the different protected groups that the proposal is likely to have an impact on. A lack of information is not a sufficient reason to conclude that there is no impact.

- **Have those likely to be affected by the proposal been engaged?**

Engagement is crucial to assessing the impact on equality. There is no explicit requirement to engage people under the equality duty, but it will help you to improve the equality information that you use to understand the possible impact on your policy on different protected groups. No-one can give you a better insight into how proposed changes will have an impact on, for example, disabled people, than disabled people themselves.

- **Have potential positive and negative impacts been identified?**

It is not enough to state simply that a policy will impact on everyone equally; there should be a more in-depth consideration of available evidence to see if particular protected groups are more likely to be affected than others. Equal treatment does not always produce equal outcomes; sometimes authorities will have to take particular steps for certain groups to address an existing disadvantage or to meet differing needs.

- **What course of action does the assessment suggest that I take? Is it justifiable?**

The assessment should clearly identify the option(s) chosen, and their potential impacts, and document the reasons for this decision. There are four possible outcomes of an assessment of the impact on equality, and more than one may apply to a single proposal:

**Outcome 1: No major change required** when the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

**Outcome 2: Adjustments to remove barriers identified by the assessment or to better advance equality.** Are you satisfied that the proposed adjustments will remove the barriers identified?

**Outcome 3: Continue despite having identified some potential for adverse impacts or missed opportunities to advance equality.** In this case, the justification should be included in the assessment and should be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact, as discussed below.

**Outcome 4: Stop and rethink** when an assessment shows actual or potential unlawful discrimination.

- **Are there plans to alleviate any negative impacts?**

Where the assessment indicates a potential negative impact, consideration should be given to means of reducing or mitigating this impact. This will in practice be supported by the development of an action plan to reduce impacts. This should identify the responsibility for delivering each action and the associated timescales for implementation. Considering what action you could take to avoid any negative impact is crucial, to reduce the likelihood that the difficult decisions you will have to take in the near future do not create or perpetuate inequality.

**Example:** A University decides to close down its childcare facility to save money, particularly given that it is currently being under-used. It identifies that doing so will have a

negative impact on women and individuals from different racial groups, both staff and students.

In order to mitigate such impacts, the University designs an action plan to ensure relevant information on childcare facilities in the area is disseminated to staff and students in a timely manner. This will help to improve partnership working with the local authority and to ensure that sufficient and affordable childcare remains accessible to its students and staff.

• **Are there plans to monitor the actual impact of the proposal?**

Although assessments of impact on equality will help to anticipate a proposal's likely effect on different communities and groups, in reality the full impact of a decision will only be known once it is introduced. It is therefore important to set out arrangements for reviewing the actual impact of the proposals once they have been implemented.

**What happens if you don't properly assess the impact on equality of relevant decisions?**

If you have not carried out an assessment of impact on equality of the proposal, or have not done so thoroughly, you risk leaving yourself open to legal challenges, which are both costly and time-consuming. Recent legal cases have shown what can happen when authorities do not consider their equality duties when making decisions.

**Example:** A court recently overturned a decision by Haringey Council to consent to a large-scale building redevelopment in Wards Corner in Tottenham, on the basis that the council had not considered the impact of the proposal on different racial groups before granting planning permission.

However, the result can often be far more fundamental than a legal challenge. If people feel that an authority is acting high-handedly or without properly involving its service users or employees, or listening to their concerns, they are likely to become disillusioned with you.

Above all, authorities which fail to carry out robust assessments of the impact on equality risk making poor and unfair decisions that could discriminate against particular protected groups and perpetuate or worsen inequality.

As part of its regulatory role to ensure compliance with the equality duty, the Commission will monitor financial decisions with a view to ensuring that these have been taken in compliance with the equality duty and have taken into account the need to mitigate negative impacts where possible.

<b>Mayor and Cabinet</b>			
<b>Report title</b>	Comments of the Public Accounts Select Committee on the Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16		
<b>Contributors</b>	Public Accounts Select Committee	<b>Item No.</b>	5 (Addendum)
<b>Class</b>	Part 1	<b>Date</b>	18 December 2013

## **1. Summary**

- 1.1 This report informs the Mayor and Cabinet of the comments and views of the Public Accounts Select Committee, arising from discussions held on the Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16, considered at its meeting on 16 December 2013.

## **2. Recommendation**

- 2.1 The Mayor and Cabinet is recommended to note the views of the Public Accounts Select Committee as set out in section three of this referral.

## **3. Children and Young People Select Committee views**

- 3.1 On 16 December 2013, the Public Accounts Select Committee considered the Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16. The Committee resolved to advise the Mayor and Cabinet of the following:
- 3.2 The Committee endorsed the recommendation by the Children and Young People Select Committee regarding proposal CYP12 (Attendance and Welfare Service). The Children and Young People Select Committee recognised the rationale for making the Attendance and Welfare Service a partially traded service but noted that not enough information was currently available about the proposals. Therefore the Children and Young People Select Committee should have the opportunity to scrutinise, in January, the full report on the savings proposal going to the Mayor and Cabinet on 18 December to review:
- The response from schools to the consultation currently in progress;
  - The plans to ensure that staff are fully consulted on proposals.
  - Whether there will be a disproportionate impact on disadvantaged children.
  - Whether there will be a disproportionate impact on schools that have high numbers of disadvantaged children.
- 3.3 The Committee also endorsed the recommendation by the Children and Young People Select Committee regarding proposal CYP13 (Youth Service). The Children and Young People Select Committee expressed concern that a reduction to the funding available for commissioned youth work during the first re-designed commissioning process would be confusing and unhelpful. They noted that the fuller reshaping of the youth service has not yet been fully implemented and further reductions at this stage could represent a significant risk to the successful implementation of these changes.

3.4 The referrals made by all the Select Committees to the Public Accounts Select Committee have been attached at Appendix A and the Committee asks that the Mayor and Cabinet takes note of the concerns raised and comments made by the Select Committees.

#### **4. Financial Implications**

4.1 There are no financial implications arising out of this report per se, although the financial implications of accepting the Committees' recommendations will need to be considered.

#### **5. Legal Implications**

5.1 The Constitution provides for Select Committees to make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process.

#### **6. Further Implications**

6.1 At this stage there are no specific environmental, equalities or crime and disorder implications to consider.

#### **Background papers**

Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16, Meeting of the Public Accounts Select Committee, 16 December 2013.

If you have any queries on this report, please contact Andrew Hagger, Scrutiny Manager (0208 3149446)



## Mayor & Cabinet - 18 December 2013

Supporting paper re Savings Proposals to respond to select committee comment  
**RNR02** - information on fees being considered and comparison with other LBs.

Borough	Householder etc £	Minor £	Major £	Super Major £
<b>Lewisham indicative fees</b>	<b>60 &amp; 150*</b>	<b>150</b>	<b>1500**</b>	<b>1500**</b>
* Householder £60 for written enquiry and £150 for meeting				
** Majors charged at half for follow up meetings				
Average of Boroughs below	145	639	1,751	4,077
<b>Minimum charges</b>				
Barking and Dagenham		205	1,008	2,016
Barnet	115	210	2,500	9,000
Bexley		670	2,000	
Brent		1,000	2,500	7,500
Bromley	48			4,100
Camden	150	380	1,500	3,000
City		900	1,800	2,400
Croydon	120	600	1,200	
Ealing		1,500	2,000	4,000
Enfield		624	1,415	2,840
Greenwich		770	2,200	3,850
Hackney	75	300	1,500	3,000
Hammersmith and Fulham	120	734	2,937	3,600
Haringey		600	1,300	4,150
Harrow	150	800	1,400	
Havering		739	1,479	
Hillingdon		600	1,140	6,000
Hounslow	142	557	2,992	4,200
Islington	150	450	3,000	
Kensington and Chelsea	370			9,100
Kingston	90	150	1,500	
Lambeth	150	780	1,800	2,880
<b>Lewisham</b>			<b>1,000</b>	
Merton	83	825	1,375	2,750
Newham		750	1,500	3,000
Redbridge	350	700	1,500	3,000
Richmond	90	758	1,656	4,800
Southwark		950	1,500	
Sutton				
Tower Hamlets		615	2,050	3,075
Waltham Forest		320	1,285	
Wandsworth	120		1,500	2,500
Westminster	150	400	2,000	3,000

# Agenda Item 6

<b>Mayor and Cabinet</b>			
<b>Title</b>	Matters referred by Public Accounts Select Committee – Funding and Financial Management of Adult Social Care Review		
<b>Key Decision</b>	No	<b>Item No.</b>	
<b>Contributors</b>	Public Accounts Select Committee		
<b>Class</b>	Part 1	<b>Date</b>	18 December 2013

## **1. Purpose**

- 1.1 This report presents the final report and recommendations arising from the Public Accounts Select Committee's Funding and Financial Management of Adult Social Care Review, which is attached at Appendix A.

## **2. Recommendations**

- 2.1 The Mayor is recommended to:
- (a) Note the views and recommendations of the Committee set out in the main report at Appendix A.
  - (b) Agree that the Executive Director for Community Services be asked to respond to the Review's recommendations.
  - (c) Ensure that a response is provided to the Public Accounts Select Committee.

## **3. Context**

- 3.1 The review was scoped in April 2013 and two evidence gathering sessions were held in July 2013 and September 2013. The Committee agreed the report and the recommendations in November 2013.

## **4. Financial Implications**

- 4.1 There are no financial implications arising out of this report per se, although the financial implications of the recommendations will need to be considered in due course.

## **5. Legal Implications**

- 5.1 The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

## **6. Equalities Implications**

- 6.1 The Council works to eliminate unlawful discrimination and harassment, promote equality of opportunity and good relations between different groups in the community and recognise and take account of people's differences.

## **7. Crime and Disorder/Environmental implications**

- 7.1 There are no specific implications.

## **BACKGROUND INFORMATION**

If you have any queries on this report, please contact Andrew Hagger, Scrutiny Manager (020 8314 9446), or Kevin Flaherty, Head of Business & Committee (0208 3149327).

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# Overview and Scrutiny

## Funding and Financial Management of Adult Social Care Review

### Public Accounts Select Committee

November 2013

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#### Membership of the Public Accounts Select Committee in 2013:

Councillor Alexander Feakes (Chair)

Councillor Jim Mallory (Vice-Chair)

Councillor Jackie Addison

Councillor Abdeslam Amrani

Councillor David Britton

Councillor Helen Gibson

Councillor Sven Griesenbeck

Councillor Michael Harris

Councillor Mark Ingleby

Councillor Madeliene Long

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## 1. Executive summary

- 1.1 At £81.1m, the adult social care budget is the largest net budget in the Council (33% of the total) and is therefore central to the Council's financial position. Historically there have been overspends on Adult Social Care within Lewisham, including an overspend of £2m in 2004/5, part of an overall overspend for the then Social Care & Health Directorate of £9.5m. Since then steps have been taken to address the overspend, including examining how care needs were assessed and how care services were provided as well as improved monitoring of spend.
- 1.2 Adult Social Care is a demand led service and the local authority is legally required to provide services for those people assessed as in need of them. Therefore costs can be less predictable than other services the Council provides; if there is a sudden increase in demand for services this creates a serious resource pressure for the Council to resolve.
- 1.3 There are a number of pressures on Adult Social Care services, including budget reductions due to cuts in direct central government funding, funding for NHS and cuts to local government. In addition local public health functions have been transferred to local authorities. Demand for ASC services is expected to increase over the coming years due to demographic pressures and while Lewisham has a younger population than many other boroughs, it will still face increased pressure.
- 1.4 Personalisation is one of the key drivers behind Adult Social Care, and aims to give people more choice and control over their health and social care support and promote independence and social inclusion. A key focus of the transformation of health and social care is involving users and their carers in determining the services they need and how they should be delivered. This includes the use of direct payments to service users so they can purchase their own services. Currently 18.6% of service users receive direct payments with the aim of 26% of service users receiving direct payments in 2014. Outcome based commissioning is a key element of developing an effective personalised approach, as are services that prevent social isolation and provide respite support for carers. In order to achieve this level of flexibility and personalisation of care services there needs to be support from both the community and the wider market and there has been investment in the voluntary sector so that a more personalised offer can be made available.
- 1.5 The Government commissioned report on Social Care funding, led by Andrew Dilnot, was published in 2012 and made recommendations on how to achieve an affordable and sustainable funding system for care. Following on from the recommendations of the Dilnot Report the Government has now confirmed that assuming Royal Assent, the Care Bill enacting many of these recommendations will come into force in April 2015. This will consolidate existing care and support law into a single unified statute, introduce a cap on the costs that people will have to pay for care in their lifetime and delivers a number of elements in the Government's response to the findings of the Francis Inquiry, which identified failures across the health and care system.

The Bill will potentially have a significant effect on social care and its associated costs.

- 1.6 The integration of health and social care offers the opportunity to improve services for patients and users by designing a system that is easy to understand, provides consistency of intervention and more preventative, community-based and personalised services. Within Lewisham a lot of work has been carried out to further this approach and the Council is committed to integration. This approach to health and social care started 2 years ago, so Lewisham are ahead of many other local authorities in this regard and the Clinical Commissioning Group, Lewisham and Greenwich NHS Trust and the Council have, over the past year, formally agreed a new integrated model for community based health and social care services
- 1.7 Lewisham Council engages in a number of contracts to provide services for those in need of Adult Social Care. All commissioned services are routinely monitored for contract compliance and acceptable performance and quality and contracts have been changed so that block purchasing has been phased out where possible and spot purchasing offering flexible, shorter term contracts have been introduced. Lewisham's future commissioning intention is to design and procure services so they deliver an outcome based response for service users.
- 1.8 Nationally, consideration is also being given to different delivery models such as social enterprises and commercial trading companies that provide preventative and early intervention services to support people to live at home, whilst giving alternative and cost effective choices. These can allow a certain level of control over the provision of services and support the wider move towards greater personalisation by supplying services to service users with personal budgets.

### 3. Recommendations

The Committee recommends that:

- R1. The personalisation agenda within Adult Social Care should be further pursued and promoted by the Council as a way of offering services that are more flexible and suited to individual needs, as well as creating savings.
- R2. The increased use of direct payments for services should be promoted, ensuring that there is effective oversight and monitoring of the direct payment process in place.
- R3. Local markets supplying Adult Social Care services to those in receipt of direct payments should be further developed, with particular attention paid to supporting local voluntary and community groups that promote social cohesion.
- R4. The Committee supports the work carried out so far to integrate Adult Social Care with health services. This work should be maintained and further advanced with the new Lewisham and Greenwich NHS Trust, GP Practices and Public Health. Opportunities for further savings should be explored through integrating budgets and creating efficiencies.
- R5. Knowledge of Adult Social Care and the services it offers should be improved among all areas of the health sector. Promoting and improving signposting to Adult Social Care Services could provide improved longer term health outcomes and increased value for money.
- R6. An assessment should be carried out of the short-term impact that deferred payments for care introduced under the Care Bill will have upon Council finances and ensure there is adequate provision made for any impact.
- R7. The feasibility of forming a Local Authority Trading Company to trade in Adult Social Care services should be explored.
- R8. Contracts held by Public Health should be re-examined when due to be renewed, with funding directed towards areas that will not only lead to longer term health improvement but could also contribute to reduced future spending.
- R9. That the London Living Wage should be paid for all those providing residential and domiciliary care in London for Lewisham service users, including those employed via direct payments.
- R10. That further scrutiny and monitoring is carried out by the appropriate select committees on the following:
- The development of the local market for Adult Social Care services.
  - The in-house direct payments process.



## 4. Purpose and structure of review

4.1. At its meeting on 17 April 2013, the Committee decided as part of its work programme to undertake an in-depth review into the funding and financial management of Adult Social Care.

4.2. The Committee agreed that, set against the context of potential increasing spend due to a demand led service and changing demographics as well as increased pressures to save money on local authorities, adult social care services face significant challenges. Added to this are potential changes emerging from central government which could have a serious impact on the finances of adult social care services. Therefore the Committee decided to pursue the following key lines of inquiry:

- How are demographics changing in Lewisham and what increased financial pressures could this represent?
- How is the adult social care budget being managed now?
- What has been the financial impact of the rollout of personalisation?
- How are contracts and procurement managed within adult social care? Have there been or are there planned any ways to improve the cost-effectiveness of these?
- How has the application of charging within adult social care been structured and how has this impacted on the overall budget position?
- What is the likely impact on adult social care of the provisions set out in the Care Bill and the Dilnot proposals?
- What is the potential for the use of alternative delivery models, such as trading companies or the increased use of public health responsibilities to support adult social care?

4.3. Evidence was taken at the following Committee meetings:

### 17 July 2013

- Information around the historic, current and future budget management and financial pressures on adult social care in Lewisham
- Benchmarking and demographic information for Lewisham
- Personalisation
- Procurement and contract management including contracts held by Adult Social Care

### 25 September 2013

- Financial impacts of changing policies and legislation
- Alternative delivery models, including a case study
- Outcome based commissioning, including a case study
- Charging
- Case studies of costs associated different types of care provision
- Further information on contracts held by Lewisham.

