APPENDIX W1

2011 / 2012 CAPITAL PROGRAMME - PROGRESS ON MAJOR PROJECTS

Major Projects	Spend to End of December 2011	Forecast Expenditure	Percentage Spent of Forecast	Budgeted Expenditure
	£000	£000		£000
General Fund				
Forest Hill Pool	**4,472**	9,136	49	9,136
ICT - IMT & Tech Refresh	**255**	797	32	797
BSF - Addey & Stanhope (D&B)	**3,006**	6,535	46	6,535
BSF - Prendergast Hilly Fields (D&B)	**631**	6,488	10	6,488
BSF - Other Schemes	**602**	5,707	11	5,707
Tidemill School (Replacement)	**3,175**	3,516	90	3,749
MyPlace - Wells Park	**28**	315	9	2,968
Primary Places Programme - 10/11 & 11/12	**17,938**	21,836	82	23,426
Schools Minor Works Programme	**2,086**	3,297	63	3,276
Pepys Environmental	**21**	933	2	954
TfL Programme	**1,728**	3,991	43	3,991
Surrey Canal Road Station	**0**	2,650	0	2,650
Highways & Bridges Prudential Borrowing	**1,036**	2,715	38	4,436
Deptford Station (inc additional allocation)	**3,421**	5,217	66	6,776
Deptford TC Regeneration (inc add allocation)	**5,334**	6,268	85	5,873
AMP Budgets	**98**	1,349	7	1,540
Disabled Facilities Grant	**527**	837	63	837
Private Sector Grants - Discretionary Grants	**200**	800	25	800
Minor Projects	**2,524**	6,886	37	8,308
	47,082	**89,273**	**53**	**98,247**
Housing Revenue Account				
Heathside & Lethbridge - Partnership Works	**137**	3,551	4	3,551
Excalibur Ph 1 Site Assembly & Emer Wks	**375**	1,352	28	1,352
Housing Options/ Homelessness	**105**	818	13	818
Lewisham Homes Works Programme	**5,762**	14,720	39	15,091
Decent Homes Programme (2* Authority)	**3,819**	14,000	27	14,000
	10,198	**34,441**	**30**	**34,812**
TOTAL - ALL PROJECTS	**57,280**	**123,714**	**46**	**133,059**

APPENDIX W2

2012/13 TO 2016/17 CAPITAL PROGRAMME
PROPOSED NEW CAPITAL PROJECTS AND RESOURCES

	Source of Financing	2012/13 £000	2013/14 £000	2014.2 £000	2015/16 £000	2016/17 £000	Total £000
Proposed New Capital Projects							
General Fund							
Deptford Station (additional allocation)		400					400
Catford TC Improvements (GLA OLF)		1,936					1,936
Deptford High St Improvements (GLA OLF)		1,869					1,869
Lewisham Gateway Improvements (GLA)		1,500					1,500
Primary Places Programme 2012/13		18,062					18,062
Catford Town Centre Regeneration		4,700	5,000				9,700
Cash Incentive Scheme						200	200
Disabled Facilities Grants						700	700
Aids & Adaptations						350	350
Disabilities Scheme						100	100
ICT - Tech Refresh						500	500
Schools AMP Programme						1,200	1,200
AMP Programme		500	500	500	500	2,500	4,500
		28,967	**5,500**	**500**	**500**	**5,550**	**41,017**
Housing Revenue Account							
Housing Self -Financing Projects		**25,600**	**27,000**	**29,600**	**30,800**	**54,400**	**167,400**
Total - Proposed New Capital Projects		**54,567**	**32,500**	**30,100**	**31,300**	**59,950**	**208,417**
New Proposed Capital Resources							
General Fund							
GLA Outer London Fund (Catford)	Grant	1,346					1,346
Section 106 Funds (Deptford High St)	Grant	31					31
GLA Outer London Fund (Deptford High St)	Grant	1,399					1,399
GLA Regeneration Fund (Lewisham Gateway)	Grant	1,000					1,000
Primary Places Programme 2012/13	Grant	18,062					18,062
Catford Town Centre Regeneration	Borrowing	4,700	5,000				9,700
Schools AMP Programme	Grant					1,200	1,200
		26,538	**5,000**	**0**	**0**	**1,200**	**32,738**
Housing Revenue Account							
Housing Self -Financing Projects	Borrowing	4,700	4,700	4,700	4,700	25,200	44,000
Housing Self -Financing Projects	Revenue	20,900	22,300	24,900	26,100	29,200	123,400
		25,600	**27,000**	**29,600**	**30,800**	**54,400**	**167,400**
Total - Proposed New Capital Resources		**52,138**	**32,000**	**29,600**	**30,800**	**55,600**	**200,138**
Net Effect on Capital Resources		**2,429**	**500**	**500**	**500**	**4,350**	**8,279**

APPENDIX W3

2012 / 2013 TO 2016 / 2017 CAPITAL PROGRAMME - MAJOR PROJECTS

Major Projects over £1m	FORECAST EXPENDITURE					
	2012/13	2013/14	2014/15	2015/16	2016/17	Total
	£000	£000	£000	£000	£000	£000
General Fund						
Forest Hill Pool	1,232					1,232
Aids & Adaptations	350	350	350	350	350	1,750
ICT - IMT & Tech Refresh	250	500	500	500	500	2,250
BSF - Prendergast Hilly Fields (D&B)	12,154					12,154
BSF - Sydenham (D&B)	10,338	10,338	4,869			25,545
BSF - Brent Knoll (D&B)	3,729	3,789				7,518
Schools AMP Unallocated	2,331	1,200	1,200	1,200	1,200	7,131
MyPlace - Wells Park	3,054	25				3,079
Primary Places Programme - 10/11 & 11/12	9,329					9,329
Primary Places Programme - 12/13	18,062					18,062
Schools Minor Works Programme	3,586	8				3,594
TfL Programme	2,482	482				2,964
Travellers Site Relocation	1,118					1,118
Highways & Bridges Prudential Borrowing	3,000					3,000
Deptford Station (inc additional allocation)	1,959					1,959
Catford Town Centre Regeneration	5,000	5,000				10,000
Catford TC Improvements (GLA OLF)	1,936					1,936
Deptford High St Improvements (GLA OLF)	1,869					1,869
Lewisham Gateway Improvements (GLA RF)	1,500					1,500
AMP Budgets	1,494	2,500	2,500	2,500	2,500	11,494
Vehicles 11/12 - 12/13 (Prud Borrowing)	2,650					2,650
Lewisham Mortuary - Cremator	1,480					1,480
Kender New Build - Phase 3 South (NDC)				1,485		1,485
Kender Phase 4 Site Assembly & New Build	1,540					1,540
Disabled Facilities Grant	707	707	707	707	700	3,528
Private Sector Grants - Discretionary Grants	800	800	800	800		3,200
Cash Incentive Scheme	243	200	200	200	200	1,043
	92,193	**25,899**	**11,126**	**7,742**	**5,450**	**142,410**
Housing Revenue Account						
Heathside & Lethbridge - Partnership Works	3,000	1,482				4,482
Housing Options/ Homelessness	400	400	400	400		1,600
2* Authority - Decent Homes Programme	11,500	24,000	22,500	22,500		80,500
Housing Self -Financing Projects	25,600	27,000	29,600	30,800	54,400	167,400
	40,500	**52,882**	**52,500**	**53,700**	**54,400**	**253,982**
TOTAL - MAJOR PROJECTS	**132,693**	**78,781**	**63,626**	**61,442**	**59,850**	**396,392**

Appendix X1

Proposed HRA Savings 2012/13

HRA Savings proposals 2012/13

Item	Area	Savings Proposals 2012/13
		£'000
1.	Hostels	170
2.	Lewisham Homes Fee	321
3.	Council Overheads	121
4.	Budget Adjustments	190
5.	Working Balance	250
6.	Moving to target Rent	20
7.	Service charge Income	150
	Total Savings Proposals	1,222

Item 1 Hostels

The HRA is likely to benefit from a review currently being undertaken on the reconfiguration of the Housing Options service as part of the general fund savings process. The total reduction in recharge to the HRA will be reported and taken as savings as soon as it is known but it is expected to be in the region of £170k.

