

MAYOR & CABINET			
Report Title	Savings Proposals for 2014/15 and 2015/16		
Key Decision	No	Item No.	
Ward	All Wards		
Contributors	Executive Director for Resources & Regeneration		
Class	Part 1	Date:	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 £16.2m¹ 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.

¹ 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%
Total	203	100.00%

- 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%
Total	203	100%

- 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%
Total	203	100%

- 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 16th 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 and 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 ECHR 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

Short Title of	Date	Location	Contact
2013/14 Budget	27 February 2013 (Council)	3 rd Floor Laurence House	Selwyn Thompson
Financial Review	10 July 2013 (M&C)	3 rd Floor Laurence House	Selwyn Thompson
Financial Review (update)	13 November 2013 (M&C)	3 rd 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
CYP 52	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.
CUS 01	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.
CUS 03	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.
CUS 29	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
RNR 13	Planning - Introduction of locally set planning application fees.	500.0	The legislation has been delayed and may not happen, making this saving undeliverable.
	Total	742.0	

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

Cross-cutting reviews		21.00	3.78	17.22		2.98	0.80		
C1	Management and corporate overheads		0.26		RNR01	0.13			
					RNR03	0.13			
C2	School effectiveness services and functions		0.63		CYP01	0.05			
					CYP03	0.06			
					CYP04	0.06			
					CYP12	0.10	0.20		
					CYP14	0.08	0.08		
C3	Crime reduction services								
C4	Culture and community services		0.80		COM02	0.20			
					COM03	0.50			
					RNR04	0.10			
C5	Housing strategy and non-HRA funded services		0.43		CUS01	0.07			
					CUS04		0.20		
					CUS05	0.16			
C6	Environmental services		0.32		CUS02	0.05			
					CUS03	0.27			
C7	Public services		0.45		CUS06	0.20			
					CUS07	0.10	0.10		
					CUS08	0.03	0.02		
C8	Planning and economic development		0.05		RNR02	0.05			
C9	Safeguarding and Early Intervention services for children and families		0.84		CYP05	0.10	0.05		
					CYP06		0.10		
					CYP07		0.05		
					CYP08	0.05			
					CYP09	0.02			
					CYP10	0.05			
					CYP11	0.10			
					CYP13	0.10			
			CYP15	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
Total 2014 / 16 NEW REVENUE SAVINGS PROPOSED	5,858.0	800.0	6,658.0

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		62.0	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	150.0	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	100.0	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	50.0	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		50.0	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		15.0	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		45.0	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		100.0	C 9
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	300.0	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		100.0	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	150.0	C 2
CYP15	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		216.0	C 9
Total 2014 / 16 New Savings Proposals - Children and Young People Directorate			971.0	475.0	1,446.0	

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		2,500.0	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		200.0	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		500.0	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
Total 2014 / 16 New Savings Proposals - Community Services Directorate			3,600.0	0.0	3,600.0	

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		73.0	C 5
CUS02	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		53.0	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		270.0	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	200.0	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		158.0	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		200.0	C 7
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	200.0	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	50.0	C 7
Total 2014 / 16 New Savings Proposals - Customer Services Directorate			879.0	325.0	1,204.0	

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>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. This 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.</p>	130.0		130.0	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		50.0	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
Total 2014 / 16 New Savings Proposals - Resources & Regeneration Directorate			408.0	0.0	408.0	
Total 2014 / 16 New Savings Proposals			5,858.0	800.0	6,658.0	

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"> • 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; • a duty to advise and befriend a young person who was previously looked after and is under 21 years; • 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). • A power to assist other young people who were accommodated by a health authority, education authority or privately fostered. <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
		<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>& 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</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:

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											
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:-					
<i>J -Inspiring efficiency, effectiveness and equity</i>			<i>B - Young people's achievement and involvement</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					
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											
Ward/Geographical implications – State which specific Wards are directly affected by this proposal											
All Wards :			If individual Wards, please state:								
YES											
Legal Implications – State any specific Legal Implications relating to this proposal											
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)?	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		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:

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

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

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

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

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											
Consultation with staff will be undertaken.											
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:-					
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					
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											
Ward/Geographical implications – State which specific Wards are directly affected by this proposal											
All Wards :			If individual Wards, please state:								
YES											
Legal Implications – State any specific Legal Implications relating to this proposal											
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)?	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	2	4	17.8	2	1		
Head Count	2	5	18	2	1		
Vacant♠							
Vacant◆							
Vacant♥							

Workforce Profile Information

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:		

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: 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.

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:
0	100	100

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
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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											
Consultation with staff will be undertaken.											
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:-					
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					
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											
Ward/Geographical implications – State which specific Wards are directly affected by this proposal											
All Wards : YES			If individual Wards, please state:								
Legal Implications – State any specific Legal Implications relating to this proposal											
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"> • 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; • a duty to advise and befriend a young person who was previously looked after and is under 21 years; • 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). • A power to assist other young people who were accommodated by a health authority, education authority or privately fostered. 											