4.4. The Committee received a draft final report and finalised its recommendations at its 11 November 2013 meeting

## **5. Management of the Adult Social Care budget**

- 5.1. Lewisham Adult Social Care provides support to people over the age of 18 who are in need of community care services. These include services for:
- older people
  - people with physical disabilities
  - people with sensory disabilities (deaf or hard of hearing, blind or partially-sighted)
  - people with learning disabilities
  - people who provide unpaid care to friends or family.
- 5.2. People who require mental health services will receive support from the South London and Maudsley NHS Mental Health Trust (SLAM).
- 5.3. Services provided by Adult Social Care (ASC) include residential and nursing care, domiciliary care for those requiring assistance in their own homes, community support and activities including daycare, information and advisory services and advocacy, as well as support for carers.
- 5.4. At £81.1m, the adult social care budget is the largest net budget in the Council (33% of the total) and is therefore central to the Council's financial position.

### **Historic position**

- 5.5. In 2007, the Public Accounts Select Committee carried out a review into the, then newly formed, Community Services Directorate. One of the directorate's main responsibilities was the delivery of adult social care services. The review recognised that the budgetary commitments in providing adult social care in Lewisham are considerable and that government policy at the time favoured increased integration and personalisation of adult social care and community health services. The Committee highlighted concerns about how budgets for ASC were forecast and managed, and that demographic shifts such as greater longevity and increased survival (through better medical provision) of disabled children from the late 1980s were now impacting on adult services.<sup>1</sup>
- 5.6. Before the creation of the Community Services Directorate, Adult Social Care and Children's Social Care had historically been delivered together from one department. Adults and Children's Social Care were split in an attempt to align ASC's work more closely with health services. Prior to the creation of Community Services there were overspends, including an overspend of £2m in 2004/5, part of an overall overspend for Social Care & Health of £9.5m. Due to some of the delivery arrangements in place there was limited monitoring and management of budgets.
- 5.7. Over the last 6 years there has been a phased and on-going re-organisation of services and the budget is now controlled directly by officers in the Community Services Directorate, with improved monitoring and forecasting. In

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<sup>1</sup> Review of Community Services, Public Accounts Select Committee

addition, the Public Accounts Committee regularly monitors all Council spending in its recurring Budget and Capital Monitoring reports. This monitoring includes Adult Social Care budgets.

- 5.8. In an attempt to deal with historic overspend and the high cost of care packages, officers looked at how care needs were assessed and how care services were provided. Assessment panels were introduced to look at the costs related to the care packages on offer, in order to identify potential improvements in the way social workers approached assessment and provision of services, with the panels offering alternative and sometimes cheaper services
- 5.9. Contracts for residential and nursing care were historically carried out primarily on a block purchase basis. Block purchasing is where the Council purchases regular set amounts of bed space from providers regardless of demand. This is to ensure availability of beds at all times, but can prove costly, particularly when the bed space is not always utilised. This has now been phased out where possible and spot purchasing more widely introduced. Spot purchasing is where individual bed spaces are purchased as and when a need has been identified on a client by client basis. This offers flexible, shorter term contracts and tailored care packages for service users. This approach to purchasing is in line with the national agenda of “personalisation” in adult social care. Personalisation aims to give people more choice and control over the support they receive and will be explored in more detail in a later section. As part of the personalised approach, integration work with health service providers has increased the amount of people leaving hospital to go back to their own homes rather than residential or nursing placements, which is generally more favoured by service users and is also less expensive.
- 5.10. ASC is largely a demand led service and the local authority is legally required to provide services for those people assessed as in need of them. Therefore costs can be less predictable than other services the Council provides; if there is a sudden increase in demand for services this creates a serious resource pressure for the Council to resolve.
- 5.11. There have also been some additional “growth pressure” monies provided to ASC in recent years, to assist with the transition of young people with Learning Disabilities and Physical Disabilities moving from Children and Young People to Adult Social Care services. This additional funding amounted to £1.196m in 2010/11 and £1m in 2012/13.

### **Current position**

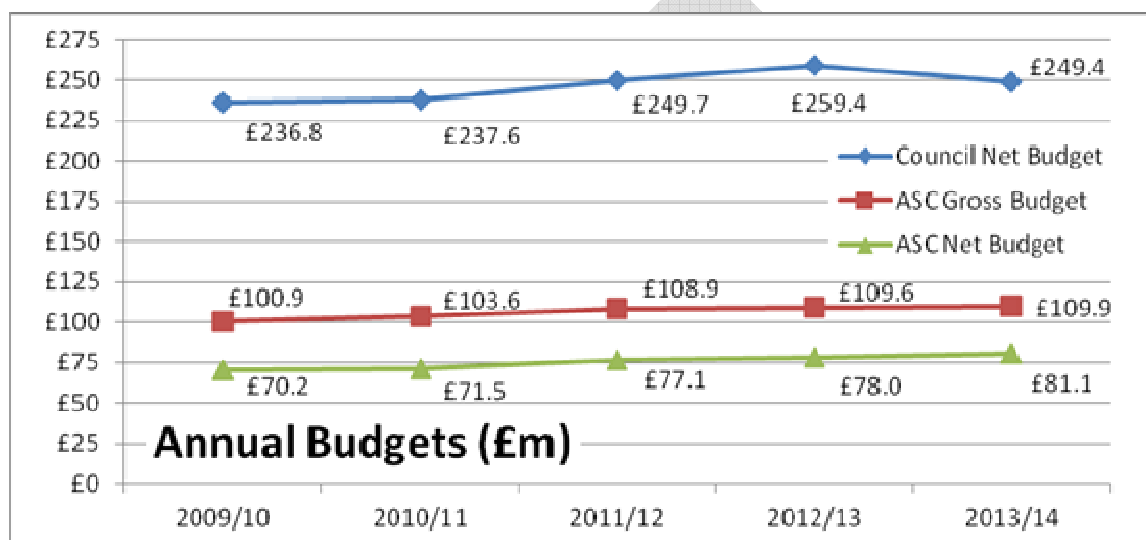
- 5.12. As has been mentioned previously, the adult social care budget is the largest net budget in the Council and therefore has a large impact on the Councils financial position. The gross budgeted expenditure has increased for three main reasons in addition to inflation and funded pressures:<sup>2</sup>

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<sup>2</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

- The transfer of responsibility for learning disability services in 2011 previously provided by health (£7.7m)
- The impact of additional funding for adult social care paid via health (£4.9m)
- Specific local arrangements where the Council make payments to nursing homes and home care agencies on behalf of health then recharges the costs.

5.13. Net spend has increased due to absorption of previously ring-fenced central government grants into the base budget - £6.7m in 2011/12 and a further £7.9m in 2013/14. Excluding these transfers the net ASC budget has fallen by £3.7m since 2009/10. The budget movements are highlighted in the table below:<sup>3</sup>



5.14. Adult Social Care can be divided into four main areas, with the table below highlighting the separate areas and the budgets associated with them for 2013/14:<sup>4</sup>

	Expenditure £m	Income £m	Net £m
Information & prevention	3.3	-1.9	1.5
Enablement/ short term intervention	3.3	-1.6	1.7
Social work & assessment	11.2	-1.3	9.8
Packages & placements	89.7	-21.6	68.1
	107.5	-26.4	81.1

<sup>3</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

<sup>4</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

- 5.15. Since the 2009/10 financial year ASC has achieved the following savings:
- 2010/11 £ 256k
  - 2011/12 £2,916k
  - 2012/13 £2,050k
- 5.16. In addition, a further £8,306k in savings have been agreed for 2013/14 and 2014/15.
- 5.17. Across all of the Council, detailed budgets are set at the beginning of the year and budget holders are expected to contain spend within these budgets. Given the ongoing intense pressure on all Council budgets, there are a range of measures to ensure all spending is prioritised appropriately and only when necessary. Corporate measures to manage spending effectively include the Department Expenditure Panel (DEP), where all requests to fill posts, even on a temporary basis, or to appoint agency staff are subject to a process are considered by panel of senior managers before being approved
- 5.18. Approval for and spend on packages and placements is monitored through expert panels. A Residential and Nursing panel considers placements for older adults and clients with a physical disability. Separate panels meet to consider requests for all home care, direct payments and day care packages. These panels have been subject to scrutiny by Internal Audit and Senior Finance Managers. The Committee was informed by officers at the 17 July meeting that the majority of invoice payments are made through the same system as social workers, so there is little risk of over commitment and it has been a long time since there has been a large unexpected invoice to pay.
- 5.19. Overall, the proportion of spend on home care and direct payments has increased for older adults and stayed the same for younger adults. By reducing the dependence on residential care and by supporting more clients to stay in their own homes, costs can be further reduced as well as outcomes for clients improved.
- 5.20. Benchmarking against comparator boroughs can be difficult as not all boroughs present information in the same way. Officers benchmark against Southwark and Lambeth as they purchase services from the same providers, as do Greenwich. They also benchmark against other local authorities who are regarded as getting good value on their contracts, such as Wandsworth.
- 5.21. Lewisham stipulates payment of the London Living Wage by home care providers and this accounts, in some part, for slightly higher average costs paid by Lewisham (£19/hr vs the London average £18/hr – Personal Social Services Expenditure PSSEX1 return). However, as personalisation is rolled out and people increasingly purchase services directly from providers, ensuring payment of the London Living Wage will be a challenge. Officers are working on how best to ensure that the LLW is paid to all those providing care for Lewisham service users

5.22. The following table shows spend per capita of overall population, compared with other comparator boroughs in London:<sup>5</sup>

	<b>Older Adults (75+) £</b>	<b>Physical Disabilities (18-65) £</b>	<b>Learning Disabilities (18-65) £</b>	<b>Mental Health (18-65) £</b>
<b>LB Lewisham</b>	3341	79	177	44
<b>London average</b>	2430	45	143	47
<b>Inner London average</b>	3751	50	137	63
Barking & Dagenham	2755	44	108	34
Brent	1972	44	119	37
Croydon	2036	40	181	47
Ealing	2430	48	118	32
Greenwich	2646	54	143	35
Hackney	5411	41	123	76
Haringey	3253	56	142	64
Hounslow	1984	38	138	44
Lambeth	3676	60	164	76
Merton	2127	47	151	34
Newham	3998	45	123	45
Southwark	3916	53	167	62
Tower Hamlets	5229	69	131	72
Waltham Forest	2504	43	161	47
Wandsworth	3132	37	167	49

5.23. In total Community Services budgets under spent by £2.2m in 2012/13 and adult social care budgets contributed £0.6m to this underspend. The following table shows the variance over the last 4 years:<sup>6</sup>

Year	Net budget (£m)	Overspend (Underspend) (£m)	% variance
2009/10	70.2	0	0%
2010/11	71.5	1.48	2.1%
2011/12	77.2	0.4	0.5%
2012/13	78.0	(0.6)	-0.8%

<sup>5</sup> Funding and Financial Management of Adult Social Care Review: Second Evidence Session Report, Public Accounts Select Committee, 25 September 2013

<sup>6</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

5.24. As at 30 September 2013 the Community Service Directorate forecasts an underspend of £1.9m for 2013/14, which is significantly greater than the forecast underspend of £0.1m at the same point last year. Adult Social Care is now forecast to underspend by £0.4m.

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## 6. Pressures on the Adult Social Care budget

- 6.1. Adult social care (ASC) is one of the largest spend areas for local authorities across the country with local authorities in London spending approximately 33 per cent (£2.8 billion) of their overall budgets on ASC services.<sup>7</sup> Demand for ASC services is expected to increase over the coming years with projected increased demand among 18-64 year-olds with disabilities and also from the very elderly as more people than ever are living beyond 85. However, ASC budgets across the country have not kept pace with the growing demand.
- 6.2. The Local Government Association found that adult social care is absorbing a rising proportion of the resources available to councils and estimate that spending on other council services will drop by 66 per cent by the end of the decade to accommodate the rising costs of adult care.
- 6.3. In addition to this, the government has committed to reduce the government's budget by £83bn by 2014-15, with a further £11.5bn of savings identified in the spending review of 2013, including a 10% cut in resource budget for local government.<sup>8</sup> As part of the budget reduction the NHS is required to make total savings of £20 billion per year by 2014/15 and trusts throughout the NHS therefore have efficiency targets of around 4-6 per cent per year. Lewisham Council has already cut its revenue budget by £53m since May 2010. Further savings of between £30m and £55m will be required in 2013/14 and 2014/15, with a likely estimated savings requirement of £85m over the next four years. This has also added to the pressures on the ASC budget.
- 6.4. From April 2013, responsibility for local public health functions transferred to local authorities. Resources to fund these new functions have been transferred to the Council in the form of a specific grant of £19.5m in 2013/14. This money was transferred directly from the former Primary Care Trust and includes £4.9m relating to drug & alcohol funding that has been managed by the Council locally for the last five years, so only £14.6m of this funding is in effect new funding. The grant amount currently funds contracts that have already been entered into, so the current commitment against the public health budget is £18.7m.<sup>9</sup> A prioritisation process has begun to consider options for the use of the sum, approximately £800k, currently not committed and for possible redirecting of funding when the current contracts conclude. While increased healthier lifestyles may mean less money spent on acute healthcare, this will not impact on the short term demands on the care budget from 2013-16, as those who need this help are likely to already be ill.
- 6.5. There has also been additional funding from the Department of Health paid via health partners. In 2012/13 this was £3.5m, of which £1.8m was spent in year. In 2013/14 this has increased to £4.8m and will then increase in 2014/15

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<sup>7</sup> Social Care in London and England – Expenditure and needs, LG Futures for London Councils

<sup>8</sup> Spending Review (2010) HM Treasury:

<sup>9</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013



and 2015/16 as additional resources are allocated nationally. The base, these increases and some other sums currently paid to health will become the Integration Transformation Fund (ITF). The ITF will be a pooled budget which can be deployed locally on social care and health, subject to national conditions.<sup>10</sup>

## Savings

- 6.6. As identified in the previous section, ASC have made savings or entered into savings commitments of £13m since 2009/10 and have a current budget of £81m. The approach to savings and cost reduction has been to minimise the negative impact on individual service users. The savings have therefore concentrated on the following areas :
- Reducing social work and assessment unit costs to meet the Audit Commission recommended benchmark of 10% of the overall Adult Social Care Budget
  - Reducing the need for ongoing services through the provision of reablement and short term early intervention
  - Developing integrated health and social care services with both Acute and Community Health partners
  - Changing the mix of care from nursing and residential to care which supports people to live at home, moving from Council commissioned homecare to direct payments
  - Contract efficiencies, particularly Learning Disability supported accommodation
  - Joint procurement – such as the meals contract and equipment provision; and
  - Income generation through a review of the charging policy
- 6.7. The cost of care packages makes up the majority of the spend in ASC, accounting for £68.1m net expenditure from a £81m budget. Personalisation can assist with reducing costs as well as providing choice. Closer working with health services can improve early intervention so that people's conditions do not deteriorate and the costs associated with this can then be reduced, as well as improving health outcomes.
- 6.8. Growth was awarded in 2010/11 and 2012/13 for transitional cases, when the responsibility for funding packages and placements for an individual who transfers from Children and Young People to Adult Social Care services. These costs relate to only a few individuals each year but can be as much as £2,000 per week.
- 6.9. Mental health costs for care packages have historically been low in Lewisham. Learning disabilities care packages have been high, reflecting historical local challenges, which are being addressed. This is being done in part via the expansion of the personalisation of care services, which has

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<sup>10</sup> Funding and Financial Management of Adult Social Care Review: Second Evidence Session Report, Public Accounts Select Committee, 25 September 2013

meant that through choice fewer people are opting for traditional day centre activities and care.

### **Demographic pressures**

- 6.10. In London, the number of people aged 65 or over is expected to increase by nearly 50,000 between 2012 and 2017. Local authorities are already struggling to meet the needs of all those people who require social services intervention. Of 2 million older people in England with care-related needs nearly 800,000 receive no support of any kind from public or private sector agencies. In light of the difficult economic climate, more people are likely to seek support who previously may have managed on their own leading to an increase in demand.<sup>11</sup>
- 6.11. The population aged 60 years and over represents one in seven people in Lewisham. This contrasts with England as a whole, where more than one in five people is over 60. The over 65 population has decreased by over 1,000 residents since 2001, despite an overall growth in the population. It is predicted that for the next ten years overall numbers of older people will initially either remain stable or slightly reduce. Thereafter it is projected that the number of older people will increase by just over 2,500 compared with the 2011 Census figures. The significant factor for Adult Social Care, however, is the growth in the number of 85+ year olds which will mean an increase in people with more complex care needs.
- 6.12. The proportion of Lewisham residents with a disability has remained fairly constant. There are slightly more disabled residents towards the south of the borough, correlated to the average older age of residents there. In the 2001 census 15.6% of residents stated that they had a limiting long-term illness, whilst in 2011 14.4% of residents stated that their day-to-day activities were limited either a little (7.3%) or a lot (7.1%). It is estimated that 19.8% of Lewisham's population may have a common mental illness at any one time, higher than London and England averages (18.2% and 16.6% respectively). This figure is however marginally lower than in Lambeth and Southwark (21.0% and 20.6% respectively). Severe Mental Illness (SMI) affects about 1.1% of Lewisham's population, a figure higher than the national average (0.7%) and consistent with its urban demographic. This means around 2900 residents may suffer from some form of SMI.<sup>12</sup>
- 6.13. Approximately 30 people a year enter the Learning Disability system as new 18+ clients. At this point, the total service cost for Adult Social care can only be estimated, because it includes services provided through SEN (school or college) funding. It is at 19 or 21 years of age (i.e. when the young person leaves education) that the total adult social care spend becomes apparent.