Other potential savings could be generated through the introduction of a service charge to hostel residents for Furniture supply. The current budget allocation for furniture replacement is £155k. This option is being considered as a part of a separate report.

Item 2 Lewisham Homes management fee

The proposed saving of £321k is to reflect the reduction in the stock through right to buy's and regeneration schemes. The net effect, if the saving is taken, will be a management fee of £18.900m in 2012/13 (£18,942m in 2011/12) an increase of 0.92% in the fee per property compared to 2011/12.

The savings value shown has been arrived at after applying salary and running cost inflation of 1% and 2.5% respectively to the management fee, then reducing the revised fee to £18,900m

Savings of £323k can be achieved through efficiencies with no impact on service provision.

Item 3 Council Overheads

Council overheads represent the costs of central services such as finance, insurance, H&S etc, recharged to the HRA from General Fund.

Over the last few years, services in General Fund have come under pressure to reduce costs and achieve savings to reflect the governments reduction in revenue support grants, as part of its fiscal policy to reduce the national debt level. The HRA has benefited from the savings process

Savings of £121k can be achieved through efficiencies with no impact on service provision.

Item 4 Budget Adjustments

A review of fees and charges applied to services provided, such as commercial/shop rents, bank charges and aerial sites and of the income derived from them has shown that in some cases income received is in excess of the current budgeted amounts.

An additional £100k in commercial/shop rents, a reduction of £30k in Bank charges and an additional £60k in aerial sites income is being achieved, making a total of £190k in 2012/13.

Item 5 Working Balance

There is currently a £500k working balance within the HRA which is held annually to cover any unforeseen budget pressures.

Over the last few years the call on this budget has reduced, therefore there is a proposal to reduce this balance by half for 2012/13, generating a saving of £250k.

Item 6 Moving to target rent

This proposal involves re-letting void properties at its formula rent level, which is higher than the actual rent currently charged. This will mean that similar properties may attract different rent until all properties reach the target levels.

This will be produce additional income each year until 2015/16, when rents are forecasted to converge and reach the target level.

It is currently assessed that this would generate £20k of additional rental income.

Item 7 Tenants & Leaseholders Service Charge Review

Service charges are reviewed on an annual basis to ensure budgets reflect actual income achieved.

Current forecasts in 2011/12 indicate that both tenants and leaseholder income through service charges are running ahead of budgets.

In addition, the introduction of new services such as CCTV and the realignment of other charges such as energy, communal lighting etc may generate additional income.

This is currently being reviewed, but is expected to generate and additional £150k of income.

APPENDIX X2

Tenants' rent consultation 2012/13

The Tenants' rent consultation meeting took place on 7th December 2011 with Lewisham Homes managed tenants. Brockley Tenants were consulted as part of their panel meeting held on 14th December 2011 and 12 January 2012. Excalibur tenants provided written comments on the rent rise .

Views of representatives on rent rise & savings proposals				
	Lewisham Homes	Brockley PFI	Excalibur TMO	
No of representatives (excl Cllrs)	19	20	2	
Rent Rise	See below	No comments	See Below	
Savings Proposals:-				
1. Hostels	No comments	n/a	n/a	
2. Lewisham Homes Fee	No comments	n/a	n/a	
3. Council Overheads	No comments	n/a	n/a	
4. Budget Adjustments	No comments	n/a	n/a	
5.Working Balance	No comments	n/a	n/a	
6. Moving to Target Rent	No comments	n/a	n/a	
7. Service charge Income	No comments	n/a	n/a	
Service Charges	See below	See below	n/a	
Garage Rents	No comments	No comments	n/a	
Tenants Fund	No comments	No comments	No comments	
Heating Charges	No comments	n/a	n/a	
Summary of other comments made by representatives				

Lewisham Homes Panel	Rent rise: A comment was received expressing concern that the size of the rent rise in view of the fact that Lewisham had a high percentage of low earners in the borough. Tenants Service Charges: Tenants sought reassurance that they would only pay for services they receive. This assurance was given. Concerns were raised regarding charges for caretaking services where services were not being adequately received. LH to look into concerns The level of increase in communal lighting charges was queried. It was explained that this was due to increased energy costs and that LH were looking into more energy efficient lighting.
Brockley PFI Area	Tenants and Leaseholders Service Charges: Leaseholders mostly raised concerns regarding the quality of services and the accuracy of bills. RB3 to look into concerns Leaseholders questioned what was included in management charges. RB3 to clarify. Leaseholders question the increase in energy charges. RB3 to provide further information.
Excalibur TMO	Rent rise Two responses were received from Excalibur tenants. The first objected to the rise in rent in view of the poor condition of their property. The second comment accepted that the rent had to rise but question whether rent rises should be timed to coincide with pension increases.

APPENDIX X3

Committee	Brockley Residents Board	Item No	
Report Title	Leasehold and Tenant Charges Consultation		
Contributor	Brockley Contract Manager		
Class	Decision	Date	14th December 2011

1 Summary

1.1 The report sets out proposals to increase service charges to ensure full cost recovery in line with Lewisham Council's budget strategy.

1.2 The report requests Brockley Residents Board members to consider the proposals to increase service charges based on an inflation uplift of 3% for 2012/13. This is based on full cost recovery in line with last year's proposals

2 Policy Context

2.1 The policy context for leasehold and tenant service charges is a mixture of statutory and Council Policy.

2.2 The Council's Housing Revenue Account is a ringfenced revenue account. The account is required to contain only those charges directly related to the management of the Council's Housing stock. This requires that leaseholder charges reflect the true cost of maintaining their properties where the provision of their lease allows. This prevents the situation occurring where tenants are subsidising the cost of leaseholders who have purchased their properties.

2.3 The council started the process of unpooling Tenant Service Charges (that is separated from the rent and charges as a service charge) from the financial year 2003/04. Charges were reviewed at that time in order to establish actual costs. Since then charges have only risen by Retail Price Index (RPI) each year, which is the most familiar general purpose domestic measure of inflation in the United Kingdom.

3. Recommendations

3.1 The Brockley Residents Board is requested to consider and comment on the proposals contained in this report and the feedback from the residents will be presented to Mayor & Cabinet as part of the wider rent setting report.

4. Purpose

4.1 The purpose of the report is to:

- introduce increased service charges in line with the contract arrangements for leaseholders and tenants to recover costs incurred for providing these services

5. Housing Revenue Account Charges

5.1 There are a number of charges made to residents which are not covered through rents. These charges are principally:

- Leasehold Service Charges
- Tenant Service Charges

5.2 A service charge levy is applied to Tenants for caretaking, grounds maintenance, communal lighting, bulk waste collection and window cleaning. Tenants also pay a Tenants fund Levy which is passed onto the Tenants fund as a grant.

5.3 The key principles that should be considered when setting service charges are that:

- The charge should be fair and be no more or less than the cost of providing the service
- The charge can be easily explained
- The charge represents value for money
- The charging basis allocates costs fairly amongst those receiving the service

5.4 Rents are in effect, controlled and set centrally by the government through the rent restructuring regime, service charges, however, are set locally based on the cost and usage of the service.

5.5 The principle of full cost recovery ensures that residents pay for services consumed and minimises any pressures in the Housing Revenue Account in providing these services. This is in line with the current budget strategy.

5.6 In the current economic environment it must however be recognised that for some residents this may represent a significant financial strain. Those in receipt of housing benefit will receive housing benefit on

increased service charges. Approximately 60% of council tenants are in receipt of housing benefit.

6. Analysis of full cost recovery

6.1 The following section provides analysis on the impact on individuals of increasing charges to the level required to ensure full cost recovery. The tables indicate the overall level of increases.

Leasehold service charges

6.2 The basis of the leasehold management charge was reviewed when the PFI contract was put in place.

6.3 The basis of the leaseholder charges were reviewed last year and it was agreed that charges reflect full cost recovery for the type of service undertaken. In order to ensure continuation of this, it is proposed that we apply an uplift of 3% to reflect full cost recovery, and do not use the contract inflation award of 6.37%, applied to the contract payment in financial year 2011/12.