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)?	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		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:

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

Is this proposal “cross-cutting?” 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: 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:

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

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

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

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

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

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

Value of Proposals per year (£000's)

2014/15:	2015/16:	Total 2014 / 16:
100	200	300

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											
Consultation is under way with staff, schools and the third sector but is not yet complete.											
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:-					
<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					
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											
Ward/Geographical implications – State which specific Wards are directly affected by this proposal											
All Wards :			If individual Wards, please state:								
YES											
Legal Implications – State any specific Legal Implications relating to this proposal											
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)?	YES	NO
Is this a continuation of a previous proposal?:	YES	NO
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:

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

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

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

Is this proposal "cross-cutting?" 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:

Expenditure	Income	Net Budget
£000's	£000's	£000's
14,062	266	13,796

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:

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

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:

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

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

YES

NO

Is this proposal "cross-cutting?" 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 : YES /NO	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)?	YES	NO
Is this a continuation of a previous proposal?	YES	NO
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							
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, 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.

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	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:

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

Is this proposal “cross-cutting?” 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
--	------------	-----------

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)

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

Bedspace	Current	Proposed	Change (£)	Change (%)
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.

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, 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.

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: 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	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: £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:

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:- 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 : YES / NO			If individual Wards, please state:							
Legal Implications – State any specific Legal Implications relating to this proposal										

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)?	YES	NO
Is this a continuation of a previous proposal?	YES	NO
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:

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:

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)

2014/15	2015/16	Total 2014 / 16
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			Corporate Priorities:- 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										

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)?						YES	NO
Is this a continuation of a previous proposal?						YES	NO
If YES, please state the previous Reference No.(s) and year:						2013/14 – CUS21	
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		6					
Head Count		6					
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: 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:

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

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:				
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				
						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?										
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 : YES /NO	If individual Wards, please state:
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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)?	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		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.

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

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.

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: 2.3%

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
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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 not subject to statutory or non-statutory consultation with service users, strategic partners or staff as this will be a discretionary service

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

1	2	3	4
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Impact on Corporate Priorities:

Main Priority – Most Relevant			Secondary Priority			Corporate Priorities:-		
E – Strengthening the local economy			J – Inspiring efficiency, effectiveness and equity			<ul style="list-style-type: none"> 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 		
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			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 :

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:

- make engagement more proactive,
- front-load activity to the pre-application stage, and
- enable greater self-service.

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.

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.

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.

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.

The following summarises the actions and reasonable adjustments proposed to widen access for those who choose to use the planning pre-application service;-

- Continue to provide a telephone contact and booking service, in particular for people who are unable to access planning information online.
- Continue to provide hard copies of the information contained on the planning pages of the Council's website on request.
- If applicable, promote the provision of a wider range of payment options for people choosing to use the pre-application service.
- Continue to provide a home visiting service for people who are unable to visit Laurence House due to mobility or other access issues.

The planning service will monitor and respond to the needs of service users once the charging structure in place.

Outcome of full Equalities Analysis Assessment (if required) :

An has been undertaken for this proposal, please see the section above.

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

All Wards : YES / NO	If individual Wards, please state:
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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.

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

Value of Proposals per year (£000’s)			
2014/15:	2015/16:		Total 2014 / 16:
128			128

Percentage of Net Budget proposed: 5.2%

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

1	2	3	4
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Impact on Corporate Priorities:

Main Priority – Most Relevant			Secondary Priority			Corporate Priorities:-		
J – Inspiring efficiency, effectiveness and equity			A – Community leadership and empowerment			<ul style="list-style-type: none"> 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 		
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			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

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)?	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		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:

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

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:
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:

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 not subject to statutory or non-statutory consultation with service users, strategic partners or staff.											
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:- 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								
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			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:								
YES /NO											
Legal Implications – State any specific Legal Implications relating to this proposal											
No specific legal implications have been identified. There are no contractual issues for this as there is no budget committed under any contracts.											
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 :							

APPENDIX F – Supporting document for CYP 12

MAYOR AND CABINET	
Report Title:	Savings Proposals for the Attendance and Welfare Service
Key decision:	Yes
Ward:	All
Contributors:	Executive Director for Children and Young People Executive Director for Resources and Regeneration Head of Law
Date:	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 4th best among London authorities in terms of overall absence in primary schools, and 8th best in terms of primary persistent absence. Lewisham was ranked 24th in terms of secondary overall absence and 25th 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.

Activity	Suggested category
<i>Prosecution</i>	
Preparing cases for court	Core
Court appearances	Core
Issuing Fixed Penalty Notices	Chargeable
Training on court procedures	Core
<i>Casework</i>	
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
Support and challenge to schools	
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

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.