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<sup>11</sup> A case for sustainable funding for adult social care, London Councils, Ernst & Young

<sup>12</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

- 6.14. Demographic profiles suggest that there are an increasing number of young people with more complex needs coming through the system. Almost all pupils at Greenvale School, which currently has 74 places, have multiple profound and complex needs and this is the main feeder school for Learning Disability transition. The services to support and care for these users with multiple and complex needs cost on average £120k per person, per annum. In addition, officers have identified that in 2016/17 a high number of people with autism, some of who will also have a learning disability, will leave school and enter the adult social care system.<sup>13</sup>
- 6.15. The other driver of cost is in relation to the number of young people who are placed out of borough in schools which provide specialist support for people with complex physical disabilities or challenging behaviour. As education providers are developing residential service provision near to schools and colleges, young adults are often choosing not to return to the borough.

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<sup>13</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

## 7. Personalisation

- 7.1. Personalisation gives people more choice and control over their health and social care support and promotes independence and social inclusion. A key focus of the transformation of health and social care is involving users and their carers in determining the services they need and how they should be delivered. Whilst personalisation is most advanced in the field of adult social care, this agenda is also being progressed in other areas of public service, including health, housing, education and the criminal justice field. A key part of personalisation is introducing choice and control through personal budgets and wherever possible direct payments.
- 7.2. By April 2013 more than half of clients in Lewisham received social care funding via a personal budget. Of these, the majority of people chose to have their budget managed for them rather than take a direct payment. By April 2013 1036 people were in receipt of direct payments, equating to 18.6% of service users. By 2014 officers would expect to see a large increase in people choosing Direct Payments and are aiming for 26% of service users to opt for this.<sup>14</sup> To facilitate and encourage the use of direct payments adult social care officers are in the process of re-arranging the payment system so that it is less complex for service users. The contract with Freewood, an external provider who manage the direct payments process on behalf of the Council, is due to come to an end in September 2013, with plans in place to develop a new service in conjunction with Children's Social Care to further support service users.
- 7.3. As part of the on-going reorganisation of adult social care to reduce the spend on assessment and care management and increase the take up of Direct Payments, there will continue to be a shift in emphasis towards the specific needs of individual service users. This will include the allocation of a personal budget or direct payment that will meet outcomes agreed by the service user in partnership with the social worker and provider.
- 7.4. To ensure the effective introduction of personalisation in Lewisham, there has been a strong focus on supporting and empowering people to make informed decisions about where and on what to spend their budget. This is shifting away from a traditional care plan to a support plan model that considers different ways of accessing care. This recognises the role that people and families can play in co-producing the design, delivery and commissioning of services. Outcome based commissioning a key element of developing an effective personalised approach to delivering Adult Social Care services.
- 7.5. An outcome is generally defined as 'an impact on quality of life conditions for people or communities'. The Committee received a case study about Wiltshire Council, who developed a 'Help to Live at Home Service' for older people and others who require help to remain at home. The service is built around the expressed wishes of service users and those outcomes they want to achieve

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<sup>14</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

that they feel would help them move towards greater independence. The service combines personal care, housing support and re-ablement. Assessments for outcomes are carried out by the assessment and care management teams in Wiltshire and providers are responsible, along with the service users, for determining how they deliver the services to meet the defined outcomes. There is a strong emphasis on using community resources as part of the way of meeting the person's needs and a sum of money is made available to the provider for each customer to help pay for the service that will deliver the outcome. Providers are paid on the delivery of the agreed outcomes for the individual rather than on any stipulated hours. Penalties are applied where the failure to deliver an agreed outcome is clearly the responsibility of the provider. In addition to penalties, Wiltshire Council offers a 'subtle premium', where providers who achieve outcomes at below the predicted cost are allowed to keep the difference between the money they have spent delivering service and the agreed price of the customer's support plan. Wiltshire is estimated to save £2m due to the use of this approach.<sup>15</sup>

- 7.6. Apart from personal care, the second greatest need identified by service users is for services that prevent social isolation and provide respite support for carers. Traditionally these services have been met through costly building based Day Care centres. A programme of change is being implemented to reduce building based care and make more extensive use of community facilities and a more personalised offer through greater use of Personal Assistants.
- 7.7. Other changes to the way assessments are carried out, such as using the previously mentioned assessment panels, have made providers, especially Lewisham as a commissioner of services, think more about the costs of what they do and think creatively about it. Assessments can also offer lots of information and advice, such as signposting people to other organisations that could help.
- 7.8. As a part of this approach, there has been investment in services that provide prevention and early intervention. Aids and adaptations can be used to prevent the need for a care package and short-term, focused support such as reablement can get people back on their feet before any longer term care is considered. Officers indicated that 60% of people going through reablement require either no further care or a reduced care package.
- 7.9. To achieve this level of flexibility and personalisation of care services there needs to be support from both the community and the wider market. There has been investment in the voluntary sector so that a more personalised offer can be made available, making more use of community assets to support people. This will enable a further reduction in contract arrangements that can be costly.

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<sup>15</sup> Wiltshire Council Help to Live at Home Service – An Outcome-Based Approach to Social Care, Professor John Bolton, Institute of Public Care, April 2012

- 7.10. The Council has a role to play in developing the market of adult social care provision. Market development is a priority for Lewisham and a challenge for the next two years as current traditional contracts come to an end. Officers indicated that the market needs to evolve in order to deliver personalisation and to provide more choice and control. There is also a need to support people with more complex needs to remain in their communities, which requires closer working with health partners. For some more specialised services the Council will need to remain the commissioner, but many other services can be commissioned locally by individuals according to their requirements.
- 7.11. As part of the Main Grants Programme there is a project underway to build a market for user groups, and develop opportunities in the community to supply services to people as part of the personalisation agenda. Community groups need funding to get started and then set themselves up to be funded through people's direct payments. 8 community development workers are being employed to set up the mechanisms to do this and it is currently being piloted in the north of the borough. In addition, the investment fund projects will grow the local Personal Assistant market to deliver more personalised care and support. Experience so far has indicated that this approach is particularly favoured by younger adults who have a disability, as it provides them with the flexibility to achieve the outcomes they want and potentially increases the scope and diversity of support that can be accessed. Currently Lewisham is working with the voluntary sector to develop a database of verified people who are available to provide services and are working with others to develop the advice and planning side of it.

## 8. The Care Bill and the Dilnot Report

- 8.1. The Government commissioned a report on how Social Care should be funded in the future led by Andrew Dilnot. The final report was published in 2012 and made recommendations on how to achieve an affordable and sustainable funding system for care and support for all adults in England, both in the home and in other settings. Following on from the recommendations of the Dilnot Report the Government has now confirmed that assuming Royal Assent, the Care Bill will come into force on 1<sup>st</sup> April 2015.
- 8.2. The Care Bill will consolidate existing care and support law into a single unified statute, introduce a cap on the costs that people will have to pay for care in their lifetime and delivers a number of elements in the Government's response to the findings of the Francis Inquiry, which identified failures across the health and care system. The Bill will potentially have a significant effect on social care and its associated costs.<sup>16</sup>
- 8.3. Charging for care, both community and residential, will be capped at £72,000 per person. This will mean that once a person has reached the capped level of funding, local authorities will have to fund all further care costs. The number of current self-funders costs will then be transferred to Adult Social Care and there will be an increase in people no longer being charged under the Councils charging policy. A financial mapping exercise will be undertaken to assess the longer term effect of the Care Bill on the Adult Social Care Budget.
- 8.4. In determining who is eligible to receive services, all councils use eligibility criteria based on the Government's guidance: 'Fair Access to Care Services' (FACS). There are four eligibility thresholds: critical, substantial, moderate and low. It is up to councils to decide which threshold they want to set depending on their finances. Lewisham has set its eligibility criteria at substantial and critical, which is in line with most other local authorities in London.
- 8.5. The aim of FACS is to help social care workers make fair and consistent decisions about the level of support needed and to determine whether the Council should pay for this. The draft Care and Support Bill includes a power which requires the Secretary of State to make regulations setting new national eligibility criteria from 2017, which has now been announced. In addition, local authorities must provide or arrange for the provision of services that prevent or delay the need for care.
- 8.6. Government has now introduced proposals setting out a national eligibility framework encompassing a national assessment tool, will be introduced setting the minimum criteria for care. This is expected to be set around the current criteria of "Substantial" which Lewisham has already adopted. The changes will give clearer definition across the country of what "eligible" needs

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<sup>16</sup> The Care Bill: factsheets, Department of Health

are, and provide a list of minimum needs that local authorities must meet in every area. Local Authorities will not be able to restrict eligibility beyond this.

- 8.7. The Care Bill places emphasis on the person, promoting their well-being and reducing or delaying care needs, including how to connect with their community; it gives clear guidance on assessing people on the basis of “what they can do” as opposed to “what they cannot do” and promotes service users identifying their own outcomes when purchasing services.
- 8.8. Any adult with any level of need has a right to an assessment, including carers, for whom this is an extension of existing rights. This will see authorities having early contact with people who have low level needs. Proposals for funding reform should also incentivise more people to engage with their local authority earlier. Assessments will identify what type of proportionate intervention the local authority might make to support the individual, depending on their needs. If the person’s needs are not “eligible” at that time, the local authority will nonetheless be under a duty to provide people with advice about how to meet the needs they do have, and information about what might be available in the community, or from other sources, to support them. This earlier contact with authorities can help delay needs increasing, or even in some cases may prevent people from needing care and support in the future.
- 8.9. In the future the primary mechanism for allocating personal budgets is likely to be through a Resource Allocation Scheme. This converts the results of a series of assessment questions, linked to the eligibility criteria, into a monetary value or Indicative Budget. Support planners will then work with clients to devise care and support within this financial envelope where possible.
- 8.10. Therefore officers expect that the demand for assessments will rise in line with the changes arising from the Bill as more people, especially those who may self-fund, will seek support from local authorities. The current project to reduce the unit cost of assessment and care management recognises this future challenge.
- 8.11. Carers will have the right to receive services in conjunction with an individualised support plan created for themselves as opposed to being included in the Service User’s plan. This will increase the numbers of carers receiving services, although there is no guidance at present regarding financial assessments or charging.
- 8.12. Personalised information and advice provided to all will become part of the legislation. We will need creative and joined up resources targeted to deliver this so that it does not create a cost pressure.
- 8.13. The Government recognises that the changes to the Bill will have a financial impact on local authorities. In the 2013 Spending Review the Government identified a one-off £335m payment to help councils implement the reforms of the Bill. Officers estimate that Lewisham will receive one-off payment of



approximately £1.6m.<sup>17</sup>

- 8.14. The Care Bill also places a greater focus on prevention, which means that the care and support needs of people will be considered earlier than is the currently the case. To achieve this, it is proposed to develop further integration between local authorities and health partners to remove gaps and build services around the needs of people. £3.8bn for integrated care has been identified from NHS budgets to support integration and provide health and social care services for people in the community. This money will be linked to CCG targets around joint assessment and care and support planning, and health and social care support being delivered 7 days a week. The delivery mechanism for accessing this funding will be a 'payment by results' approach.
- 8.15. Lewisham has been working on integration with health partners and have laid foundations for these imminent changes. The "Neighbourhood" model which brings together services across health and social care to work with GPs is being established across the borough and four neighbourhood teams are being established. The approach is to deliver a team around the person which will reduce duplication and provide better outcomes for service users. It will provide service users who have multiple needs with a key worker who will work across both health and social Care and thereby reduce duplication.
- 8.16. Developing and using community resources has been identified as the most cost effective way of helping people to remain in the community. Lewisham has put investment into a range of community projects that are targeted towards meeting the identified needs of the local residents within their own neighbourhoods.
- 8.17. In addition, the investment fund projects will grow the local Personal Assistant market to deliver more personalised care and support. This will build more flexibility and choice for service users and support local people wishing to return to work.

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<sup>17</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

## 9. Charging

- 9.1. Within ASC, service users can be charged for some or all of the services that they use. There are separate charging regimes for non-residential and residential care:
- Non-residential care charging is governed by an individual local authority's fairer contributions policy which is informed by central government guidelines. It is discretionary for local authorities whether they choose to charge.
  - Residential care charging is governed by central government's Charging for Residential Accommodation Guidance (CRAG) rules, which unlike fairer contributions do not offer much discretion to local authorities in how charging rules are applied.
- 9.2. There are similarities between the two charging regimes, such as:
- When assessing charges, means-testing applies.
  - Both income and capital held are taken into account
  - The financial assessment and related services are not charged for.
- 9.3. However there are also some large differences between them. For example, service users in receipt of residential services must pay the full cost of their services if they have capital in excess of £23,250 (2013/14). For a non-residential service under the fairer contributions guidance, local authorities have discretion whether to charge or not. Thus a council may decide to apply the same thresholds as for residential care and in that case savings over £23,250 will dictate a full cost assessment. Lewisham has chosen to work in this way.
- 9.4. Local authorities are required to offer a deferred payments scheme that enables the resident to defer the full cost element of their charge until the end of the placement and they still pay a contribution based on their income and liquid capital. A national deferred payments scheme is being introduced by the Department of Health (DH) from April 2015, subject to legislation being passed. Locally, not many service users have opted to take up this option, with only 5-10 cases at any one time on average
- 9.5. Lewisham increased its maximum charge for non-residential care from £290 to £395 in April 2011 and will shortly be increasing it to £500 p.w. This will currently affect 18 people.

### **Means testing for residential services**

- 9.6. Adults in residential accommodation are required to contribute to the cost of their care. How much a resident can afford to contribute is determined by a means test.
- 9.7. Where residents have sufficient resources, identified through the means test, they are required to pay the full cost of their accommodation, known as the standard charge. For an independent sector home, the standard charge of the accommodation is defined as the full fee that the local authority would have to

pay to the home. In the case of residents who cannot afford to pay the standard charge, the means test determines how much they are required to pay.

- 9.8. The detailed rules of the means test are different for permanent residential care and temporary residential care. Although the rules of the means test are generally prescriptive, there are defined areas where local authorities can use their discretion.
- 9.9. The means test calculates the disposable income available to the resident, based on a standard treatment of all of their capital assets and income and after allowing an amount for personal expenditure (the personal allowance), and compares that to the standard or full charge. Clients who own capital assets that exceed the upper capital limit pay the standard charge. For all other clients the disposable income is calculated and compared to the standard charge. The resident is required to pay the lesser of the two.
- 9.10. CRAG contains detailed guidance about how to carry out the means test. There is a range of areas of discretion described in CRAG, including the discretion to increase the personal allowance for less dependent residents or residents with a spouse to maintain at home as well as the discretion to disregard the property if a third party, such as a carer, who has given up their own home to live with, and care for, the individual, lives in the property.

### **Fairer charging**

- 9.11. Problems with the variations in home care charging policies between local councils were identified and the government issued statutory guidance on charging in 2000. The guidance includes advice on a number of issues where councils need to take particular care to ensure that any charging policy is reasonable.
- 9.12. The principal differences between charging regimes for residential (i.e. the CRAG framework) and non-residential services are that under fairer charging/contributions the value of a service user's home is not included in the charging assessment and an allowance must be made for the costs of disability.
- 9.13. Unlike the residential charging framework which does not contain much scope for discretion, under fairer charging there is no presumption by the government that all councils will charge and, where they do decide to charge for services, they also retain substantial discretion in the design of their charging policies.
- 9.14. The guidance sets out a broad framework to help councils ensure that their charging policies are fair and operate consistently with their overall social care objectives. Nothing in the guidance requires councils to make existing charging policies, which go beyond the requirements set out in the guidance, less generous to users than they currently are. Lewisham's policy is to set

higher buffer - 35% - allowing service users to retain a higher level of income (an extra £6 to £15 p.w.).

- 9.15. Where disability benefits are taken into account as income in assessing ability to pay a charge, councils should assess the individual user's disability related expenditure (DRE.). In 2011 Lewisham introduced a minimum level of disability related expenditure below which service users are not required to provide evidence of expenditure. Since then this has been inflated at the same rate as benefits. Service users with higher levels of disability related expenditure can still request a full assessment.
- 9.16. Councils are required to ensure that comprehensive benefits advice is provided to all users at the time of a charge assessment. Councils have a responsibility to seek to maximise the incomes of users, where they would be entitled to benefits, particularly where the user is asked to pay a charge. Lewisham's current approach is to meet all new service users and offer benefits advice as part of this meeting, although this may need to change in the light of required savings.
- 9.17. Councils are allowed to take all eligible income into account in the financial assessment. From April 2011 the percentage taken into account increased from 75% to 90% and will shortly increase to 100%.
- 9.18. To ensure that disabled people and their carers are able to enter and progress in work if they wish to, the guidance expects that earnings will be disregarded in charge assessments.

### **Charges and personalisation**

- 9.19. Personalisation offers challenges to charging as a client has more flexibility to assemble a care package from different elements rather than receive fixed units of a few services. Under Fairer Contributions the treatment of capital and income is based on the preceding regime but there is a general expectation that the maximum charge for a service will be the value of that package – or will at least be clearly related to it.
- 9.20. For the majority of services Lewisham charges the true cost of the service. Two examples of where the service is subsidised are meals (which lie outside the Fairer Charging/ Fairer Contributions regimes) and in-house day care where charges are set based on personal budgets agreed for purchased provision. This treatment has been adopted for day care to avoid undesirable discrepancies in charging between clients receiving similar services.
- 9.21. Supported accommodation for service users is not currently charged for but this will be revisited in the next review of the charging policy.