6.4 Communal lighting charges will be increased to reflect 2010/11 actual costs. This is the first increase in the estimated charge for 2 years. Current projections indicate the increase will be in the region £0.23 or 38.67% and will move the current Brockley average from £0.59 to £0.82.

6.5 In order to ensure full cost recovery, leaseholders service charges for caretaking, grounds maintenance and other services should be increased by an average of £0.68pw which would move the current average weekly charge from £16.61 to £17.29.

6.6 The following table sets out the average weekly increase for the current services provided by RB3.

Service	Leasehold No.	Current Weekly Charge	New Weekly	Weekly Increase	% Increase
Current		£	£	£	%
Caretaking	357	4.23	4.36	0.13	3%
Grounds	354	1.91	1.97	0.06	3%
Lighting	384	0.59	0.82	0.02	38.67%
Bulk Waste	357	0.30	0.31	0.01	3%
Window Cleaning	216	0.05	0.05	0.00	3%
Resident Involvement	509	0.22	0.23	0.01	3%

Customer Services	509	0.33	0.34	0.01	3%
Ground Rent	509	0.19	0.19	0.00	0.0%
General Repairs	232	6.04	6.22	0.18	3%
Technical Repairs	395	0.49	0.50	0.01	3%
Entry Systems	114	0.19	0.20	0.01	3%
Lifts	234	1.20	1.23	0.03	3%
Management Charge	509	0.87	0.87	0.00	0.0%
Total	509	16.61	17.29	0.68	3%

Tenant service charges

6.7 Tenant service charges were separated out from rent (unpooled) in 2003/04, and have been increased by inflation since then. RB3 took over the provision of the caretaking and grounds maintenance services in 2007/08. Both tenants and leaseholders pay caretaking, grounds maintenance, communal lighting, Bulk Waste collection and Window Cleaning service charges.

6.8 In addition, tenants pay a contribution of £0.13pw to the Lewisham Tenants Fund. At present there are no plans to increase the tenants fund charges.

6.9 Communal lighting charges will be increased to reflect 2010/11 actual costs. This is the first increase in the estimated charge for 2 years. Current projections indicate the increase will be in the region £0.20 or 38.67% and will move the current Brockley average from £0.49 to £0.69.

6.10 The current service charge arrangements ensure full cost recovery and will ensure that both tenants and leaseholders in the same block will pay the same amount.

6.11 In order to ensure full cost recovery, tenant's service charges for caretaking, grounds maintenance and other services should be increased by an average of £0.33pw which would move the current average weekly charge from £4.56 to £4.89.

6.12 The effect of increases in tenant service charges to a level that covers the full cost of providing the service is set out in the table below.

Service	Current Weekly Charge	New Weekly Charge	Weekly Increase	% increase
Current	£	£	£	%
Caretaking	2.54	2.62	0.08	3%
Grounds	1.19	1.23	0.04	3%
Lighting	0.49	0.69	0.20	38.67%
Bulk Waste	0.19	0.20	0.01	3%
Window Cleaning	0.02	0.02	0.00	3%
Tenants fund	0.13	0.13	0.00	0.0%
Total	4.56	4.89	0.33	7.24%

6.13 The RB3 Board are asked for their views on these charges from 2012/13. Results of the consultation will be presented to Mayor and Cabinet for approval.

7. Financial implications

The main financial implications are set out in the body of the report.

8. Legal implications

8.1. Section 24 of the Housing Act 1985 provides that a local housing authority may make such reasonable charges as they determine for the tenancy or occupation of their houses. The Authority must review rents from time to time and make such changes as circumstances require. Within this discretion there is no one lawful option and any reasonable option may be looked at. The consequences of each option must be explained fully so that Members understand the implications of their decisions.

8.2 Section 76 of the Local Government and Housing Act 1989 provides that local housing authorities are under a duty to prevent a debit balance in the HRA. Rents must therefore be set to avoid such a debit.

8.3 Section 103 of the Housing Act 1985 sets out the terms under which secure tenancies may be varied. This requires –

- the Council to serve a Notice of Variation at least 4 weeks before the effective date;
- the provision of sufficient information to explain the variation;
- an opportunity for the tenant to serve a Notice to Quit terminating their tenancy.

8.4 The timetable for the consideration of the 2009/10 rent levels provides an adequate period to ensure that legislative requirements are met.

8.5 Part III of Schedule 4 of the Local Government and Housing Act 1989 provides that where benefits or amenities arising out of the exercise of a Housing Authority's functions, are provided for persons housed by the authority, but are shared by the community as a whole, the authority shall make such contribution to their HRA from their other revenue accounts to properly reflect the community's share of the benefits or amenities.

8.6 Where as an outcome of the rent setting process, there are to be significant changes in housing management practice or policy, further consultation may be required with the tenants affected in accordance with section 105 of the Housing Act 1985.

9. Crime and disorder implications

There are no specific crime and disorder implications in respect of this report paragraph.

10. Equalities implications

The general principle of ensuring that residents pay the same charge for the same service is promoting the principle that services are provided to residents in a fair and equal manner.

11. Environmental implications

There are no specific environmental implications in respect of this report.

12. Conclusion

12.1 Revising the level of charges ensures that the charges are fair and residents are paying for the services they use.

12.2 The additional resources generated will relieve some of the current pressures within Housing Revenue Account and will contribute to the funding of the PFI contract which is contained within the authorities Housing Revenue Account.

If you require any further information on this report please contact

Alwyn Lewis on 0207 635 2070 or Alwyn.lewis@pinnacle-psg.com

Appendix X4

HOUSING PANELS			
Report Title	Housing Revenue Account (HRA) – Rent Setting Consultation Lewisham Homes Area		
Key Decision	Yes		
Ward	All		
Contributors	Executive Directors for Customer Services & Executive Director for Resources & Regeneration		
Class	Part 1	Date: December 2011	

1 Purpose of the Report

To outline the forecast rent, service charge and Energy increases for Lewisham Council Dwellings in 2012/13, based on the Rent Restructuring formula issued by Central Government. Residents are invited to consider this report and provide feedback on the proposals contained.

2 Executive Summary

The forecast average increases in rent for 2012/13 equates to an average rise of £5.76 or 7.04% over a 52 week period. This will raise the full year average dwelling rent for the London Borough of Lewisham from £81.73 to £87.49pw.

2.1 The increase is calculated using the rent restructuring formula issued by Central Government which links rent rises the Retail Price Index (RPI) as at September. Councils have been advised by the Local Government Association (LGA) that the Government recognises the high RPI figure for September 2011 but strongly encourages Councils to continue with this formula as it believes this still offers a good deal for tenants.

2.2 The authority can raise rents by more or less than that indicated by the Government's formula calculation. However, the debt settlement in self financing is based on an assumption that the authority will increase rents by the target. Not doing so might lead to unfavourable adjustments to future funding.

2.3 The potential average service charge rises are contained in the Lewisham Homes Budget Strategy Report 2012/13, which is considered elsewhere on the agenda. This is based on full cost recovery in line with last year's proposals.

2.4 Savings are being sought for 2012/13 as outlined in section 5. Whilst most of these can be achieved by efficiencies in service delivery, there are policy choices to be considered.

2.5 There are no proposals to increase the current levy for Tenants' Fund which will remain at 13p per week.

2.5.1 Energy charges will decrease in 2012/13 by an average of £0.05pw or 0.44%. This will move the average cost from £11.33pw to £11.28pw. This is based on revised stock data, to reflect stock transfers and updated average consumption levels.

2.5.2 Garage rents are proposed to rise in line with RPI inflation @ September 2011 which is 5.60%. This represents an increase of £0.54pw and would raise the average charge from £9.70pw to £10.24pw.

3 Policy Context

3.1 This report will feed into the priorities of 'Shaping out Future' – Lewisham's Sustainable Community Strategy (2008 -20), specifically 'Clean, green and liveable - where people live in high quality housing and can care for and enjoy their environment' and supports the Council's corporate priority regarding 'Decent Homes for all'.