## Impact of the Care Bill on charging

- 9.22. The Care & Support Bill as outlined in a previous section will have implications for charging. Starting from April 2016 there will be cap on the sum a service user has to pay for their care. For service users aged over 65 this will initially be set at £72,000. This cap will exclude daily living costs of residential & nursing care – probably £230 p.w. The cap will, however, include the contribution to a care package made by the local authority so that the cap is reached when the total payment for a service reaches £72,000, even if the proportion met by the service user is small.
- 9.23. The local authority will need to monitor the progress of all service users towards the cap. This will require significant changes to financial systems and in recognition of the cost of this and other changes some additional funding will be made available. Where service users move between boroughs they will take their accumulated contribution towards their cap with them. Capital thresholds will be changed to help people with modest wealth. Changes will mean that people with around £118,000 worth of assets (savings or property) or less will start to receive financial support if they need to go to a care home. The amount that the Government will pay towards someone's care home costs will depend on what assets a person has
- 9.24. From April 2015, there will be a new legal right for people to defer paying care home costs, meaning they do not have to sell their home during their lifetime. The local authority will pay the care home costs during this time. This right can be offered in certain circumstances where an adult owns their home. Local authorities will be able to charge interest on these payment arrangements for the first time, so that they can cover their own costs of offering such agreements. Officers anticipate that this will have a short to medium term cashflow impact on the Council; although this will be rectified as the Council is covering a deferred payment.
- 9.25. For many service users these changes will have no financial impact – including the 50% of recipients of non-residential services who currently pay no charge. Those who require extensive domiciliary services could trigger their cap quickly, especially those younger people who become disabled (such as through an accident).
- 9.26. However the proposed changes will impact on the Council in several ways :
- Service users entering services at 18 will not be charged (it is not clear whether they could be charged once they reach a certain age)
  - Service users receiving large care packages for extended periods will hit the cap, reducing the charge that the Council can make for their care. It would take only 3 years for a service user receiving residential or nursing care (or a home care package costing over £500) to reach the cap.
  - Clients who have previously arranged their own care will now probably approach the Council for financial assistance

- 9.27. Local numbers of self –funders in residential and nursing care are low (35 at the last count) but we have no way of knowing how many people with eligible needs have made their own arrangements for care at home.
- 9.28. Service users who have over £23,250 can opt not to disclose the details of their capital income but simply to pay the full cost for their services. The Council does not know, therefore, whether they would be above or below the new capital thresholds. In the absence of information on numbers of self funders who have not approached the Council and of the detailed financial circumstances of some of those that have it is not possible to make reliable projections of the impact of the proposed changes. Officers are undertaking some initial modelling on based on various assumptions which will be reported to members later in the year.
- 9.29. A potential impact for London boroughs will be the tariffs, which are currently being set according to national bands. As costs are likely to be higher in London but authorities will only be able to charge according to nationally decided tariffs this could have a financial impact. Likewise, general higher costs in London could result in people reaching the funding cap of £72,000 more quickly than elsewhere in the country.

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## **10. Integration of health and social care**

- 10.1. The integration of health and social care offers the opportunity to improve services for patients and users by designing a system that is easy to understand, provides consistency of intervention and more preventative, community-based and personalised services.
- 10.2. The current system can be complex and difficult to understand and often delivers inconsistent services. Therefore it has been increasingly recognised that it is important to look at care and support for people from a holistic perspective. By identifying key areas of overlap and linkages between service provision, individual and community outcomes can be improved, including improved financial sustainability of services through reduced costs.
- 10.3. Lower costs can be achieved for treating patients and service users by using more preventative and community based provision, which tends to have lower overheads. This can result in keeping people at home for longer, therefore reducing the use of acute services (such as A&E and hospital care) which are often expensive. Organisational improvements are also possible by developing a single view of the patient and service user that enables the removal of duplication, improved productivity and better targeting of resources. The biggest financial benefits will be delivered to acute commissioning from reduced activity, although the costs associated with achieving this reduced activity falls on the councils and Clinical Commissioning Groups.
- 10.4. There are challenges to achieving integration, including differing management structures in organisations involved and the culture of the staff. Adult social care operates in an environment that is strongly influenced and governed by local politicians while health services do not have the same governance requirements and NHS organisations are accountable for national targets. Adult social care is rationed and delivered to those most in need of services and access to services is controlled through the application of eligibility criteria. Health services are mainly free at the point of contact and assessment relates only to clinical need through diagnosis and not to eligibility.
- 10.5. Identifying savings is further complicated by the changing nature of national policies, processes and legislations as well as unrelated organisational changes taking place in both health and social care settings. In addition, the positive impact of integration can emerge in different ways along the service user/patient pathway which requires very close monitoring of activity to ensure the full scale of the benefits are included.
- 10.6. Clinical Commissioning Groups mean that GPs are now a key player in integrating health and adult social care, although they may not always have a comprehensive understanding and knowledge of the community based services and social care services available.

- 10.7. Within Lewisham a lot of work has been carried out on the integration of health and social care. The Council is committed to Health and Social Care integration and this commitment has been formally agreed by Mayor and Cabinet. This approach to health and social care started 2 years ago, so Lewisham are ahead of many other local authorities in this regard. The Clinical Commissioning Group, Lewisham and Greenwich NHS Trust and the Council have, over the past year, formally agreed a new integrated model for community based health and social care services. This will increase further the ability of the whole system to reduce admissions and length of stays. A governance structure for this was recently agreed by the Health and Wellbeing Board.
- 10.8. One of the factors driving the need to improve integration was poor outcomes when admitting people to hospital and then delays in discharging them when they were medically well enough to discharge. A partnership, established initially between the Primary Care Trust, Lewisham Hospital and the Council developed a “whole systems approach” to ensure that patients were discharged much more quickly and efficiently. Consequently, in 10/11 and 11/12, this resulted in Lewisham’s performance for delayed transfers of care from hospital being the best in its statistical comparator group and well above the average for England and London as a whole. Lewisham Healthcare NHS Trust and the Council continue to work closely together to ensure early, appropriate, discharge and admission avoidance in the future. This partnership work is having a real impact, as evidenced by out-of borough patients having a length of stay in the hospital which is 2.7 days longer on average than Lewisham residents. Financial savings have also been made.<sup>18</sup>
- 10.9. Budgets for a number of health related activities moved to the local authority 4 years ago under section 75 agreements. Commissioning posts are joint funded by the Council and NHS and are integrated at the local level. This has allowed costs to be cut and the new Clinical Commissioning Group (CCG) will keep this arrangement going.
- 10.10. Integrated budgets can reduce the inefficiencies in the system and Lewisham has launched a pioneer bid to test out new ways of integrating funding. This is a government backed project which will alter the way funding is approached. There is already some understanding of different budget pressures and within the CCG there is an understanding that cost pressures should not be ‘shunted’ from one area to another by reducing one sort of service that another service will then have to pick up the cost of.
- 10.11. Public health work is another driver for integrating health and social care. A project is being carried out looking at narrowing the differentials between those with good and bad health outcomes. Lewisham CCG, the Council and Lewisham and Greenwich NHS Trust have also recently created “multi-agency neighbourhood clusters”, led by GPs and Adult Social Care, to care for more patients in the community and to attempt to further break down barriers between acute and community provision. The cluster teams bring

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<sup>18</sup> Emergency Services Review, Overview and Scrutiny Committee, 14 October 2013



together social work staff, occupational therapists, physiotherapists, district nurses, community matrons and GP practice staff.

- 10.12. A major part of the criticism from Lewisham Council of the Trust Special Administrator's draft report on the reconfiguration of South East London healthcare services was that it failed to take into account the range of effective arrangements already in place locally in Lewisham which have been developed to improve outcomes and experiences for residents. In particular, the response highlighted that the Trust Special Administrator seemed unaware of the successful integration between the hospital and the Council's Adult Social Care and Children's services. The narrow focus on improving economies of scale threatened to dismantle many of these arrangements with no regard to their achievements, the economies they deliver and the extent to which they represent a better model for meeting local people's health and care outcomes.<sup>19</sup>
- 10.13. It has also been helpful for Lewisham Council to work primarily with Lewisham Hospital rather than an array of different hospitals in South and South East London. Officers identified this as an issue for people in London, which has a transient population and requires information to be shared quickly. While this can be done locally where relationships and integration exists it can be problematic on a wider scale and there are difficulties in sharing information across hospitals and with council based social care teams due to the incompatibility of IT systems.
- 10.14. While progress has been made, creating a more integrated service with health has been a challenge, partly because health services have recently been re-organised. Budgets are also managed differently in health, where the driver for spending is the acute sector. Income for the acute sector are related to what treatments people have, which can act as a perverse financial incentive where more treatments can bring in more income.
- 10.15. The work carried out so far has shown that there can be an impact in terms of positive outcomes for people as well as saving money. Inefficiencies such as duplication are still present in the current system and by targeting these further money can be saved with minimal impact on the level of service provision. In addition patients and service users seem to prefer this approach, with less need for them to deal with many different departments and organisations.

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<sup>19</sup> Lewisham Council's response to the TSA proposals, December 2012

## 11. Contracts and procurement

- 11.1. Lewisham Council engages in a number of contracts to provide services for those in need of ASC. All commissioned services are routinely monitored for contract compliance and acceptable performance and quality. This is to ensure that the services commissioned are delivered by providers in line with the contract and specification and that they are providing care of the highest quality, adhering to the principles of best value.
- 11.2. The procurement process is designed to choose the service provider who will provide the service to the required standard identified in the service specification and at the optimum cost, thus representing the best value for money. This is achieved by evaluating the tender submissions on a balance of “Quality” and “Cost”. The “Quality” aspects relate to how the service will operate and potential providers are asked to respond to specific questions (known as method statements) and are based on the Care Quality Commission’s Guidance.
- 11.3. The Public Accounts Select Committee carried out a review in 2012/13 looking at contract management, which found that good contract management can effectively manage risk, that potential additional value can be obtained from effective contract management and that the foundations for good contract management are laid in the stages before the contract awarded. Lewisham has also moved towards a balance between cost and performance. As part of the review the Committee examined a case study residential and nursing contracts.<sup>20</sup>
- 11.4. Commissioned services for adult social care (with total contract values for 2012/13) include:<sup>21</sup>
- Nursing and residential care (£37,100,000)
  - Domiciliary Care (£13,838,188)
  - Day care (£1,696,357)
  - Public funeral (£58,069, approx. £43,000 reclaimed from deceased client’s estate)
  - Welfare meals (£775,624)
  - Community Equipment (£536,037)
  - Direct Payments Support (£395,633)
  - Independent Mental Capacity Advocacy (£14,250)
- 11.5. In addition, contracts are in place for a carer support service (£434,717) and a laundry service (£85,000).

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<sup>20</sup> Managing Contracts Review, Public Accounts Select Committee, 26 March 2013

<sup>21</sup> Funding and Financial Management of Adult Social Care Review: Second Evidence Session Report, Public Accounts Select Committee, 25 September 2013

## **Contracts held by ASC**

- 11.6. The Council currently commissions residential and nursing places for older and younger adult Lewisham residents through a mixture of block and spot contractual arrangements. These placements are made within the borough and outside of borough from approximately 125 care homes providers.
- 11.7. Historically residential and nursing care homes were provided directly by the local authority, however over the years provision has been taken up by the private, voluntary and independent sector. This has resulted in savings and although costs can fluctuate due to the market, the Executive Director for Community Services is of the opinion that bringing it back in-house would not be any cheaper.
- 11.8. There are not a large number of residential home providers in the borough, and Lewisham will use a large number of them provided that officers are satisfied that the level of quality can be assured. The current economic crisis as well as pressures from increased self-funding has had a negative impact on care homes business, which has seen large national organisations such as Southern Cross Healthcare closing their care homes and the loss of a significant number of care beds. Locally, two Southern cross homes closed in 2011 and 2012 and officers within the Council are monitoring the market on a regular basis. People have a right to specify the home they want to be placed in, so many people will be placed out of the borough to be nearer to family.
- 11.9. New entrants could enter the residential home market and gain a contract with Lewisham provided they were registered with the care Quality Commission and were registered to provide. However providing a nursing home is not an attractive incentive to developers as more money can be made from developing sites for residential use in London than can be made from providing a residential or nursing home. Because of this there has been a decline in providers across London.
- 11.10. Day care and very sheltered housing services are commissioned from two Housing Corporation registered providers and these services are being reviewed. Providing extra care housing and sheltered housing could reduce medium-term costs although there little current provision in the borough. Some funding to develop extra care provision and work is being carried out to analyse what is needed to achieve this, including whether changes to housing funding for local authorities which allows more external borrowing could allow for extra care housing.
- 11.11. A tri borough contracting arrangement for the provision of a hot meals service in the borough has awarded to Apetito in May 2013. The meals service for adults supports vulnerable and older people who require a hot meal to be made for them and delivered to their home and the service operates 365 days per year. The joint procurement approach was taken due to the declining numbers of meals required. Therefore, the cost per meal to the three boroughs rose significantly during the current contract period. The costs per meal under the new contract are lower than those in the existing contract and

a saving has been taken in the 2013/14 budget to reflect this. The Public Accounts Select Committee has previously scrutinised aspects of this contract as part of a scrutiny of cross-borough working.<sup>22</sup>

- 11.12. Residential and nursing care services for mental health patients in Lewisham falls within the remit of the contract with South London & Maudsley (SLaM) NHS Foundation trust. SLaM is the main provider of mental health services in the Borough and has retained delegated responsibility for all placements, as well as the performance management of the care homes. The individual contracts with each of the services is managed and held by SLaM, with a differing number of patients in each home. The total spend on residential services for mental health patients in 2012/13 was £3,293,437, with nursing placements accounting for an additional £267,369.<sup>23</sup>
- 11.13. The current arrangement in place for the provision of domiciliary care in Lewisham is a Framework Agreement, which has seventeen providers available to meet assessed needs. The contract for this Framework is due to end in 2014. By moving towards a more outcome based approach and increasing the use of personal budgets so service users can directly purchase the care services they need, domiciliary care will look to achieve a decrease in the number of service users admitted to long term care homes and a decrease in the size of the care packages over time.
- 11.14. As part of supporting personalisation, work is also underway with the voluntary sector organisations to deliver improved access to employing Personal Assistants, as well as making use of pooled personal budgets. The Council has also recently awarded a contract to a company who specialise in developing local peer support brokerage.
- 11.15. This will focus initially on Learning Disability Service Users in order to establish a support plan that is personalised and based on outcomes. This will encourage people to commission services and activities jointly. The local learning disability market is well developed to meet this challenge, and has been looking to focus on employment and skills development related activities.

### **Types of contract used**

- 11.16. Contracts have been changed so that block purchasing has been phased out where possible and spot purchasing has been brought in. This offers flexible, shorter term contracts. Block contracts are only used where there is a scarcity of residential and nursing beds and the Council has to ensure that there is sufficient provision to meet the needs of those who require these services. Spot contracts are used for the majority of care home placements to secure individual placements on a case by case basis. Commissioners utilise a

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<sup>22</sup> Cross Borough Working Case Study - Joint Welfare Meals Catering Service between Lewisham, Southwark and Lambeth, Public Accounts Select Committee, 13 June 2013

<sup>23</sup> Funding and Financial Management of Adult Social Care Review: First Evidence Session Report, Public Accounts Select Committee, 17 July 2013

number of negotiation tools to achieve a fair placement fee, including benchmarking other local authorities, the Care Funding Calculator and historical intelligence.

- 11.17. Lewisham's future commissioning intention is to design and procure services so they deliver an outcome based response for service users. For example, older people in particular may not want the same pattern of care, day in day out, as specified in a conventional care plan. Negotiating the detail of the support plan directly with the provider has proven to be successful in other local authorities who have piloted this approach. Lewisham is therefore negotiating with framework providers to work in this way and embed this offer. The framework agreement will be redeveloped in 2014 when all providers will be required to work to personalised outcomes and will still have the requirement to pay the London Living Wage.
- 11.18. The ability to push down contract costs can depend on the contract. For example, if there are a small number of providers and small numbers of people receiving the service, such as with welfare catering, it can be difficult. There are also difficulties in a large number of authorities in London buying services in one contract from a single supplier as this could generate a monopoly provider and result in increased prices.
- 11.19. All commissioned services are routinely monitored for contract compliance and acceptable performance and quality. Contract monitoring officers are responsible for carrying out this area of work and these interventions and activity are designed to ensure that Lewisham's residents receive high quality and cost effective care and that when this is not the case, remedial steps are taken.

## 12. Alternative delivery models

- 12.1. Nationally, consideration is also being given to different delivery models such as social enterprises and commercial trading companies that provide preventative and early intervention services to support people to live at home, whilst giving alternative and cost effective choices.
- 12.2. The use of new service delivery models can allow local authorities to benefit from reduced costs while allowing a certain level of control over the provision of services and retention of highly qualified and skilled members of the workforce. New service delivery models would not necessarily conflict with the wider move towards greater personalisation and an increase in the number of service users with personal budgets, as new service delivery models can also be used to manage the personalisation agenda reducing the local authority's costs.
- 12.3. A Local Authority Trading Company can maintain a link to the local authority influence and brand and offer reduced staffing and corporate costs. It also has ability to trade with all sectors of the market creating the potential to generate future capital receipts. This approach allows the local area to retain capability and capacity and to provide a strategic response to emerging trends and challenges.
- 12.4. Outsourcing a service is not a new approach and has been approached across the public sector for a number of years. This allows provision to be commercially independent, with the service delivery risk transferred to a third party. There can be low costs of implementation as the cost of transfer can be borne by provider and when underpinned by robust and effect contract management can achieve sustainable quality and performance improvements.
- 12.5. Social enterprise or public service mutuals are another approach and opens up the accessibility of alternative funding streams. It provides flexibility to meet the needs of clients as front line staff have more influence on the service delivered and profits can be reinvested. There is also a risk transfer to a third party, commercial independence and involves stakeholders and service users in development.
- 12.6. Shared services and joint ventures provide continued access to council staff and expertise as well as certainty about service costs. Experience and expertise can be shared among partners and the standardisation of processes enabling more effective use of resources.
- 12.7. The Committee received evidence from a case study regarding Croydon Council and the creation of their Local Authority Trading Company (LATC), Croydon Care Solutions. As a response to pace and direction of change required through the policy of personalisation and the impact of public expenditure reductions, Croydon Council decided to form an LATC to deliver the following services:

- Day Opportunities –Support for vulnerable people
- Resources Bases –Community support for adults with learning disabilities
- Equipment Service – for independent living and mobility
- Employment Support Service – Supporting vulnerable people into work
- Partnership Services for Local Authorities

12.8. There were a number of reasons for choosing an L:ATC approach, including:

- A Company would be able to use the reputation and brand of Croydon Council. The services recommended for transfer into the LATC already deliver high quality services and are highly valued by the people who use them.
- An LATC provides the ability to trade whilst remaining owned by the Council. It would deliver greater transparency regarding the discharge and accomplishment of statutory duties and would ensure essential services can always be accessed, particularly for people with the most complex needs where there might be a lack of market responsiveness.
- It allows the opportunity to test the commercial value of services
- Croydon Council would continue to have an influence on the use of surpluses and future strategic direction of the Company in the short to medium term;
- The Company could be used as a vehicle for the externalisation of other Local Authority services in the future, within Adult Social Care and Housing
- The Company would only require limited start up capital which could be provided by Croydon Council on a commercial basis;
- There would be no requirement to tender services in the first instance and future options for the Company would remain open
- It addresses the aspiration for Croydon Council to be a commissioning led organisation that is able to plan strategically and influence the market whilst enabling service users and customers to access the best quality services to meet their needs.
- It generates significant savings for the Council in the medium term, reduces the Council staffing establishment and corporate overheads.

12.9. The outcome of this is that Croydon is delivering its services with the same budget allocation as six years ago, which is a reduction in real terms. Efficiency savings of £27.235m (from April 2006 to September 2013) have been delivered. The service eligibility threshold has been kept at substantial with funded voluntary organisations supporting people at and below this threshold.<sup>24</sup>

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<sup>24</sup> Update on the Local Authority Trading Company – Report to Adult Social Services Review Panel 24th April 2013

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<http://councilmeetings.lewisham.gov.uk/documents/s23002/03Appendix4JointWelfareMealsCateringService13062013.pdf>

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'A case for sustainable funding for adult social care' London Councils, Ernst & Young

<http://www.londoncouncils.gov.uk/policylobbying/healthadultservices/socialcare/fundingadultcare.htm>

Lewisham Council's response to the TSA proposals, December 2012

<http://councilmeetings.lewisham.gov.uk/documents/s19348/Appendix%20A%20-%20Council%20response%20to%20the%20TSA.pdf>

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<http://www.croydon.gov.uk/contents/documents/meetings/546596/910708/2010-07-12/cab20100712stepchangetradingcompany.pdf>

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<https://secure.croydon.gov.uk/akscroydon/images/att1984.pdf>

DRAFT

<b>Mayor and Cabinet</b>			
<b>Title</b>	Matters referred by Children and Young People Select Committee – Nursery Education and Childcare Review		
<b>Key Decision</b>	No	<b>Item No.</b>	
<b>Contributors</b>	Public Accounts Select Committee		
<b>Class</b>	Part 1	<b>Date</b>	18 December 2013

**Reasons for lateness: The report is late due to the need for final sign off from the Chair on introductory segments and the inclusion of additional information.**

## **1. Purpose**

- 1.1 This report presents the final report and recommendations arising from the Children and Young People Select Committee's Nursery Education and Childcare Review, which is attached at Appendix A.

## **2. Recommendations**

- 2.1 The Mayor is recommended to:

- (a) Note the views and recommendations of the Committee set out in the main report at Appendix A.
- (b) Agree that the Executive Director for Children and Young People be asked to respond to the Review's recommendations.
- (c) Ensure that a response is provided to the Children and Young People Select Committee.

## **3. Context**

- 3.1 The review was scoped in May 2013 and two evidence gathering sessions were held in July 2013 and October 2013, as well as evidence gathering visits in October and November 2013. The Committee agreed the report and the recommendations in December 2013.

## **4. Financial Implications**

- 4.1 There are no financial implications arising out of this report per se, although the financial implications of the recommendations will need to be considered in due course.

## **5. Legal Implications**

- 5.1 The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

## **6. Equalities Implications**

- 6.1 The Council works to eliminate unlawful discrimination and harassment, promote equality of opportunity and good relations between different groups in the community and recognise and take account of people's differences.

## **7. Crime and Disorder/Environmental implications**

- 7.1 There are no specific implications.

## **BACKGROUND INFORMATION**

If you have any queries on this report, please contact Andrew Hagger, Scrutiny Manager (020 8314 9446), or Kevin Flaherty, Head of Business & Committee (0208 3149327).

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# Overview and Scrutiny

## Nursery Education and Childcare Review

### Children and Young People Select Committee

December 2013

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#### Membership of the Children and Young People Select Committee in 2013/14:

**Councillor John Paschoud (Chair)**

**Councillor Jenni Clutten (Vice-Chair)**

**Councillor David Britton**

**Councillor Stella Jeffrey**

**Councillor Marion Nisbet**

**Councillor Stephen Padmore**

**Councillor Jacq Paschoud**

**Councillor Philip Peake**

**Councillor Alan Till**

**Councillor Dan Whittle**

**Gail Exon (Church Representative)**

**Monsignor N Rotheron (Church representative)**

**Sharon Archibald (Parent Governor Representative)**

**Lisa Palin (Parent Governor Representative)**

**Mark Saunders (Parent Governor Representative)**

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## 1. Chair's Introduction

Lewisham is a young borough, and Lewisham Council rightly places great importance on the care and influences that happen in the earliest years of the lives of our young residents. Recognising that for most children the first and most important carers and educators are good parents, the Children and Young People Select Committee wanted to undertake this investigation into Nursery Education and Childcare services, in all settings, that are available to support and work with parents.

In particular we wanted to find out:

- How much it costs in Lewisham, how it is paid for and whether the right services are affordable to all of those who need them
- How it is regulated and monitored, and how provision in Lewisham matches up to national standards
- What changes could be made to better meet children's' needs in Lewisham by providers, the Council and Government

Our findings and recommendations and how we reached them are explained in this report. Amongst the things which particularly impressed us was the overall professionalism of all of those working in all types of early years environments. We learned that poverty and other deprivations were amongst many pressures on families that might lead to 'poor parenting'; but that simply being in work did not necessarily mean that parenting skills would improve. We found that in addition to what they appeared to offer, childminders and nurseries can provide valuable support networks for parents who may not have family or friends in the local area.

The Select Committee is most grateful to everyone who has assisted this investigation by providing evidence to our formal meetings, allowing us to visit them and the children they look after and see how things work first-hand, and talking informally with members of the Select Committee about their views and concerns. As always we especially appreciate the work done by the Council's Scrutiny support staff to arrange all of these activities, record evidence accurately and then help us to turn it into a meaningful report and recommendations, and Andrew Hagger deserves our particular thanks in this case.

From the many children we saw who were clearly having happy experiences in different settings, we realised that having a mixed economy of provision in Lewisham, ranging from childminders who looked after one or very few children through to large specialised nursery schools with over 90 children attending at the same time, was a valuable choice to have. Children develop very quickly between the ages of 2 and 5 years, but they can develop in different ways and require different types of care and support for their own learning. Whilst in theory this choice seems to be available to most families, in practice because of geography, availability and affordability this is not always so.

There is probably significant scope for different providers to work together better to create packages of care that support the needs of particular children and families; and the Council could play a more significant role in encouraging and supporting them to do so. We looked particularly at progress so far in delivering the Government's offer to some families of childcare from the age of 2 years; and found that not enough thought may have been put into whether needs for this could be met using spaces that had been designed and workers who had been trained with even slightly older children in mind. I hope that all those to whom our recommendations are ultimately directed will take note of and act on them.



Councillor John Paschoud  
Chair of the Children and Young People Select Committee



## **2. Executive summary**

- 2.1 There have been a number of legislative changes and government initiatives that have altered the nursery and childcare landscape, including the introduction of 15 hours a week of free childcare for all 3 and 4 year olds as well as for some disadvantaged 2 year olds. The forthcoming Children and Families Bill includes reforms aimed at increasing the supply of high quality, affordable and available childcare, including introducing childminder agencies and making it easier for schools to offer wrap-around care.
- 2.2 Charges for childcare can vary widely across the borough due to differences in the level of service offered and the location. The economic climate has created pressure on providers, as more parents are relying on the 15 hours of free entitlement and are not able to pay for additional hours. Large scale changes to the benefit system have impacted on Lewisham residents and potentially affected their ability to afford childcare. Lewisham Council also funds 257 full time nursery places for pupils from deprived postcodes.
- 2.3 The 2 year old free entitlement has been a challenge for many providers. This is partly because caring for a 2 year old is very different from caring for 3 and 4 year olds due to the different stages of their development, which means many current providers do not have appropriate facilities for 2 year olds. Therefore there is a shortage in the availability of places for 2 year olds, with parents either unable to access places or finding it very difficult. Administering the 2 year old entitlement for providers can be difficult and some providers, notably among childminders who may be best placed to supply the 2 year old entitlement, do not want to it as it is not economically attractive.
- 2.4 In terms of the quality of provision of nursery education and childcare, the Early Years Foundation Stage Statutory framework sets out standards for providers, while Ofsted act as the arbiters of quality. Within Lewisham the private, voluntary and independent nurseries and childminders are below the national average for Outstanding and Good ratings, while schools with nurseries are above. Support from the Council for nursery education and childcare providers is carried out by the Early Year Improvement Team, whose role is to improve provision of all early years providers in Lewisham.
- 2.5 Early years providers generally have good levels of qualifications, including required safeguarding training, but have found it more difficult to pay for training for staff in recent years. Linkages between schools and pre-school providers for transition, while generally good, could be improved and there are opportunities for improvements in the provision of wrap-around care.
- 2.6 Demand for childcare places will depend on the necessity, affordability, locality and quality of childcare provision as well as parental preference of whether or not to use a childcare setting. The Childcare Sufficiency Assessment carried out by Lewisham Council in October 2012 identified that 42% of parent/carers with children under the age 5 did not take up any childcare. The supply of childcare, especially that provided by the private, voluntary or independent sector, will adapt to market demands. Whilst

there may be an appearance of parental choice in terms of childcare, the reality is that due to the availability and affordability of childcare this is not the case for many parents.

- 2.7 The flexibility of childcare providers can vary for a number of reasons. Their resources, in terms of staffing and access to buildings will impact on the quality of service to children and hours of availability. The location of the setting near commuter routes will also have an impact. Generally childminders offer the most flexible provision, with private, voluntary and independent nurseries also offering flexibility. Pre-schools, schools with nurseries attached and nursery schools will more generally offer sessional activities that run in the morning or afternoon, so be less flexible.
- 2.8 Every nursery and pre-school must allow children with special educational needs to attend and nurseries and pre-schools must be able to demonstrate this to Ofsted inspectors through an SEN Policy and an Inclusion Statement. They must also set out their responsibilities and procedures for children with SEN and be able to state what provision they have for disabled children and children with special educational needs.

### 3. Recommendations

The Committee recommends that:

#### Flexible provision of childcare

- R1. Childcare providers should be encouraged and supported by the Council to take a flexible approach to delivering childcare with a range of available hours and locations.
- R2. Providers should be encouraged and supported to share their experiences of implementing flexible provision with other providers across the borough.
- R3. Flexible arrangements for the free 3 and 4 year old entitlement provision, including arrangements to extend provision to cover more weeks than the specified 38 weeks through fee top-up arrangements, should be explored.
- R4. Schools and nurseries should be encouraged to work with childminders in order to provide wraparound care for younger pupils.
- R5. Nursery and childcare providers should be encouraged to increase the number of children with special educational needs that they look after.

#### Transitions from pre-school provision to reception

- R6. Schools should be encouraged to improve their relationships with nursery and childcare providers in their local area to support transitions from pre-school settings to the reception stage.
- R7. Nursery and childcare providers should also be encouraged to improve their relationships with schools in their local area to support transitions from pre-school settings to the reception stage.
- R8. Schools should provide information to parents about childcare availability in the local area, including nurseries and childminders.

#### Role of Social Care

- R9. The priority places budget supporting nursery placements on social care grounds should be maintained at its current level.
- R10. Children's Social Care should further improve links with early years providers, with attention paid to childminders to address perceptions.
- R11. Officers should explore the possibility of increasing the role of early years practitioners in early intervention work to potentially reduce the escalation of cases to social care practitioners.

### Free entitlement to childcare for 2 year olds

- R12. The sign up process for both parents and providers should be simplified in order to encourage further take up.
- R13. Regular monitoring of the availability of places should be carried out and publicised to provide up to date information about provision to parents. This should include information on the Lewisham website showing whether there are vacancies with specific providers.
- R14. The Mayor and Cabinet make representations to the government outlining some of the issues with the 2 year old free entitlement, including:
- The legislation has not been properly thought through, and is not having the intended impact.
  - Providing care for 2 year olds in a setting designed for 3 and 4 year olds requires different skills from staff and facilities, which many providers are unable to provide without further assistance.
  - The funding structure should be re-examined as the childcare market's response, especially from childminders, indicates that government funding is not in line with what the market requires.
  - As low income families are being targeted for this provision it is unlikely in many cases that they will be able to afford to pay for additional hours from providers, therefore providing less incentive for providers to offer the entitlement.  
All childminders should have DBS checks carried out every 3 years.

## 4. Purpose and structure of review

- 4.1. At its meeting on 9 April 2013, the Committee decided as part of its work programme to undertake an in-depth review into Nursery and Childcare Provision. The Committee agreed the scope of the review on 15 May 2013.
- 4.2. The Committee agreed that in order to understand nursery education and childcare provision in the borough, the Committee would need to first understand and answer the following key questions:

### Funding and affordability

- How is nursery and childcare provision funded in Lewisham?
- What are the ranges in prices of nursery and childcare provision across the borough?
- How does the price of nursery and childcare provision compare to other nearby boroughs?

### Quality

- What is the statutory framework and national policy for nursery and childcare provision and how has this recently changed?
- What is the range of quality of nursery and childcare provision in the borough, including private, voluntary and independent and school provided nurseries and childminding?
- What is role of the Early Years Improvement Team in monitoring and improving the quality of nursery and childcare provision?
- What is role of Ofsted in monitoring and improving the quality of nursery and childcare provision?

### Availability and accessibility

- Where is nursery and childcare provision available within the borough?
- Where is the demand for nurseries and childcare?
- How flexible is the provision on offer in different types of settings such as private, voluntary and independent and school provided nurseries and child-minding?
- Is nursery and childcare provision available for children with extra needs?

- 4.3. Building upon this understanding, the Committee agreed it would then consider the following key lines of inquiry:

### Funding and affordability

- Does the current mixed model of nursery and childcare provision provide affordable services for Lewisham residents?
- Does the support from central government in the form of funding and benefits provide affordability in nursery and childcare provision for Lewisham residents?

### Quality

- How could changes to government policy and legislation improve nursery and childcare provision?

- What are the private, voluntary, independent and school nursery and childcare providers in the borough doing to improve the quality of their provision?
- What is the Early Years Improvement Team doing to improve the quality of nursery and childcare provision in the borough?

#### Availability and accessibility

- Is current nursery and childcare provision appropriate for the needs of the parents and children of Lewisham?
- How could the flexibility in the availability and accessibility of provision be improved?
- How are providers of nurseries and childcare seeking to meet the increase in demand for free places in September 2013 and 2014, as well as increasing demands due to a rising population?