4 Introduction

4.1 The delivery of Lewisham's housing management service has undergone significant changes in recent years. This is as a result of the stock options appraisal submitted in July 2005 which recommended a mixed approach to improving the stock to meet the Government's Decent Homes Strategy. The approach involved some stock transfers, refurbishment through Private Finance Initiatives (PFI) and the establishment of an Arms Length Management Organisation (ALMO).

4.2 These changes have posed considerable challenges to the HRA. All programmed stock transfers have taken place leaving the HRA with a smaller income both from rents and subsidy whilst the pressure to incur expenditure is still considerable. The lower income base has reduced the ability to be flexible in incurring any additional expenditure. Furthermore, there is an ongoing need to ensure the various providers of services are maintaining services to an acceptable level or for investment needs.

4.3 Since the last tenant panel meeting, it has been confirmed that Lewisham has in principle been allocated £94.5m in Decent Homes funding from DCLG. This is profiled as £14.0m in 2011/12, £11.5m in 2012/13, £24.0m in 2013/14 and £45.0m in 2014/15. However, only the funding for the first two years has been guaranteed. Announcements about the balance are expected in Comprehensive Spending Review 2012.

4.4 Self-financing

4.4.1 The Department for Communities and Local Government (DCLG) has consulted widely on the details of its proposals for the way that council housing is to be financed in the future. The Localism Bill contains provisions which, if enacted, would see this new system introduced from 1st April 2012. Lewisham has responded to this consultation and broadly supported the proposals but have concerns about the impact of not receiving the backlog funding that other councils have received as the government have not yet confirmed funding for the last two years of the programme.

4.4.2 The government has called its proposals 'self-financing', as the aim is to leave each local authority in a position where it can meet its liabilities through its rent and other charges, without the need for financial support from government.

4.4.3 The changes involved would allow the authority to keep all the rents generated, rather than contribute it to the national HRA rent pool, in order to dispense with the current subsidy system. This would allow the abolishment of the HRA subsidy system in its entirety, to be replaced by a system where the Housing Stock is 'self sustaining'.

In summary the key features of the new system are:

- There will be a one-off settlement and redistribution of existing housing debt, requiring each local housing authority to either take on new debt as at 1 April 2012 or has some of its existing housing debt repaid.

- Following the settlement local housing authorities will be free to either repay debt or take on new borrowing (up to a centrally determined cap), taking account of local priorities and housing investment needs.

- From 1 April 2012 local housing authorities will no longer be required to make contributions to, or receive contributions from, the national subsidy system.

- The existing system of rent restructuring controls will continue, with the expected 'convergence date' of 2015/16.

- Local housing authorities will continue to be accountable for ensuring effective housing management and investment.

- The HRA 'ring-fencing' will continue.

4.4.4 One key factor in the development of the business plan is the level of debt associated to the assets within the plan. The Government has

undertaken an assessment of the level of debt that each local authority could maintain under the self-financing regime, based on stock numbers, assumed rent levels and Governments assessment of required increases to the management, maintenance and major repairs allowances used under the old subsidy system. It does not take account of each individual authorities' requirements for spend on management, maintenance and assets.

4.4.5 These debt 'settlements' were issued in draft form on 21 November 2011. The draft data shows that Lewisham will be in the position of having debt paid off. This is forecast to be in the region of £134.96m and is likely to reduce the current level of HRA debt down from £219.9m to £84.93m. The final settlements are expected to be announced in January 2012.

4.4.6 The Council is actively considering its response to these proposals, and detailed reports on the long term implications are due to be considered as part of the overall budget setting process

5 Efficiencies & Savings Proposals for 2012/13

5.1 The HRA strategy and self-financing assessments are continually updated and developed with the view to ensuring resources are available to meet costs and investment needs and are funded for 2012/13 and future years.

5.2 A one year package of savings totalling £0.776m was brought to the tenants panels as part of the 2011/12 rent setting exercise. This was agreed and put in place. The HRA was therefore budgeted to produce a once-off surplus of £371k in 2011/12, which will be used to contribute to investment needs.

5.3 Savings delivered in the 2012/13 budget can be re-invested to stock or other priorities. The package of savings proposed by way of this report can mostly be delivered through efficiencies in back office services.

HRA Savings proposals 2012/13

Item	Area	Savings Proposals 2012/13
		£'000
1.	Hostels	170
2.	Lewisham Homes Fee	250
3.	Council Overheads	121
4.	Budget Adjustments	190
5.	Working Balance	250
6.	Moving to target Rent	20

7.	Service charge Income	150
	Total Savings Proposals	1,151

5.4 As can be seen from the above table, savings proposals total £1.15m for 2012/13. If achieved, they could be used for investment needs currently identified by the HRA Business Plan.

5.5 Lewisham Homes have prepared a separate paper on the increase in Tenants and Leaseholders service Charges, which is to be considered elsewhere on the agenda.

5.6 A separate report on the introduction of a service charge for CCTV systems is also to be considered elsewhere on the agenda.

5.7 An update of the HRA Strategy, Savings Proposals, proposed rent & service charge increases and comments from consultation with tenant representatives will be reported to Mayor & Cabinet as part of the HRA Rents and budget strategy report. Mayor & Cabinet will make the final budget decisions in the new year.

5.8 Attached at appendix 1 to this report is a commentary on the savings listed in the table above.

6.0 Rents and Rent Restructuring

6.1 The 2012-13 financial year is the 12th year of what was originally a 10-year rent restructuring programme due to complete by 2011/12. However, DCLG moved the convergence date to 1 April 2015 i.e. in 3 years time.

6.2 The draft HRA self-financing determination for 2012/13 continues to assume a convergence date of 2015/16. This means that the debt settlement is based on an assumption that authorities will follow the formula.

2012/13 Rent Rise

6.3 The forecast increase in actual tenants rents, using the rent restructuring guidance of limiting actual increases to RPI @ September 2011 of 5.60% + 0.5% + £2 is 7.04%, which equates to an average rise of £5.76pw. This would raise the average 52 week dwelling rent for the London Borough of Lewisham from £81.73 to £87.49pw based on stock in the HRA as at 1st April 2011.

6.4 There have been no other changes in the methodology for calculating formula rents.

6.5 Following the rent restructuring formula will result in Guideline Rent increase of £6.01 or 7.42% based on the stock in the HRA as at 1st April 2011.

6.6 The rent rise noted above in section 6.3 will generate £4.542m in additional rental income. A rent rise lower than the formula calculation is likely to result in lost resources in the HRA which would need to be made up by efficiencies or savings in order to maintain a balanced account. For example a rent rise of RPI less 1% would generate £3.896m in additional rental income, a reduction of £0.673m or £0.82 per dwelling per week. A rent rise of £1 less than the forecasted amount would result in a reduction of £0.789m in additional rental income.

6.7 A rent rise higher than the formula calculation is likely to result in additional recharges to the HRA via the HB subsidy limitation charges. For example to generate £1 of additional income over and above the forecasted amount, rents would need to increase by £2.4 due to the increased limitation recharge.

6.8 The introduction of the rent restructuring policy effectively places the control of rent rises with the Government rather than Local Authorities. This is due to the loss of subsidy an Authority would suffer if it were to raise rents at a higher level than indicated by the formula calculation.

6.9 Whilst control of rent rises has been effectively removed from Local Authorities by the Rent Restructuring policy, Authorities still retain the legal requirement to set a balanced HRA.

7 Service Charges & Garage Rents

7.1 The agreed policy on Service Charges are that charges should reflect full cost recovery for the type of service undertaken. Lewisham Homes have provided a separate consultation report to panels regarding the increase to be applied for 2012/13.

Garage Rents

7.2 As part of last years consultation residents were asked for their views on proposed rental increases in Garage charges and the re-categorising of garages as follows:

- Group A = £9.70 per week would be the standard letting price for garages where there is lower demand.

- Group B = £15.00 per week would be for those garages where there are low vacancies and higher demand.

- Group C = Any allocated and managed parking bays £5.00 per week.