4.4. The Committee received the following evidence:

#### First evidence-taking session (2 July 2013):

- Report from officers providing information around funding & affordability, quality and availability & accessibility, including evidence from the following officers:
  - Penny Cartwright (School Improvement Officer, Early Years)
  - John Green (Strategic Leader, School Improvement Team),
  - Kym Scott (School Improvement Officer, Early Years)
  - Frankie Sulke (Executive Director for Children and Young People)
  - Sue Tipler (Head of Standards and Achievement)

#### Second evidence-taking session (9 October 2013)

- Presentation from Mick Lear (Head of Benefits) and Ralph Wilkinson (Head of Public Services) highlighting the changes to benefit system and support available to families with children to access childcare.
- Evidence from Shirley Mucklow, Director of Bellingham Community Nursery.
- Further evidence from Frankie Sulke (Executive Director for Children and Young People) and Sue Tipler (Head of Standards and Achievement)

#### Visits to providers

- Bunny Hop Nursery, Deptford. Met with Natasha Ricketts, Manager (2 October 2013)
- Lammas Green Pre-School, Sydenham. Met with Lynnette Jefferies, Manager (3 October 2013)
- Chelwood Nursery School, Brockley. Met with Nikki Oldhams, Headteacher (8 October 2013)
- Kilmore Childrens Centre Childminding Group, Forest Hill. Met with Charmaine Palmer, co-ordinator for the group and 7 other childminders. (7 November 2013)
- Kilmore Childrens Centre, Forest Hill. Met with Maria Johnson, Childrens Centre Manager (7 November 2013)
- Perrymount Nursery School, Perry Vale. Met with Christine Keen, Headteacher, Karen Morgan, Nursery Teacher and Sara Handley, Reception Teacher (7 November 2013)

- Lewisham Childminders Association. Met with Jacqueline Latrelle, Chair, Susan Gordon, Treasurer, 8 other childminders and a parent of a child who attends a childminder (12 November 2013)

4.5. The Committee concluded its review and agreed its recommendations on 3 December 2013

## 5. Legislative Background

### Free entitlement for 2, 3 and 4 year olds

- 5.1. Statutory Guidance for Local Authorities on the Delivery of Free Early Education for Three and Four Year Olds and Securing Sufficient Childcare was published in September 2012.<sup>1</sup> It set out that Local Authorities are required by legislation to make sufficient free early education available (15 hours a week over 38 weeks) for every eligible child in their area from their 3rd birthday until they reach compulsory school age, making the Free Entitlement Offer universal for all 3 and 4 year olds.
- 5.2. The free entitlement should be delivered in a way that reflects the local market through providers across the maintained, private, independent and voluntary sectors. Local authorities cannot refuse free entitlement funding to providers who have not yet been inspected by Ofsted, where the Local Authority is satisfied that the provision is of sufficient quality, but also cannot fund providers rated 'inadequate' by Ofsted, unless the local authority is satisfied that the setting is likely to improve significantly at re-inspection or within an agreed timescale. The local authority reimburses providers on the basis of a termly headcount and uses an hourly rate based on a formula that recognises the quality of the setting. The hourly rate is higher for good and outstanding providers and is intended to act as an incentive to satisfactory providers to improve.
- 5.3. From September 2013, children who are 2 years of age from families that would meet the Free School Meals criteria are now eligible for 15 hours of funded childcare per week for 38 weeks a year. This two year old entitlement was outlined within the statutory guidance and is part of the Government's Fairness Premium, which is intended to drive up social mobility and improve life chances. The primary focus will be on disadvantaged children, who are currently less likely to access the benefits of early education.
- 5.4. This new entitlement will be implemented in two phases. In September 2013 (phase one), around 130,000 (20%) two year olds in England were able to access free early education places. From 2014 (phase two), the entitlement will be extended to around 260,000 (40%) two year olds. Lewisham has been a pilot authority for two year old funding since 2009, allowing disadvantaged two year olds to access 15 hours of free early education. The families must use providers who are registered with the local authority as eligible providers and these organisations then claim reimbursement from the LA for their costs. The costs are reimbursed on the basis of an hourly rate formula, which is current £6.00 per hour. Eligible providers can currently be of any Ofsted rating and there are 221 places identified across 67 providers as part of the pilot project that the borough participated in. From September 2013 the DfE have identified a target of 1,130 places for Lewisham and a provisional target estimated at 2,200 for 2014.

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<sup>1</sup> Statutory Guidance for Local Authorities on the Delivery of Free Early Education for Three and Four Year Olds and Securing Sufficient Childcare, Department for Education, September 2013



## **‘More Great Childcare’**

- 5.5. Professor Cathy Nutbrown was commissioned by the Coalition Government to lead an independent review to consider how best to strengthen qualifications and career pathways in the foundation years. Her final report was published in June 2012, entitled Foundations for Quality. The review looked at qualifications and training, both for young people who are new to the early education and childcare sector and for those already employed. It also considered how to promote progression through an early years career and into leadership roles.
- 5.6. Following on from this, the report by the Department for Education released in January 2013, ‘More great childcare: raising quality and giving parents more choice’<sup>2</sup> sets out a plan of action for how the government will achieve its vision of a dynamic childcare market, delivering high quality early education. This focused on four key areas:
- Raising the status and quality of the workforce. Because the quality of staff is crucial in delivering high quality early education, there was a focus on raising the status of profession through the introduction of a range of new qualifications, including improving the quality of initial training to childcare trainees.
  - Freeing high quality providers to offer more places. This relates to a plan to increase the number of children that can be looked after by high quality childcare staff.
  - Improving the regulatory regime. This included the introduction of more experienced and well qualified Inspectors working to improve early years. Inspections targeting weaker providers were proposed, which will also provide the opportunity for earlier re-inspections where providers have taken rapid action to improve quality. There were also plans to make changes to the safeguarding and welfare requirements aspect of the EYFS statutory framework.
  - Giving more choice to parents. This relates to changes to the structural framework of registration for childcare providers to create a more straightforward process. This included making it simpler for people to become childminders and encouraging schools to offer more flexible early years provision. Proposals included the creation of childminder agencies to encourage more childminders by removing bureaucracy.
- 5.7. The changes to ratios of carers to children for pre-school children that were consulted on have not gone ahead, although plans to introduce childminder agencies, tax-free childcare, and the Early Years Educator and Early Years Teacher qualifications will proceed through the Children and Families Bill.

## **Children and Families Bill 2013**

- 5.8. The Children and Families Bill 2013<sup>3</sup> underpins the priorities set out in ‘More great childcare’ and aims to take forward the Government’s commitments to improve services for vulnerable children and support families. It also includes wider reforms covering the systems for adoption, looked after children, family justice and special

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<sup>2</sup> More great childcare: Raising quality and giving parents more choice, Department for Education, January 2013

<sup>3</sup> Children and Families Bill 2012-13

educational needs. The Government is reforming childcare with the aim of providing safe, high-quality care and early education for children. The enabling measures in the Bill support wider reforms to increase the supply of high quality, affordable and available childcare and include introducing childminder agencies and removing bureaucracy so that it is easier for schools to offer wrap-around care. The Bill is currently at the report stage in the House of Commons.

### **Good early years provision for all**

- 5.9. Ofsted launched a consultation document 'Good early years provision for all'<sup>4</sup> for consultation from April to May 2013. It came about because there had been little improvement in 2012 from the previous year in the proportion of early years providers judged as good or outstanding. While the large majority of the previously 'good' or 'outstanding' providers retained their grade in their most recent inspection, 40% of those judged satisfactory remained the same, which Ofsted felt was evidence that they are not improving fast enough. The consultation on the frequency of inspection did not include childminders, as the Government is considering new initiatives in this area, including the proposal for childminder agencies to be established. The documents proposed that from September 2013:
- A single judgement of 'requires improvement' will replace the current 'satisfactory' judgement for all early years providers
  - Early years non-domestic settings judged as 'requires improvement' will be the subject of a full re-inspection within two years; they will have a maximum of four years to become good.
  - Where an early years non-domestic setting fails to become 'good' following two consecutive inspections, this would be likely to lead to an 'inadequate' judgement and subject to the monitoring arrangements as set in the early years inspection framework.
  - Where any inadequate early years setting has failed to improve sufficiently and is still judged to be inadequate when re-inspected, it is likely that steps may be taken to cancel that setting's registration.
- 5.10. The majority of respondents to the consultation agreed with the Ofsted proposals, including that if a non-domestic setting has not made sufficient progress to be judged good at its third consecutive inspection, it should be likely to be deemed as 'inadequate'. A large majority of respondents also agreed that if an inadequate setting remains inadequate after re-inspection within 12 months, and there exist statutory grounds for cancellation, Ofsted should take steps to cancel the setting's registration with a period of 3 to 6 months the most common response to how long they felt an inadequate setting should be allowed to remain open before steps are taken to cancel its registration. The proposed changes to the framework were introduced at the start of November 2013.<sup>5</sup>

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<sup>4</sup> Good early years provision for all

<sup>5</sup> Good early years provision for all: A report on the responses to the consultation, Ofsted, August 2013.

## 6. Funding and Affordability

- 6.1. Funding for early years provision in Lewisham is received from the Department for Education through the Early Years Block of the Dedicated Schools Grant (DSG). For 3 and 4 year olds, the DSG is calculated on the basis of £3,488 per annum per child for 15 hours a week, making £16.4m in total. For 2 year olds, the DSG provides funding on the basis of the expected number of children that will be eligible for the new entitlement as well as an amount to expand capacity in readiness for the expansion of the entitlement for 2013/14 (£5.5m in total).<sup>6</sup>

### Changes to the benefit system

- 6.2. The benefit system is currently undergoing some of the biggest changes that have been made to it in 60 years, with the Welfare Reform Act prompting changes that the government hopes will make the benefits and tax credits systems fairer and simpler. The reforms cover the following areas:
- Spare room subsidy (more commonly referred to as the bedroom tax)
  - Local support scheme
  - Council Tax reduction scheme
  - Benefit cap
  - Universal Credit
  - Personal Independence Payments
- 6.3. The benefit system is still complex, with multiple agencies of which Lewisham is just one of them. The estimated cumulative financial impact of welfare reform on residents within Lewisham is in excess of £80m per year.
- 6.4. In terms of support for families with children, the following is available if the parent is not in work:<sup>7</sup>
- Child benefit - £20.30 per week for 1st child and £13.40 for subsequent children.
  - Sure start maternity grant – one off £500 for the first child if in receipt of certain benefits.
  - Free school meals – for those in receipt of qualifying benefits.
  - Healthy start – vouchers to help buy basic foods (such as milk, fruit). These are for pregnant women or those with children up to 5 years old in receipt of certain benefits.
  - Childcare grant – Claimant must be in higher education (e.g. college or further education) and will receive help with childcare costs for children under 15 (17 if SEN) up to £148.75/week for 1 child, £255/week for 2 or more children. This is dependent on income and childcare costs.
  - Care to learn – Claimant must be under the age of 20 and in school, 6<sup>th</sup> Form or a 6th Form College, with help available to pay for childcare costs up to £175 per child per week.

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<sup>6</sup> Nursery Education and Childcare Review – Evidence session report, Children and Young People Select Committee, 2 July 2013.

<sup>7</sup> Minutes of the Children and Young People Select Committee meeting, 9 October 2013

- Parents' learning allowance – available to full-time undergraduates or those attending teacher training, it provides up to £1,508 a year to help with learning costs (e.g. books, travel). This allowance depends on household income but does not have to be paid back.

6.5. The following support is available if the parent is in work:

- Child benefit - £20.30/week for 1<sup>st</sup> child and £13.40 for subsequent children. From 2013 this depends on income and is only available if both parents in the household earn less than £50,000 each.
- Childcare vouchers – childcare costs are taken from their salary pre-tax, therefore saving parents the percentage difference between costs and the applicable tax rate.
- Childcare and tax credits – extra tax credits to help pay for childcare costs whilst working. Up to £122.50/week for one child and up to £210/week for 2 or more are available. Claimants must qualify for Working Tax Credit, will depend on income and cannot cover 100% of childcare costs.
- Free school meals – if in receipt of qualifying benefits and all yr 1 and yr 2 reception children from next September.

### **Helping families understand the welfare changes**

6.6. In order to support residents who will be affected by these changes information has been provided to a number of key partners, including:

- Member and MP written briefings
- Caseworker & member face to face briefings
- Creation of information packs for key agencies
- A range of specific communications events

6.7. In addition there is public information available on the Council website that highlights what the changes are and who they will affect as well as what people can do to prepare. This includes online calculators to track the impact, budget planners and a local support tool which enables residents to self-identify needs and find websites and agencies that can help.

6.8. Children's Centres and Jobcentre Plus have been working together in order to provide further information for parents that are eligible for support and to help them through the changes, but feedback has been that parents find applying difficult and confusing. Therefore the Council has looked at how to simplify it by working towards developing a single assessment where people's eligibility can be sorted out in one go. To aim is to work with other agencies to share data and simplify the way the process works for the customer.

6.9. The benefits team have been working with colleagues in the Children and Young People Directorate in order to make sure that information is easily available for parents. Efforts have also been made to encourage people to take up other benefits that they are eligible for, such as free school meals. Increased take-up will also have a knock-on effect for schools as those eligible for free school meals would also be eligible for the pupil premium, attracting extra funding to schools.

6.10. Officers in the Children and Young People directorate have also been working with schools to encourage them to get information on welfare changes out to parents, including meeting with headteachers to emphasise the importance of this. Officers emphasised that schools have an important role to play in getting this information across to parents due to their frequent contact with parents and their role as important parts of the local community.

### Charges for childcare

6.11. Within Lewisham, childcare provision varies in price and is mainly driven by market influences. Childcare providers will look at their overheads such as rents, rates and staff costs to determine what they charge. These could differ from one area to another and the fees other childcare providers charge in the local area for a comparable service will also have an impact, as will the demand and availability of childcare.

6.12. Fees for sessional care range from £57.50 to £225 per week, while full daycare ranges from £57.50 to £322.50 per week and Childminders £130 to £300 per week. The following table shows the average childcare charges by providers across different areas of the borough.<sup>8</sup>

<b>Childcare charges by providers in Lewisham (average)</b>	<b>Area 1</b>	<b>Area 2</b>	<b>Area 3</b>	<b>Area 4</b>
	<b>£ per hour</b>	<b>£ per hour</b>	<b>£ per hour</b>	<b>£ per hour</b>
Childminders	6.50	6.53	6.00	5.92
Full Daycare (PVI's)	4.48	4.36	4.44	4.12
Pre School – sessional (PVI's)	6.00	4.52	6.00	4.12
Area 1 comprises the following wards: Brockley, Evelyn, New Cross and Telegraph Hill.				
Area 2 comprises the following wards: Blackheath, Crofton Park, Ladywell, Lee Green, Lewisham Central and Rushey Green.				
Area 3 comprises the following wards: Catford South, Downham, Grove Park and Whitefoot.				
Area 4 comprises the following wards: Bellingham, Forest Hill, Perry Vale and Sydenham.				

6.13. Fees in more affluent areas are likely to be higher, especially if there are more working parents who would require childcare. Sessional fees are also affected by demand and can vary according to provider's different type of specialism. The economic climate in recent years has resulted in a fall in demand for formal childcare and many childcare providers have not raised fees to attract parents where vacancies exist in their nurseries.

<sup>8</sup> Nursery Education and Childcare Review – Evidence session report, Children and Young People Select Committee, 2 July 2013.

- 6.14. Information from visits to providers found that fees varied around the borough and, as would be expected, varied depending on the hours that providers were open or that parents purchased. Private nurseries visited ranged from £125 per week (for 5 days, 9am to 3 pm) to £180 per week (for 5 days 8am to 6pm).
- 6.15. Information from childminders showed that fees ranged from £40 per day to £55 per day and from £170 per week to £260 per week, with weekly fees often lower per day than day rates. Many offer reduced rates for siblings and did not include charges for spare nappies/clothes. Evidence from childminders indicated that they rarely charge late fees to parents.
- 6.16. Information from officers found that average childcare costs in Lewisham are lower than those in nearby boroughs for nurseries offering full day provision, while childminder fees in Lewisham are higher. Officers emphasised that there is no clear pattern of charges in comparison to nearby boroughs and fee variations may be due to additional services/activities that the nurseries and childminders can offer. The table below shows the average childcare cost comparisons using information from each local authority Childcare Sufficiency Assessment, where available.<sup>9</sup>

LA	Nursery settings hourly rate(full time) £	Childminders hourly rate £	Pre -school hourly rate (sessional) £
Lewisham (average)	4.35	6.23	5.16
Lambeth (average)	4.96	5.76	3.59
Bromley (average)	5.00	5.00	4.00 to 5.00
Southwark (average)	5.67	5.80	7.00

### Free entitlement

- 6.17. The hourly rates for the 3 and 4 year old free entitlement are based upon the cost of provision based on information that providers supplied. Providers are reimbursed for the 3 and 4 year old entitlement at the agreed hourly rate and incentives for improved quality are included through higher rates for good and outstanding rated providers. Providers are able to charge for those parents buying services beyond entitled hours, which will be driven by the circumstances of the individual provider. The current hourly rate rates for the three and four year old free entitlement are shown in the table below.<sup>10</sup>

<sup>9</sup> Nursery Education and Childcare Review – Evidence session report, Children and Young People Select Committee, 2 July 2013.

<sup>10</sup> Nursery Education and Childcare Review – Evidence session report, Children and Young People Select Committee, 2 July 2013.

<b>Hourly rate for the 3/4 Year Old Free Entitlement Offer</b>	<b>Providers With “Satisfactory” OFSTED Judgement</b>	<b>Providers With “Good” or “Outstanding” OFSTED Judgements</b>
Nursery Schools	£7.35	£7.70
Primary School Nurseries	£4.85	£5.13
Private, Voluntary & Independent Providers	£3.84	£4.67
Childminders	£3.84	£4.67

- 6.18. Funding for the free entitlement is provided by central government via the DSG, with the rate set by central government. Central government currently thinks the amounts devolved are appropriate. This money is then paid to the providers by the local authority. There is a need to balance the affordability of the hourly rate for the free entitlement based on what Lewisham receives from central government and what the market rate is for the area. There may be a need to review the current differentiation in pricing between good, satisfactory and outstanding, because if a lot of providers raise their status it could affect overall affordability.
- 6.19. When members visited nurseries such as Bunny Hop they were told how some nurseries had struggled since 2009 as the poor economic situation led to local people losing jobs and being either unable to afford childcare or not requiring it. Many parents have cut back to the free 15 hour provision, whereas before they would have paid for the extra hours. This meant there were fewer children in the nursery at full time hours and as a result staffing capacity was reduced by two. Bellingham Community Nursery supported this and highlighted that there has been reduction in the number of parents paying for additional hours above the free 15 hour entitlement, which has been a factor in them now signing up to provide the two year entitlement. Bellingham Community Nursery also explained that more parents have started to struggle with meeting childcare costs and that managers have had to put payment plans in place for some parents and chase others for payment. At Perrymount Nursery, which is attached to a primary school, they have seen a reduction in numbers as parents restrict themselves to the free 15 hours.
- 6.20. Other nurseries, such as Lammas Green, are open for 42 weeks a year and have negotiated with the Council to stretch out funding of the 15 hour 3 and 4 year old provision by charging parents a small amount per week (£2 a week) to cover the extra opening. This change occurred following requests from parents that arrangements be made to incorporate this.
- 6.21. Lewisham has continued to fund 257 full time places (up to 30 hours) that have been made available to providers that take pupils from deprived postcodes and are allocated to children by the providers on the basis of criteria set down by the local authority, with deprivation used as a proxy for children with additional needs. Where

possible full time places are only awarded to settings with 'good' or 'outstanding' OFSTED judgements. The current rates per hour are the same as provided to those children who have an entitlement to 15 hours. The estimated annual cost of this is £890,000 and is funded from the DSG. The visit to Chelwood Nursery School highlighted this, with over half the places at Chelwood filled with pupils funded in whole by the local authority, with many of the other places filled through the free 15 hours and only a handful of places paid for by parents. The introduction of fee paid places is recent for Chelwood as they have traditionally not had spare places.

- 6.22. The criteria used for funded places are designed to support providers to target disadvantaged children. Officers are reviewing the methodology for deciding on this funding, as the expansion of entitlement to 2 year olds means that there is a chance to examine how to better target provision towards those most in need. The previous approach was to fund full time places for those from deprived postcodes and was based on Super-Output Areas. The Council also has a "Priority Places Budget" within Children's Social Care to support placements on social care grounds which cannot be funded through the Free Entitlement Offer. In 2013/14 the budget is £97,000. In 2012/13, 22 children were supported in this way.

### **Two year old entitlement**

- 6.23. In order to be eligible to deliver the free two year old entitlement, the provider has to opt in to be included. Lewisham Council is currently working with providers to encourage them to offer two year old places. Visits to providers in the borough and information received by councillors highlighted a number of issues with the two year old free entitlement.
- 6.24. For nurseries such as Bunny Hop and Bellingham Community Nursery the 2 year old entitlement has opened up further opportunities as they have always taken in 2 year olds. Now that people can access the free provision they have seen an increase in the number of 2 year olds as eligibility letters are sent to parents.
- 6.25. Some nurseries had a small number of children as part of the 2 year old free provision offer. However nurseries that were spoken to as part of the review advised that this can cause problems in terms of staffing as 2 year olds are very young and require a different level of care from 3 and 4 year olds due to the different stage they are at in their development. It was felt that provision for under 3s could have more of a care focus rather than early years education which is what 3 and 4 year olds would require. This was backed up by evidence from other providers, such as at Perrymount, who felt that taking 2 year olds would be difficult to do and by Bellingham Community Nursery, who had found delivering the 2 year old entitlement added extra pressure on workers, especially if 2 year olds are all at the same age within their second year as a child who has just turned 2 has greater care needs than a child who is almost 3. Chelwood Nursery School doesn't provide for 2 year olds, although it does have 'rising 3s'. There isn't a separate rest space 2 year olds and the funding for the 2 year old entitlement is not high enough to cover the cost of staff at local authority pay and conditions level at Chelwood. Many providers highlighted that if the free entitlement started at 2 years 6 months this could make a difference as 'rising 3s' have much more similar needs to 3 and 4 year olds and would not require such a significant re-shaping of the services the providers offer.



- 6.26. Bellingham Community Nursery had found administering the 2 year old free entitlement difficult, particularly as they had been asked to take children before the funding was agreed. Bellingham Community Nursery highlighted an example where a child had been placed with them, then the funding had been withdrawn. This meant that unless some sort of solution was found the child would have to leave a setting the child had settled into or the nursery would be forced to take a loss against that child and miss out on another child that would attract funding or pay fees.
- 6.27. Officers advised that in Lewisham many child-minders don't want to provide the free entitlement and don't apply to be eligible. Officers explained that this is because childminders can often get a better income by going to the wider market. Also child-minders often look after children for 30 to 40 hours a week so looking after a child for only 15 hours means they need to fill in gaps. There are currently only 9 child-minders signed up, which is an issue as Lewisham is looking to expand provision for 2 year olds and officers are trying to encourage more child-minders to sign up. Evidence collected by the Committee found that many childminders either did not know about their eligibility to deliver the free 2 year old entitlement, thought they were not eligible to deliver it or decided it was not viable to deliver it. Very few of the childminders the Committee spoke with were delivering the free 2 year old entitlement. Those that were delivering it had found the paperwork and forms overly complicated for both parents and the provider (particularly highlighting the 'Income tax status questionnaire' form) and significantly added to their administrative burden. It was felt that the rates were quite low and that because it only covered 15 hours it was not an attractive offer from a business point of view. Additionally, while childminders generally received payment weekly, payments for the 2 year old entitlement were made termly and were paid 70% upfront with 30% at the end of the period, which could also be off-putting.
- 6.28. At Kilmore Children's Centre the Committee found there was information readily available and prominently displayed for parents about the 2 year old entitlement offer. Staff there highlighted to the Committee that while they are required to monitor and track 2 year olds under the new provision (and have developed a system to do so) and report it to Ofsted, they were unclear if the Council has a centralised monitoring and tracking system. Staff advised that, anecdotally, it seems there are not enough available places to fulfil demand for the free 2 year old entitlement and that parents have reported ringing around many providers only to find that there are no available spaces. The ability to centrally monitor places available would be useful for directing parents to the correct places. This was supported by evidence from childminders, as those few eligible to provide the two year old entitlement received many calls from parents, despite having no spaces. It was thought that if it was possible to be able to easily and quickly put information on the Lewisham website about vacancies and availability this might provide better information for parents.

**Recommendations:**

Flexible arrangements for the free 3 and 4 year old entitlement provision, including arrangements to extend provision to cover more weeks than the specified 38 weeks through fee top-up arrangements, should be explored.

The priority places budget supporting nursery placements on social care grounds should be maintained at its current level.

The sign up process for both parents and providers should be simplified in order to encourage further take up.

Regular monitoring of the availability of places should be carried out and publicised to provide up to date information about provision to parents. This should include information on the Lewisham website showing whether there are vacancies with specific providers.

The Mayor and Cabinet make representations to the government outlining some of the issues with the 2 year old free entitlement, including:

- The legislation has not been properly thought through, and is not having the intended impact.
- Providing care for 2 year olds in a setting designed for 3 and 4 year olds requires different skills from staff and facilities, which many providers are unable to provide without further assistance.
- The funding structure should be re-examined as the childcare market's response, especially from childminders, indicates that government funding is not in line with what the market requires.
- As low income families are being targeted for this provision it is unlikely in many cases that they will be able to afford to pay for additional hours from providers, therefore providing less incentive for providers to offer the entitlement.
- All childminders should have DBS checks carried out every 3 years.

## 7. Quality

### Early Years Foundation Stage

- 7.1. The Early Years Foundation Stage (EYFS) statutory framework sets the standards that all early years providers must meet to ensure that children learn and develop well and are kept healthy and safe. It promotes teaching and learning to ensure children's 'school readiness' and gives children the broad range of knowledge and skills that provide the right foundation for good future progress through school and life. As mentioned previously, the EYFS Statutory Framework underwent a review in 2010 and changes to the framework came into force in September 2012. The EYFS specifies requirements for learning and development and for safeguarding children and promoting their welfare. The learning and development requirements for 2014 cover:<sup>11</sup>
- The prime areas of learning:
    - communication and language
    - physical development
    - personal, social and emotional development
  - The specific areas of learning:
    - literacy
    - mathematics
    - understanding the world
    - expressive arts and design
  - Characteristics of effective learning:
    - playing and exploring
    - active learning
    - creating and thinking critically
- 7.2. Because the quality of early years provision has a significant influence on outcomes for children, the EYFS stresses the need for high quality qualifications and well trained staff that will be able to offer better support for young children. There are qualification requirements in the EYFS and these requirements are regulated by Ofsted. In group settings the following is required:
- the manager must hold a full and relevant level 3 qualification and at least half of all other staff must hold at least a full and relevant level 2 qualification.
  - for children aged two and under at least one member of staff must hold a full and relevant level 3 qualification and at least half of all other staff must hold a full and relevant level 2 qualification
  - for children aged three and over in a registered early year provision, where a qualified teacher is working directly with the children, at least one other member of staff must hold a full and relevant level 3 qualification.
- 7.3. Childminders must have completed a local authority approved training course which helps them understand and implement the EYFS before they can register with Ofsted. At least one person must be on the premises at all times with a current paediatric first aid certificate and must accompany children on outings.

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<sup>11</sup> Early Years Foundation Stage Profile Handbook 2014, Standards and Testing Agency, 2014

- 7.4. For after school clubs one member of staff must hold a full and relevant level 3 qualification and at least half of all other staff must hold a full and relevant level 2 qualification. For schools at least one member of staff must be a qualified teacher and at least one other member of staff must hold a full and relevant level 3 qualification.

### **The role of Ofsted in regulating quality**

- 7.5. Ofsted (the Office for Standards in Education, Children's Services and Skills) inspects and regulates services which care for children and young people, and those providing education and skills for learners of all ages. As such they carry out hundreds of inspections and regulatory visits throughout England and play an important part in the monitoring and regulation of childcare providers. It is the role of Ofsted to register and inspect all childcare providers including:
- nurseries in schools
  - nursery schools
  - childminders
  - nurseries
  - pre schools/playgroups
  - breakfast, after school and holiday clubs
  - registered crèches.
- 7.6. Before September 2008, settings could offer childcare and/or education. Some settings only offered childcare (and did not provide the 12.5 hours free entitlement of early education). These settings were inspected by Ofsted against the Childcare Standards only. Other settings offered both childcare and education (providing the 12.5 hours of free early education) and these settings were inspected against the Childcare Standards and Education.
- 7.7. When the Early Years Foundation Stage was introduced in September 2008 it became mandatory that all schools and early years providers in Ofsted registered settings followed the Welfare Requirements and the Learning and Development Requirements. In order for settings to be registered and to remain registered, they must comply with the requirements as set out in the EYFS.
- 7.8. Childcare providers are checked once by Ofsted before they are registered, and then inspected to ensure that they maintain their standards. Providers are inspected on a four year cycle unless they are judged to require improvement or to be inadequate. Other triggers for inspections include complaints or a change of manager.
- 7.9. Prior to September 2012, schools were given a separate EYFS grade on the same basis as other providers. Since September 2012, inspection of the EYFS forms a part of the whole school inspection and there are no separate judgements of the phases. Judgements are now of all phases and works so that the weakest phase determines the judgement.<sup>12</sup>

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<sup>12</sup> Evaluation schedule for inspections of registered early years provision, Ofsted, September 2012

- 7.10. All childminders must be registered with Ofsted in order to be eligible to provide childcare. While meeting with childminders the Committee was informed that there are a number of unregistered childminders operating in the borough.
- 7.11. Ofsted also has a separate inspection framework for the inspection of Children's Centres focusing mainly on their targeted work with children and families.
- 7.12. Officers noted that parents' awareness of Ofsted judgements may not necessarily influence their choices for nursery provision or child minder. Parents build up relationships with nurseries and schools and a poor Ofsted report will not necessarily put them off. During visits providers noted that changes to Ofsted inspection requirements has resulted in increased administrative pressures so they can comply with Ofsted regulations.

### Quality of provision within Lewisham

- 7.13. The table below shows Ofsted inspection grades across the sector. Not all providers are included as some are yet to be inspected.<sup>13</sup>

Type of provider	Number of settings	% of Outstanding	% of Good	% of Satisfactory/ Requires Improvement	% of Inadequate
Schools with nurseries <i>(pre 2012 inclusive judgements)</i>	45				
Schools with nurseries <i>(post 2012 ie whole school inclusive judgements)</i>	11	28% (18%)	60% (56%)	12% (23%)	0% (3%)
Nursery schools	2	50% (53%)	50% (40%)	0% (4%)	0% (0%)
Private, Voluntary and Independent Providers	114	16% (29%)	59% (53%)	23% (18%)	3% (3%)
Childminders	455	8% (10%)	53% (62%)	25% (27%)	1% (1%)

\* National figures are in brackets as at 3<sup>rd</sup> December 2012

- 7.14. As can be seen, the percentage of good or better providers are above the national rate for schools with nurseries and just below for PVIs and childminders. Officers have incentivised good and outstanding providers by paying higher rates, however from September it will be possible to use satisfactory providers, which could create more providers for free entitlement places.
- 7.15. There is a statutory requirement that there are established working practices and linkages between providers and the next stage of education. Within Lewisham there

<sup>13</sup> Nursery Education and Childcare Review – Evidence session report, Children and Young People Select Committee, 2 July 2013.

operates a model of feeder schools from primary to secondary and from nurseries (including PVI) to primary schools.

- 7.16. During visits to providers Chelwood Nursery School explained that they have good links and partnerships with other institutions, including Goldsmiths University, local primary schools, Drumbeat School and local childminders and childminding groups. They are part of the South Thames Early Education Partnership with another 5 providers. Providers such as Bellingham Community Nursery, Lammas Green Pre-School and Bunny Hop Nursery felt that the relationships with local primary schools were generally good, while Perrymount Nursery felt that these could be better with scope for more visits and more in-depth conversations about the child before they join the school.
- 7.17. Ofsted identified that the relationship with child-minders has to develop to fulfil the requirements. This was supported by evidence from childminders themselves, who felt that they could be left out of conversations with schools when a child joined the school. Childminders identified that there could be better working with schools in order to encourage linking up with childminders, especially around the potential for 'wrap-around' care provision, although childminders were hesitant to support the idea of school-run childminder agencies. They also felt that more information could be provided about local childminders to parents by schools, highlighting the frequent availability of information about after-school clubs and nurseries, but often very little about childminders. They generally found that information supplied varied from school to school and were not consistent.
- 7.18. Officers emphasised that the Council does not carry out quality inspections themselves and that Ofsted are the arbiters of the quality of provision. Officers collect evidence to see what support providers need in order to improve provision and have an understanding and knowledge of what quality is and if it is being provided, but do not provide any official quality judgement. If a childcare provider was given a 'required to improve' grade by Ofsted it would not be possible for the local authority to prevent that provider taking in more children as they are private businesses and can look after children if parents are willing to send them there.
- 7.19. Visits to providers and evidence supplied by providers to the Committee highlighted that staff generally have high levels of relevant qualifications, with most staff having level 3 NVQ qualifications or working towards them. Staff at nurseries attached to a school or dedicated nursery schools had direct access to qualified teachers. Many nurseries have information about their staff and qualifications readily available to parents either through information sheets or on their websites.
- 7.20. Some nurseries, such as Bunny Hop, Chelwood Nursery School and Lammas Green Pre-School, have also take on apprentices, although Lammas Green emphasised the difficulty they had in getting the funding for this paid to them. Chelwood also have 3 PGCE students from Goldsmiths University undertaking placements with them and have parent volunteers as well.
- 7.21. In addition, many staff have additional training to further develop their skills, such as Makaton and BSL training to help with communication. Providers emphasised the safeguarding training that their staff had undertaken as well as specialist training for

particular needs. For example, visits to providers showed staff with specialisms in working with children with additional needs and others with specialist training in dealing with boys, especially transition stages for boys. Many nurseries have bilingual staff, and a number of nurseries visited highlighted the value in having a Polish speaker which allows these children to have a space where they feel comfortable talking in their first language.

- 7.22. The childminders at the Kilmorrie Childrens Centre and the Lewisham Childminding Association (LCA) were mostly qualified up to level 3 NVQ, with those at level 2 taking courses for level 3 as this will be a requirement in 2015. The LCA seeks out training for its members from other childcare experts and operates mentoring and peer support programmes to develop and share skills and knowledge.
- 7.23. Training was previously funded by the local authority, however childcare providers are now required to fund training themselves. Nurseries such as Lammas Green Pre-School emphasised that this has added an extra cost pressure for the business and that supporting higher level qualifications such as university level education is now even more difficult to provide for employees.
- 7.24. While visiting Perrymount Nursery, Committee members had the chance to speak to a reception teacher about children coming from different settings into reception. The reception teacher highlighted that those coming from nurseries are generally more settled, especially if they come directly from Perrymount nursery as the children are familiar with the setting and relationships with parents have been established. New children who have had no pre-school experience will vary depending on the child and the family. Some may not yet be ready and this can show in their academic work. However the reception teacher stressed that the social aspect is not an issue and that by the time the children enter Year 1 a teacher would not be able to differentiate between a child who had attended an early years setting and those that had not.