7.3 This was agreed and implemented. The additional income raised is being used for reinvestment in the Garage Stock, and to reduce current void levels. A budget of £200k was allocated in 2011/12 to undertake catch up repairs. A budget of £150k has been provided in 2012/13 for ongoing planned maintenance repairs.

7.4 Garage rents are proposed to rise in line with RPI inflation @ September 2011 which is 5.60%. This represents an increase of £0.54pw and would raise the average charge from £9.70pw to £10.24pw.

8 Tenants' Levy

8.1 As part of the budget and rent setting proposals for 2005/6 a sum of £0.13p per week was 'unpooled' from rent as a tenants service charge in respect of the Lewisham Tenants' Fund. There has been no increase in this levy since its introduction, following consultation with Housing Panels.

8.2 It is proposed that there be no increase concerning the amount of the 2012/13 Levy.

8.3 The tenants fund have provided the panels with a consultation report regarding the accounts of the fund and budget proposals for 2012/13.

9 Energy Costs

9.1 As part of last years rent setting process the Mayor agreed to continue with the current formula methodology for calculating increases in Energy charges to tenants and leaseholders. This formula was originally approved by Mayor & Cabinet in December 2004.

9.2 The current charging methodology allows a limited inflationary price increase plus a maximum of £2 per week per property increase on the previous years charge. Consumption levels are also updated and included in the formula calculation.

9.3 The proposal for 2012/13 is for a decrease of £0.05pw or 0.44%. This has been worked out after taking account of updated stock levels due to stock transfers and updated consumption data.

9.4 It should be noted that a new corporate contract for the supply of Gas was re-let in 1st April 2011 for a period of 12 months.

9.5 Although prices have risen since the last gas contract was awarded in 2011, prices for April 2012 contract can not be firmly estimated at this

time. Any increase in the contract price will be reflected in the proposed charge for 2012/13.

10 Consultation

10.1 Consultation under tenants' compact

Consultation will take place in line with the tenants' compact arrangements. Since these arrangements provide an opportunity to engage tenants in a discussion on rent rises, it is proposed to continue to involve tenant representatives through the Housing Panels in December and feedback any views to Mayor & Cabinet.

10.2 Housing Select Committee

It is proposed that Public Account Committee will consider the proposals that Mayor & Cabinet will consider, in January/February 2012.

10.3 Public Accounts Committee

It is proposed that Public Account Committee will first consider the proposals that Mayor & Cabinet will consider, in January/February 2012.

11 Financial Implications

11.1 The estimated financial implications are contained in this report in each section of the report.

12 Legal Implications

12.1 Section 24 of the Housing Act 1985 provides that a local housing authority may make such reasonable charges as they determine for the tenancy or occupation of their houses. The Authority must review rents from time to time and make such changes as circumstances require. Within this discretion there is no one lawful option and any reasonable option may be looked at. The consequences of each option must be explained fully so that Members understand the implications of their decisions.

12.2 Section 76 of the Local Government and Housing Act 1989 provides that local housing authorities are under a duty to prevent a debit balance in the HRA. Rents must therefore be set to avoid such a debit.

12.3 Section 103 of the Housing Act 1985 sets out the terms under which secure tenancies may be varied. This requires –

-the Council to serve a Notice of Variation at least 4 weeks before the

effective date;
-the provision of sufficient information to explain the variation;
-an opportunity for the tenant to serve a Notice to Quit terminating their tenancy.

12.4 The timetable for the consideration of the 2012/13 rent levels provides an adequate period to ensure that legislative requirements are met.

12.5 Part III of Schedule 4 of the Local Government and Housing Act 1989 provides that where benefits or amenities arising out of the exercise of a Housing Authority's functions, are provided for persons housed by the authority, but are shared by the community as a whole, the authority shall make such contribution to their HRA from their other revenue accounts to properly reflect the community's share of the benefits or amenities.

12.6 Where as an outcome of the rent setting process, there are to be significant changes in housing management practice or policy, further consultation may be required with the tenants affected in accordance with section 105 of the Housing Act 1985.

13 Crime and Disorder
There are no specific implications.

14 Environmental Implications
There are no specific implications.

15 Equality Implications

15.1 Council tenants include a higher than average proportion of elderly people and black and ethnic minorities. Many tenants are unemployed or on low income. The service has specific provision for more vulnerable groups within the community. A significant proportion of new allocations are made to families and women with young children.

15.2 In undertaking consultation and examining potential options, the equalities impact for different groups of people will be considered, particularly black and ethnic minorities, women, disabled people and young people.

16 Conclusion

16.1 It is currently forecasted that a rent rise of 7.04% (£5.76pw) will be applied to Council dwellings in 2012/13 under the rent restructuring formula.

16.3 The proposed timetable enables scrutiny of the budget and proposals by Public Accounts Select Committee in January/February 2012.

16.4 The consultation arrangements have been strengthened in the light of the Tenants Compact and Tenants Strategy Group are asked to consider the proposals accordingly.

Background Papers

Document	Held by
HRA budget 2012/13	Conrad Hall

If you require any more information about this report please contact Conrad Hall on 0208 314 8379 (e-mail conrad.hall@lewisham.gov.uk)

Appendix 1 – Proposed HRA Savings 2012/13

Item 1 Hostels

The HRA is likely to benefit from a review currently being undertaken on the reconfiguration of the Housing Options service as part of the general fund savings process. The total reduction in recharge to the HRA will be reported and taken as savings as soon as it is known but it is expected to be in the region of £170k.

Other potential savings could be generated through the introduction of a service charge to hostel residents for Furniture supply. The current budget allocation for furniture replacement is £155k. This option is being considered as a part of a separate report.

Item 2 Lewisham Homes management fee

The proposed saving of £250k is to reflect the reduction in the stock through right to buy's and regeneration schemes. The net effect, if the saving is taken, will be a management fee of £18.981m in 2012/13 (£18,942m in 2011/12) an increase of 2.5% in the fee per property compared to 2011/12.

Savings of £250k can be achieved through efficiencies with no impact on service provision.

Item 3 Council Overheads

Council overheads represent the costs of central services such as finance, insurance, H&S etc, recharged to the HRA from General Fund.

Over the last few years, services in General Fund have come under pressure to reduce costs and achieve savings to reflect the governments reduction in revenue support grants, as part of its fiscal policy to reduce the national debt level. The HRA has benefited from the savings process

Savings of £121k can be achieved through efficiencies with no impact on service provision.

Item 4 Budget Adjustments

A review of fees and charges applied to services provided, such as commercial/shop rents, bank charges and aerial sites and of the income derived from them has shown that in some cases income received is in excess of the current budgeted amounts.

An additional £100k in commercial/shop rents, a reduction of £30k in Bank charges and an additional £60k in aerial sites income is being achieved, making a total of £190k in 2012/13.

Item 5 Working Balance

There is currently a £500k working balance within the HRA which is held annually to cover any unforeseen budget pressures.

Over the last few years the call on this budget has reduced, therefore there is a proposal to reduce this balance by half for 2012/13, generating a saving of £250k.

Item 6 Moving to target rent

This proposal involves re-letting void properties at its formula rent level, which is higher than the actual rent currently charged. This will mean that similar properties may attract different rent until all properties reach the target levels.

This will be produce additional income each year until 2015/16, when rents are forecasted to converge and reach the target level.

It is currently assessed that this would generate £20k of additional rental income.

Item 7 Tenants & Leaseholders Service Charge Review

Service charges are reviewed on an annual basis to ensure budgets reflect actual income achieved.

Current forecasts in 2011/12 indicate that both tenants and leaseholder income through service charges are running ahead of budgets.

In addition, the introduction of new services such as CCTV and the realignment of other charges such as energy, communal lighting etc may generate additional income.

This is currently being reviewed, but is expected to generate and additional £150k of income.

Appendix X5

Housing Select Committee Referral on Rent Setting

1 Summary

1.1 At the Housing Select Committee on 8th December 2011 the following reports were presented:

- Proposed Rent and Service Charge Increases – Lewisham Homes;
- Proposed Rent and Service Charge Increases – Regenter B3.

1.2 Following discussions on the issues raised by the report, a formal referral to Mayor and Cabinet (M&C) was agreed and made to M&C on 18th January 2012:

- The Committee would like the Mayor to note its concern at the proposed rent increase and the impact that this will have on hard-working low-income households; and investigate the feasibility of introducing a lower rent increase, taking into account all relevant implications.

1.3 The minute of the M&C meeting is below:

- Having considered an officer report, and a presentation by the Chair of the Housing Select Committee the Mayor agreed that the views of the Housing Select Committee as set out, be received and agree the Executive Director for Customer Services be asked to respond to the referral.

2 The Executive Director of Customer Services Response

2.1 <u>Potential impacts of introducing a lower rent increase than that issued by central government</u>

a) Decent Homes Backlog Funding could be detrimentally affected

- The Government's calculation for the self financing debt settlement is based on an assumption that rents will rise by the formula amount, and the Government could take a view that any authority not following this guidance did not need the previously announced backlog funding for decent homes. The potential loss to the Council could be the difference between the current guaranteed funding for decent homes of £25m and the provisionally agreed funding of £94.5m over 4 years. The £69m for years 3 and 4 has not yet been confirmed. Not following the Government's recommended rent increase might have serious consequences for this future funding stream for the Borough and put at risk the decent homes programme.

b) Council's 30 year business plan and funds available for investment will be reduced:

- The table below illustrates the potential loss of income if the current proposal is amended. The first line is the proposed increase based on the Government's guideline rent increase of 7.04%.
- Line 2 is the current proposal reduced by 1% for all households and results in a loss of income and therefore investment funding of £648k p.a., £3.2m over 5 years and in excess of £19m over 30 years.
- Line 5 is based on a rent increase at the Sept 2011 inflation rate of 5.06%. The loss of income/investment funding would equate to 927k p.a., £4.6m over 5 years and £27.8m over 30 years.

2.2 If it is assumed that at some point the rents will need to realign with the original business plan and rent convergence deadlines in order to maximise income/ investment funding a restricted increase in 2012/13 will result in larger rent increases in future years. Otherwise the assumption would be that the loss of income/investment would never be recovered.

						lost income against current proposal		
	Proposed increase	**Ave rent** £	**Increase** £	%	**Add'l income raised p.a** £k	**p.a** £k	**after 5 years** £k	**After 30 years** £k
1	Current proposal (5.6%+0.5%+£2)	87.49	5.76	7.04	4,542			
2	Current proposal - 1%	88.66	4.93	6.04	3,894	-648	-3,240	-19,440
3	2.5%+0.5%+£2	84.95	3.22	3.94	2,540	-2,002	-10,010	-60,060
4	5.6%+0.5%	86.72	4.99	6.09	3,927	-615	-3,075	-18,450
5	5.6%	86.31	4.58	5.60	3,615	-927	-4,635	-27,810

APPENDIX Y1

Summary – Revenue Budget 12/13 Savings Proposals (Agreed in March 2011)
Phase 1

Children and Young People Proposals

Directorate Reference	Service Area	Summary of proposal	2012/13 £'000
CYP02	Early Years & Play	The proposal is to remove childcare subsidy over three years at Clyde Nursery. These savings will emanate from a revision of the fee structure to bring it in line with charges made in the private, voluntary and independent sectors, especially with regard to younger children. It will include increasing fees from £175 per week as well as reducing staff and making further efficiency savings.	60.5
CYP03	Early Years & Play	The Family Information Service receives £200k Children Centre funding. It is proposed that they are set an efficiency target of 10% i.e. £20K.	10
CYP37	Children's Management	It is proposed that Children's Social Care will make less use of agency staff in the future. By filling posts with permanent staff it is proposed to make a saving of £200K as agency staff costs are higher than those of permanent staff.	100
CYP38	Business Support, Placements & Procurement	Reduction in use of agency placements through recruitment of additional Lewisham foster carers through Care UK.	655
CYP46	Business Support, Placements & Procurement	ContrOCC implementation - reduction of 1 x Business Support Officer. Introduction of new financial IT system will result in staff savings when fully embedded.	30
CYP49	School Improvement	Given the range of changes to national programmes of support to schools and the reductions in grant a wholesale review of the service will be required. This set of proposals are the interim steps to manage the immediate need for reductions. Once the government position on school improvement is clear and the position on ABG are resolved a formal review can be undertaken to establish the future shape	74

		of the service. The number of school improvement officers will be reduced by 3 fte posts with a 2fte reduction in administration support. Primary Curriculum support will be reduced by 1 team coordinator and 0.5fte admin posts. The Healthy schools team reduced by 0.6fte. Some savings will be used to strengthen the strategic leadership. In addition there will be proposals for staffing reductions related to loss of grants in the ABG.	
CYP54	Connexions	The proposal is to reduce the amount spent on IAG by re-negotiating the core contract with our IAG provider so they do not deliver targeted IAG. Targeted IAG will instead be delivered by LB Lewisham's Integrated Youth Support Service (IYSS). This will be achieved through a 20% reduction in the core IAG contract. Half of this is to be reinvested in IYSS to improve the capacity to deliver targeted IAG.	71
CYP56	Director's Office	It is proposed for 2012-13 to delete the Head of Education Development Service post when the post holder retires. The responsibilities of the post will be redistributed within the senior management team.	100
TOTAL			**1,100.5**

Community Services Proposals

Directorate Reference	**Service Area**	**Summary of proposal**	**2012/13 £'000**
COM11	Sports Development and Leisure Centres	Savings are expected to be achieved through the new Leisure Centre contract which will be re-awarded from October 2011	100
COM29	Older Adults and Hospital	Reducing cost of general supplies and services	50
COM30	Policy, Strategy & Performance	Deletion of one policy post and reductions in all non-staffing budgets across the division. Further resturture planned.	119
TOTAL			**269**

Customer Services Proposals

Directorate Reference	Service Area	Summary of proposal	2012/13 £'000
CUS01	Housing Needs	Housing Needs Restructure	50
CUS07	Customer Services	Restructuring of Registration Services	50
CUS08	Customer Services	ServicePoint - Reducing the number of Team Leaders from 8 to 5	100
CUS15	Revenues Services	Efficiencies in National Non-Domestic Rates (NNDR)	12
CUS32	Green Scene	Annual efficiency in Glendale contract	84
CUS33	Green Scene	Reduce Parks investment programme	132
CUS34	Green Scene	Reduce annual floral bedding	30
CUS39	Bereavement Services	Reorganisation of Posts in Crematorium and Cemeteries	18
CUS45	Strategy and Performance	Restructuring of the service	40
TOTAL			**516**

Regeneration Directorate

Directorate Reference	Service Area	Summary of proposal	2012/13 £'000
REG 02	Across Divisions	Merge Asset Strategy and Property Management functions	294
TOTAL			**294**

Resources Directorate

Directorate Reference	Service Area	Summary of proposal	2012/13 £'000
RES01	Audit	The savings will be achieved through a combination of measures including the gradual reduction in the amount of internal audit purchased from the external supplier; retendering the internal audit contract which should generate cost savings; and reviewing the way audits are carried out to improve efficiency, including the greater use of computer assisted audit techniques	50
RES05	Business Support	Reorganise accountancy and financial support services into three team	285
RES09	People Management Services	The proposal is not to run an annual Pride Awards event and to reduce employee fora support to a minimum	42
RES11	People Management Services	The possibilities for jointly procuring the Occupational Health and Employee Assistance Programme services are being explored and could lead to some rationalisation.	22
RES12/ 13	People Management Services	It is anticipated that agency staff numbers will reduce so reducing the size and complexity of the Managed Agency contract.	41
RES19	Head of Policy and Partnerships	renegotiation and reappraisal of various software contracts and a reduction in supplies and services.	25
RES26	Corporate Technology	Renewal of the ICT service contract	700
RES27	Corporate Technology	Renewal of the Data Centre contract	200
RES28	Technology and Operations	The reprocurement of multi-function devices (MFD) services	85
TOTAL			**1,450**
Grand Total Phase 1			**3,629.50**