### **Support for childcare providers from Lewisham Council**

- 7.25. Lewisham has an Early Years Improvement Team (EYIT), whose role is to improve provision of all early years providers within Lewisham. The team mirrors the practice of the school improvement team through monitoring, challenging, supporting and intervention. This is delivered through training and advice for registered early years providers and the use of a self-evaluation process with the providers to develop the overall impact of leadership and management which enables sustainable improvements.
- 7.26. The EYIT is the main support to help ensure all providers interpret and carry out the EYFS statutory requirements. With the revised EYFS and the changes this year, the focus has been on the implementation of the revised EYFS. This has included developing, planning, assessment and tracking systems as well as moderating providers on making judgements on the EYFS Profile to ensure these are accurate across Lewisham and in line with national expectations.
- 7.27. The team works with providers to ensure they can provide the free entitlement of 15 hours for all 3 and 4 year old children and for targeted 2 year old children. Currently

they are liaising with other services to ensure the Local Authority meets the number of places for 2 year olds which is due to come on line in September. There is a particular focus on working with providers to improve the quality of the provision in order to raise attainment and to narrow the gap of under achievement. There is also a key focus on school readiness, improved parenting and prevention of escalation to other services in line with our Targeted Early Years services through Children Centres.

- 7.28. The team offers a training programme for schools, private, voluntary and independent settings and childminders on all aspects of the Early Years Foundation Stage. Before 2012 support and free or subsidised training was available from the Council, however since 2012, childcare providers pay for any training and development work that is given, as this is offered as a traded service. This includes training and support for managers/owners of registered early years providers practitioners to support in the development of high quality provision and to challenge leadership through the development of self-evaluation and leadership skills. The Service Level Agreement is offered to providers at a fixed cost and there is an additional charge for all training. 90% of settings subscribe to the Early Years Improvement Team's Service Level Agreement and attend training provided by the team. 40% of childminders have bought into training provided by the EYIT. Information supplied by childminders found that many of them feel the SLAs do not offer good value.
- 7.29. The EYIT provides targeted support, which includes visits to those childminders where there are concerns, complaints or where a childminder has received an inadequate judgement from Ofsted. Childminders generally felt that they were not supported by the local authority and that this was a result of their status not being as high as those providers who are regarded as more 'formal', such as nurseries and schools. Because of the increase in targeted services aimed at disadvantaged families and the relative reduction in more universal services, childminders felt that they were not able to access support that they were once able to and that some of the balance between the two types of provision had shifted. Childminders highlighted the support that was once on offer from the Council, such as a childminders network with co-ordinators employed by the Council. The group at Kilmorie Children's Centre stressed the importance of meeting up and sharing information and practice among childminders to improve knowledge and skills
- 7.30. The EYIT also provides targeted support to those new settings prior to their first Ofsted inspection and those settings who are Inadequate or Satisfactory or where there are concerns.
- 7.31. The EYIT works with a wide range of partners to ensure a joined up approach across other services with Children's Centres as key partners. This promotes development work to create a seamless process for families. SEN links have become part of the team's remit and work is carried out with Educational Psychologists to ensure that they are developing the work done by practitioners in the support of children with SEN. The team liaises with health and social care to support providers to ensure that their child protection procedures are effective and to support children's health and safety. The EYIT also liaise with the Healthy Child's Programme Board to ensure it influences future practice of health visitors, including the two year old check and the



wider context of health work. In addition the team supports providers to develop their links with other providers to ensure that effective transitions are in place.

- 7.32. Previous support and funding from the local authority has helped improve provision in the borough. Bunny Hop Nursery emphasised that early years funding had helped the nursery to put up a sign outside the nursery, develop flyers and provide uniform for staff, which has been a catalyst for the business to pick up. Funding enabled the nursery to replace the flooring, which had not been carried out by the landlord and had been identified previously as an issue by Ofsted. Early Years Funding from the council allowed Lammas Green to build a canopy over part of the outside play area and install safety flooring as well as put in cupboards for storage inside.
- 7.33. Despite support on offer from the EYIT, some nurseries have experienced difficult relationships with other areas of the Council. Bunny Hop Nursery has had problems with the council as a landlord (Bunny Hop rents their premises from the Council), including issues with heating and hot water maintenance, the lack of a thermostat and other users of the premises. There are also concerns over the standard of decoration. Bellingham Community Nursery had also experienced problems with the Council as landlord as they share a building that is owned by the Council. Specific concerns included the new lease and increased cost associated with it that had resulted in legal action. This has placed large demands on the directors and staff that have had to dedicate a lot of time and effort to this issue.
- 7.34. The manager at Lammas Green Pre-School highlighted to the Committee that as practitioners gained more qualifications and knowledge, there was potential for them to have an increased role in terms of early intervention. This could ease pressure on social workers who deal with the more urgent and pressing cases which need immediate and possibly more serious intervention.
- 7.35. Information about registered childcare providers is also available on the Lewisham website.

### **Safeguarding**

- 7.36. The Lewisham Children and Young People's Plan sets out that safeguarding children is everyone's responsibility and that it is vital that partners across all agencies who work with children, young people and families in Lewisham work together to ensure that children and young people are safeguarded and achieve good outcomes. Every child has the right to live in a safe and secure environment, free from abuse, neglect and harm.<sup>14</sup>
- 7.37. The Lewisham Safeguarding Children Board (LSCB) is a partnership between all agencies, organisations and services in Lewisham with responsibility for safeguarding and promoting the welfare of children. The board is made up of representatives from the agencies and bodies that have regular contact with children or responsibility for services to them in the local area. This includes children's social care, police, education, early years and Sure Start, health services, youth offending teams and probation services.

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<sup>14</sup> Lewisham Children and Young People's Plan 2012-15,

- 7.38. During additional evidence gathering from childcare providers it was stressed that all staff have safeguarding training and that the providers' safeguarding responsibilities are taken seriously. Providers were aware of the importance of not providing services in a vacuum, and that they should be aware of how and when to refer on to Team Around the Child (TAC) or Children's Centres. Practices highlighted included cause for concern log where any incidents/causes for concern are registered, reporting to management who can then look across previous incidents and decide whether this should be reported as a safeguarding concern. Linkages into Children's Social Care, Children's Centres and into TAC/TAF are also present. Lammas Green Pre-School submit around 6 CAF forms a year, while staff at Chelwood Nursery School participates regularly in TAC and TAF meetings with other support staff.
- 7.39. Childminders highlighted that while they have few incidences of safeguarding concerns, their perception is that when they do need to report something they can sometimes have difficulties. Childminders felt that they may not be seen as important by social workers and related one experience where concerns raised by a childminder were not addressed until a school also reported concerns. Childminders felt that improved knowledge of the role and professionalism of childminders among social workers could help with this, as could improved links between childminders and social workers, particularly around the sharing of information. While childminders can access the online training offered by the LSCB, this can be basic and not advanced enough for people who are qualified early years practitioners. Better safeguarding support for childminders would also help and it was felt that national guidance on the level of safeguarding training needed would be a solution. In addition, childminders highlighted that they are not subject to regular 3 year DBS checks.

**Recommendations:**

Children's Social Care should further improve links with early years providers, with attention paid to childminders to address perceptions.

Officers should explore the possibility of increasing the role of early years practitioners in early intervention work to potentially reduce the escalation of cases to social care practitioners.

Schools and nurseries should be encouraged to work with childminders in order to provide wraparound care for younger pupils.

Schools should be encouraged to improve their relationships with nursery and childcare providers in their local area to support transitions from pre-school settings to the reception stage.

Nursery and childcare providers should also be encouraged to improve their relationships with schools in their local area to support transitions from pre-school settings to the reception stage.

## 8. Availability and accessibility

### Demand for childcare

- 8.1. Demand for childcare places will depend on necessity, affordability, locality, quality of childcare provision and parental preference of whether or not to use a childcare setting, childminder or school.
- 8.2. Working parents or full time student parents with children under the age of 5 will mainly require full day care and would therefore use PVI full day care nursery settings and childminders who can offer up to 10 hours per day of childcare. Schools will offer five sessional three hours per day between 9 a.m. and 3 p.m. for nursery provision which is not suitable for parents that require longer hours unless they can access wraparound services.
- 8.3. The PVI Nurseries provide some early education and childcare over an extended day 8 a.m. to 6 p.m. usually full time but including half day sessions. There are 58 school nursery classes where provision is usually offered in either a morning or afternoon session. Childminders provide a range of hours support as agreed with parents.
- 8.4. The Childcare Sufficiency Assessment (CSA) carried out by Lewisham Council in October 2012 identified that 42% of parent/carers with children under the age 5 did not take up any childcare. The table below identifies the number of childcare places for under 5s in each area as well as and the number of vacancies. The table also shows that there are a number of vacant childcare places totalling 13% vacancies across Lewisham.<sup>15</sup>

<b>Demand for childcare places in Lewisham</b>					
	<b>Lewisham Total</b>	<b>Area 1</b>	<b>Area 2</b>	<b>Area 3</b>	<b>Area 4</b>
Number of childcare places	9314	2210	2865	2070	2169
Number of vacancies	1205	291	341	316	257
Vacancies as percentage	13%	13%	12%	15%	12%
Area 1 comprises the following wards: Brockley, Evelyn, New Cross and Telegraph Hill.					
Area 2 comprises the following wards: Blackheath, Crofton Park, Ladywell, Lee Green, Lewisham Central and Rushey Green.					
Area 3 comprises the following wards: Catford South, Downham, Grove Park and Whitefoot.					
Area 4 comprises the following wards: Bellingham, Forest Hill, Perry Vale and Sydenham.					

<sup>15</sup> Lewisham Childcare sufficiency assessment, London Borough of Lewisham, October 2012

8.5. Visits to providers highlighted that demand across the borough varied. While places such as Bunny Hop Nursery, Lammas Green Pre-School and Chelwood Nursery were nearly always full and often had waiting lists, Perrymount had vacancies in their provision. Providers identified that there is demand in the community for nurseries and identified new nurseries that had recently opened nearby or, in the case of Lammas Green, were expanding to additional premises to provide services.

### Supply of childcare

8.6. The table below summarises the availability of early education and childcare by type of provider. The table also identifies that PVI early education and childcare providers will react to market demands developing their business based on four main criteria:<sup>16</sup>

- Demand for early education and childcare and ability of parent to afford childcare.
- Availability of early education and childcare in a particular area
- Availability of affordable and suitable premises
- Transport connections for working parents

	Lewisham Total	Area 1	Area 2	Area 3	Area 4
Childminders	2282	416	676	624	566
Day nurseries	3523	944	1417	424	738
Pre Schools	655	0	193	224	238
School nurseries	2854	850	579	798	627
Number of places	9314	2210	2865	2070	2169

8.7. Out of the 683 childcare providers in the borough there are 174 providers in the borough eligible to provide the free entitlement offer for 2 year olds.<sup>17</sup>

Type of childcare provider	Eligible provider	Non Eligible provider	Total number of providers
Nurseries (PVI's)	107	13	120
Childminders	9	496	505
Schools with nurseries and nursery schools	58		58
<b>Total</b>	<b>174</b>	<b>509</b>	<b>683</b>

8.8. Childminders highlighted that certain areas of the borough do have a lack of childminder provision. Areas such as Blackheath, Lee and Hither Green that are more affluent or have good connections to central London do not have as many childminders. Childminders felt that as the profession does offer high pay it may not be seen as attractive for those people who live in these areas who may have access to better paid jobs in central London.

<sup>16</sup> Lewisham Childcare sufficiency assessment, London Borough of Lewisham, October 2012

<sup>17</sup> Nursery Education and Childcare Review – Evidence session report, Children and Young People Select Committee, 2 July 2013.

- 8.9. Whilst visiting Chelwood, the Headteacher advised that while there is a notion of parental choice in terms of the supply of nursery provision, this is not the reality for many parents due to the availability and affordability of childcare.

### **Flexibility of provision**

- 8.10. The flexibility of childcare providers can vary for a number of reasons. Their resources, in terms of staffing and access to buildings will impact on the quality of service to children and hours of availability. The location of the setting near commuter routes will have an impact too.
- 8.11. Most schools offer early education childcare for only 15 hours a week for children aged 3 and 4, and this will mainly be for 3 hours per day, term time only, either 5 mornings or 5 afternoons. Some may choose to deliver 2 full days and a half day with a child attending 2.5 days and another child attending the other 2.5 days which will equal 1 full time equivalent place.
- 8.12. This pattern of provision is in part driven by accommodating the activity within the existing school day. The terms and conditions of staff do not lend themselves easily to an extended day. Schools see the organisation of lunch for a full time place as a challenge with existing facilities. This was borne out by the visit to Perrymount Nursery, where sessions are delivered separately in the morning and the afternoon with no lunch provision. Chelwood Nursery School offered full time all-day places, although this was partly due to local authority funding to provide these. Chelwood kept the traditional AM/PM structure when the free 15 hours provision was introduced. Chelwood acknowledged that there needed to be a range of access across the borough in terms of flexibility but that due to their focus on education the hours Chelwood operated from suited what their aims were. Officers emphasised that a number of schools subscribe to the view that a full day is too long for the children in this type of setting.
- 8.13. Full day care providers and childminders will take children from birth to 5 years, and will be able in most cases to offer very flexible arrangements. Most full day care providers and childminders offer early education and childcare for 10 hours each day, and therefore can offer a 50 hours per week all year round service which many working parents require to enable them to travel to and from work and have a full time job. Full day care providers are able to offer flexibility that enable parents to work or study and are able to offer childcare places at affordable rates. Bunny Hop nursery emphasised their flexibility with their hours, for example offering the free provision over 3 days at 5 hours, rather than simply 5 days at 3 hours, as well as being open 8-6 every day and offering after school care for slightly older children.
- 8.14. Pre-schools (sessional providers) mainly deliver childcare services to children aged 3 and 4. Most pre-school providers have limited flexibility due to the limitations of staffing contracts, or restrictions on access to buildings if shared with another user. Therefore, it is most common for pre-schools to deliver early education and childcare in the same format as schools using the 5 morning or 5 afternoons format. There is evidence that pre-schools are beginning to review this position in order to improve the focus of the business model they are operating. Lammas Green Pre-school offers sessions from 9-3 and will offer sessional activities at their new site.

- 8.15. Childminders from the LCA emphasised their flexibility in what they offer. Childminders can offer services such as dropping a child off at school, nursery or other activities, as well as picking them up from them. Some childminders are also able to look after a child overnight, which can support parents who undertake shift work or have jobs that require them to work away from their home. Childminders emphasised that that they can also act as a go-between for parents between schools and are allowed to meet with teachers and pass on information if a parent is unable to do so. The Committee also heard from a mother who makes extensive use of the services that childminders offer. She stressed the importance of the flexibility that allows parents to work in jobs that are not necessarily child friendly and that a childminder can be a constant presence and part of a child's routine, particularly if there is family upheaval. Childminders emphasised that because of their flexibility there is scope for them to offer 'wrap-around' services filling gap between nursery/pre-school for parents and that they can offer flexibility in terms of the free 15 hours provision.

### **Provision for children with SEN**

- 8.16. Every nursery and pre-school must allow children with special educational needs to attend and be able to demonstrate this to Ofsted inspectors. They must have an SEN Policy and an Inclusion Statement setting out their responsibilities and procedures for children with SEN. All childcare providers must state what provision they have for disabled children and children with special educational needs when they register with Ofsted. Officers are supporting schools to ensure settings do have capacity to provide for children with SEN. This is being done free of charge until enough capacity is there and then introduce charges, although due to budget pressures charges may need to be introduced sooner. There is also support from the educational psychology team within PVI's and the SEN review recommended additional educational psychologists with specific early years needs to support PVI's. However, early years providers are sometimes not willing to take children with SEN due to levels of care required.
- 8.17. Officers highlighted that the current provision for children with more complex needs at Ladywell, Honor Oak and Rushey Green early years centres has a good record of supporting families and children with extra needs. At the present time, children with additional needs represent 20% of the total. Officers also highlighted that early years providers may not be as willing to take children with SEN due to the high levels of care required.
- 8.18. During visits to providers the Committee heard how different settings worked to provide services for children with SEN and to be open and welcoming for those children. Many have staff trained in SEN provision which can help with providing suitable services for these children, as well as identifying children who may have additional needs. Bunny Hop Nursery have previously identified children, while Lammas Green Pre-School have helped obtain a statement for a child before they entered school. Perrymount Nursery is attached to a primary school that specialises in providing for children with SEN and as such is well placed in their provision. Chelwood Nursery School works on identifying children with additional needs and

have training in recognising this. Chelwood Nursery School also receive referrals from health visitors and have contacts with them if they do identify something.

- 8.19. Childminders do not look after children with SEN as regularly as nurseries, partly due to the smaller numbers they look after as well as the younger ages they often deal with. However, some childminders do specialise in looking after children with SEN.
- 8.20. Many nurseries had techniques to enable communication for those that may have communication difficulties, such as PECS boards, which can also be useful for those that do not speak English as a first language.

**Recommendations:**

Childcare providers should be encouraged and supported by the Council to take a flexible approach to delivering childcare with a range of available hours and locations.

Providers should be encouraged and supported to share their experiences of implementing flexible provision with other providers across the borough.

Nursery and childcare providers should be encouraged to increase the number of children with special educational needs that they look after.

Schools should provide information to parents about childcare availability in the local area, including nurseries and childminders.

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# Agenda Item 8

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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