Phase 2
Children and Young People Directorate

Directorate Reference	Service Area	Summary of proposal	2012/13 £'000
CYP13	Early Intervention Grant	Within the context of the 20% cuts to the grants constituting the Early Intervention Grant: In 2011/12 we propose to provide a statutory universal early years service out of Children's Centres. It is proposed that the grant is allocated over eight categories of expenditure: 1. Targeted Early Years services – through children's centres focusing impact on targeted families. 2. Support for universal services in conducting 'Team around the Child'. 3. Family Support Services – outreach and family support to deprived children down the triangle of need and stop them rising. 4. Diversion from care – intensive family support. 5. Support from families of children with complex needs. e.g. short breaks, support for children with ASD, behaviour support 6. Youth Services involving youth detached work, substance abuse, teenage pregnancy. 7. NEET reduction. 8. Family Information Service. It is estimated that a range of outcomes could be delivered with a value of £14M against a grant allocation of £17.65M. As the detailed work on stopping and re tendering activity is ongoing it is estimated that up to 100 posts could be affected by the proposal.	1,000
CYP15	Early Years and Play	There are four Early Years Centres (EYC): Rushey Green, Honor Oak, Amersham and Ladywell. They provide full day care for children 0-5. The introduction of the extended free provision for three to four year olds and the change in the economic climate has resulted in a decline in demand for childcare. 900 providers closed last year nationally.	584

		The current costs of the council making this provision is just in excess of £300 per week per child. The charge made is £175 per place per week as a flat rate. The range of prices in Lewisham Private Voluntary and Independent sector services is £120 – 250 per child per week. On average most providers charge 12% higher rates for an under 2 place. The overall aim of the proposal is to achieve efficiency savings within the Early Childhood Centres from 2011 – 2014 whilst ensuring that provision is effectively targeted across all of Lewisham's Children's service areas and all settings. The key elements to the proposal are to: - Close Amersham Early Years Centre based on efficiency and supply and demand. - To increase the charges for child care - the amount of this is captured in the Council fees and charges report - To explore how to reduce service costs in 2011/12 - Seek for alternative delivery arrangements during 2012 – 2014 for the remaining three centres; "	
CYP16	Integrated Youth Support Service	To reduce overall management costs by the deletion of one senior manager post. There was a delay in appointing a substantive head of IYSS which resulted in some duplication of posts. It is proposed to delete both the Head of IYSS and Head of Youth Service posts and appoint one Head of Youth Services. To stop the universal information, advice and guidance function within the youth service as this will be picked up by the new national universal Careers Service.	75
CYP39	Family Support and Intervention	Reduction in children becoming Looked After 14+. Savings will be achieved through the anticipated impact of the Early Intervention service. This saving is dependent on the partnership being able to meet the needs of children aged 14+ years through partnership working using the Team Around a Child to keep children within the care of their family. We will prevent children coming into care, which is anticipated to make savings from Children's Placement Budget.	100
CYP40	Referral and Assessment	The new Working Together guidance makes it clear that only	70

		qualified workers can complete assessments, stating that assessment of Children in Need must not be undertaken by unqualified social workers. As Social Work assistants have previously carried out this work, the new guidance means their work will reduce. It is also intended that Children in Need work is relocated to the early intervention project. As such, the proposal is to delete the Social Work Assistant posts in the Referral and Assessment service. The Munro Review, due to report by the Summer of 2011 may add further comment on this area.	
CYP41	Looked After Children	Merge managment responsibilities across the services involved with the aim of deleting one Service Manager and one Business Support Team Manager.	52
CYP42	Referral and Assessment	Co location of 1-6 Business Support Officers with Police. Work with the Police will reduce the number of contacts that take up a considerable amount of admin time. At the present time the Police send to CSC details of every child that comes to their attention. The police have agreed to work with us to ensure any contacts are appropriate. At the present time the Police send through over 500 contacts a month - less than 10% result in any action. Savings to be identified through deletion of Business Support Officers as there will be less necessity to enter information on to the system.	60
CYP43	Children in Need	Section 17 is used to provide short-term financial support to vulnerable families. However, there are now a range of commissioned family support services which can provide support to vulnerable families; the proposal to reduce the S17 budget takes account of this. The budget is also used for expert assessment pre-proceedings and there is some risk that a reduction in the budget will lead to an increase in the number of children in care. A proportion of this money is used to fund children's daycare, but alternative funding streams within Early Intervention Grant have been identified and will be used instead.	100
CYP44	Children in Need	Savings will be delivered through the reconfiguration of the South London and Maudsley NHS Trust (SLAM) Children and Adolescent Mental Health Service (CAMHS) to achieve	67

		efficiencies, reflecting a reduction in the local authority's grant income and budgets supporting this Community Health contract. Service reconfiguration will be led by Children's Joint Commissioning service for both LBL and NHS Lewisham, working in partnership with SLAM and Children's Social Care to ensure that the mental health needs of the most vulnerable children and young people continue to be met.	
CYP47	Business Support, Placements and Procurements	Review Business Support with the intention of reducing two posts. To identify where savings can be made across the Children's Social Care service	30
CYP64	Director's Office	PA/ Secretarial support re-organisation. A review of PA and secretarial support across the directorate to reduce levels of personal support through more team based support approaches.	80
CYP65	Schools Recharges	The savings proposal has two aspects to it. The first is to ensure that wherever possible the charges for services that schools have responsibility for are properly charged and that where there is some joint responsibility schools are contributing to that cost also. This will involve a review of the current costs and charges and ensuring that there is a proper allocation of overheads to those services' costs. The second aspect is to consider the areas of service where there are no charges but where there should be charges for Academies. It is proposed to introduce charges in some or all of the following areas: Critical Incident Support including Education Psychology, media and CAMHS as appropriate) Safeguarding and Welfare Support (Advice and support, child employment support, parenting support) School Premises support Education Psychology and Attendance and Welfare support Performance information and analysis of school data Procurement support Pupil benefits team	75

		SEN and Inclusion Team In addition, we propose charges for Academies should be higher than for other schools on other services to make up for the removal of funds from the Council This work will be tied into the timetable for the Council's overall review of fees and charges. To generate a target income of an additional £200k would require every school in the borough to purchase the equivalent of five days of consultancy time from across the areas set out above. Whilst making reasonable charges for existing service level agreements would be easily understood by schools and could be introduced by April 2011 the proposal to introduce new charges will involve more work and dialogue with schools and may not be in place until September 2011 except in the case of Academies whose funding regime will include the resources for these services from April 2011. It may be possible to increase charges by more than this	
CYP70	Estate Management	A re-organisation of student support and estates management services to produce a saving of £150k. It is proposed to implement a re-organisation of the Estates Management Unit that would reduce the overall staffing resources required to provide the services to schools and introduce charges to schools for the service provided to them. It is also expected that third party providers will be explored for parts of the service provided.	75
TOTAL			**2,368**

Community Services Directorate

Directorate Reference	**Service Area**	**Summary of proposal**	**2012/13 £'000**
COM05	Library and Information Service	Reconfiguring and restructuring of the library and information service	400

COM13	Neighbourhood Development	The amalgamation or re-alignment of neighbourhood and community functions within the Division and an associated restructure.	142.5
COM17	Older Adults and Hospital	This saving will be achieved by providing service users with up to 6 weeks of intensive support (reablement), at the first point of contact with adult social care services	300
COM19	Older Adults and Hospital	This saving will be achieved by restructuring the care management and assessment teams within adult social care to align with a redesigned delivery model.	500
COM22	Supported Housing and Care	This saving will be achieved through the reduction and restructuring of the in-house homecare (domiciliary care) service.	300
COM32	Community Sector Grants	A reduction to borough contributions of the London borough Grants Scheme	144
COM33	Community Mental Health	Further efficiencies from the SLAM contract	200
COM34	Supporting People	The framework agreement will continue to deliver efficiences from decommissioning, recommissioning and renegotiating contracts and reducing provision where appropriate.	600
TOTAL			**2586.5**

Customer Services Directorate

Directorate Reference	**Service Area**	**Summary of proposal**	**2012/13 £'000**
CUS03	Housing Needs	This saving would be achieved by changes to the way in which temporary accommodation is procured and managed.	400
CUS04	Business Regulatory Service	Transferring customer contact to CallPoint Use of the website to give advice, receive applications and take payments Streamlining the administration support for the three areas Streamlining the structure in private sector housing to reduce posts at team leader level	25
CUS09	Customer Services	The proposal is to use an automated switchboard to replace some of the switchboard staff.	50

CUS11	Housing Benefits	Reduce the number of benefits officers by a further 13 posts over the next three years	350
CUS14	Revenues Services	Reduce the number of Revenues Officers by a further 4.5 posts over the next three years	60
CUS16	Revenues Services	Close Cashiers to the Public	75
CUS28	Street Management	No provision of sweeping services to designated secondary streets on a Sunday and to reduce the frequency of sweeping to residential streets across the borough to just once per week	500
CUS41	Trading Standards and Street Markets	Delete a Principal Trading Standards Officer post and a Trading Standards Enforcement Officer post	57
CUS46	Environmental Enforcement	It is proposed to combine the Public Health and Nuisance Team (PH&N) with the Environmental Protection (EP) Team under the current PH&N Manager.	33
CUS50	Revenues Services	Business Rates / Debtors Team management review	40
CUS51	Housing Benefits	Benefits - Management Team Review	160
TOTAL			**1,750**

Regeneration Directorate

Directorate Reference	**Service Area**	**Summary of proposal**	**2012/13 £'000**
REG01	Property Services	Reduce the size of the corporate estate	500
REG04	Planning	Move from Development Control to Development Management	50
REG06	Transport	Review transport structure, functions and staffing levels, linking together savings proposals REG 06, 07,08 and 11 to ensure delivery of total savings target from these proposals. Lewisham's Head of Transport retired in August 2010.	125
REG07	Policy and Development	Outsourcing of transport design services	250
REG08	Contracts Mgr Highways Maintenance	Highways network management collaborative working	175
REG09	Travel Demand Management	Remove parking pay and display equipment	200
REG10	Travel Demand Management	Integrate the Parking Shop with Access Point	200

REG11	Policy and Development	Review of Transport customer processes	50
TOTAL			**1,550**

Resources Directorate

Directorate Reference	**Service Area**	**Summary of proposal**	**2012/13 £'000**
RES08	Head of People Management	Restructure the HR Service Management to align the employee relations function with the advisory services function.	0
RES14	Head of People Management	To streamline Human Resources (HR) processes as well as reducing manager dependency on HR in order to reduce the reliance on advisers supporting casework.	0
RES16/17	Business and Committee Services and Member Development	Savings on salary budget in Business and Committee Services and consideration of reduction in operation costs for Member Development or a combination of salary and operational costs.	140
RES21	Corporate Communications	The proposal is to restructure the Communications Unit.	284
RES25	Sustainable Energy	The proposal is to restructure the team to bring together the various strands of work which have evolved over time.	50
RES32	Technology and Transformation	Complete a reorganisation of all staff resources under centralised management	150
RES33	Corporate Technology	The proposal is to reduce numbers of ICT end-user devices, accounts, licences, servers and to some extent, data volumes.	0
RES34	Corporate Technology	This proposal assumes a saving on software maintenance and other external costs	0
RES35	Audit	A reduction in the Housing Benefit Investigations and a reorganisation of the Special Investigations Team	100
TOTAL			**724**
Grand Total Phase 2			**8978.5**
Grand Total Phase 1 + Phase 2			**12608.00**

APPENDIX Y2

Summary - Revenue Budget 12/13 savings proposals

Children and Young People Proposals

Directorate reference	Service Area	Brief Description	2012/13 Savings proposal £000's	2013/14 Savings Proposal £000's	2014/15 Savings Proposal £000's	Total 2012-15 Savings Proposal
CYP01	CHILDREN IN NEED - 1XCN	This proposal is linked with CYP03. The Multi Agency Planning Pathway (MAPP) team is able to make efficiencies through the streamlining of the business support functions. The proposal is to delete 1 FTE Business Support Officer (BSOs) in line with proposals to make savings from 'back office functions' and protect front line services. Core support will continue to be provided, and work can be absorbed by the existing professional team.	32.000	0.000	0.000	32.000
CYP02	CHILDREN IN NEED - 1XCN	The proposal makes savings against the Children with Disabilities budget. Money has historically been used as additional section 17 money in case of overspend. However, since the introduction and increased use of direct payments, there has been a drop in demand for S17 payments.	256.000	0.000	0.000	256.000
CYP03	SAFEGUARDING & PLANNING SERVICE - 1XCS	This proposal is linked with CYP01. The service is able to make efficiencies through the streamlining of the business support functions. The proposal is to delete 1 FTE Business Support Officer (BSOs) in line with proposals to make savings from 'back office functions' and protect front line services. A recent capacity audit showed that there is potential for some savings to be generated within business support. An evaluation of one month's work showed that there was room for efficiency.	32.000	0.000	0.000	32.000
CYP04	GROUP MGR LOOKED AFTER CHILDREN - 1XCL	Savings in photocopying, training catering, materials, stationery, postage, subsistence and mobile phones. Due to efficiencies and tight budget control we have made savings and can achieve this into the future. Training budgets have been pooled in Children's Social Care, as part of the new learning and Development unit, the savings relating to training are part of an historical budget no longer used.	31.000	0.000	0.000	31.000

CYP05	STRATEGY & PERFORMANCE REVIEW - 1XMS	CYP Performance Service - Income from traded services to schools from April 2012 onwards – data support service for schools, where schools have historically received data support free of charge from the CYP Performance Service.	30.000	0.000	0.000	30.000
CYP06	SCHOOL IMPROVEMENT - 1XEM	This proposal takes further the savings achieved last year in CYP49 to make the Standards and Achievement services budgets more flexible to allow a more proactive service. There are two further changes: First, the statutory duty for every school to have a School Improvement Partner (SIP) is being removed and secondly, the applications for Teaching Schools has opened and their remit gives greater capacity for schools to take an improvement role.	100.000	0.000	0.000	100.000
CYP07	SCHOOL IMPROVEMENT - 1XEM	The senior leader in the School Improvement team has as their main remit the head of the Lewisham Learning Development College (LLDC) and business support. Due to the closure of the LLDC and the reduction in the size of the business support team, this post is no longer required.	50.000	0.000	0.000	50.000
CYP08	SCHEFF: GOVERNORS SUPPORT - 1XBC	Governors' Services is required to move towards a self financing service. This level of saving will be sustained through additional income received from SLAs with schools.	20.000	0.000	0.000	20.000
CYP09	EDUCATION DEVELOPMENT MANAGEMENT - 1XQA	Reorganisation of the 14-19 team to facilitate integration with the Standards and Achievement Division from June 2012. The reorganisation will start in April 2012, and identify posts then. Some of the savings from the reorganisation will be retained to be used flexibly to fulfil our 14-19 duties.	20.000	0.000	0.000	20.000
CYP10	SPECIAL NEEDS - 1XPN	The service have asked schools to enter a SLA and pay for the services provided by the team at school action/school action plus. This proposal is to introduce an income target for the service.	60.000	0.000	0.000	60.000
CYP11	SPECIAL NEEDS - 1XPN	There is currently a vacancy within the team which it is proposed not to fill pending the SEN/CWD review (see CYP14). The team are confident that they will be able to maintain their good performance for the completion of the statutory processes within the timescales.	25.000	0.000	0.000	25.000

CYP12	ER/VR, SUPPLY & TOFTUA - 1XRE	The proposal is to increase the charges to schools for HR advice with an across the board increase of 14% that would generate £75,000 with £25,000 being inflation and the balance a real terms increase.	50.000	0.000	0.000	50.000
CYP13	DIRECTOR'S OFFICE - 1XRD	The proposal is to review the cost structure of the postal arrangements and communications with schools and the Directorate in light of the increased use of electronic communication and secure a higher proportion of funding from schools.	20.000	0.000	0.000	20.000
CYP14		Current work is in hand to scope a reorganisation to bring together services for children with special and complex needs under single management. Savings will be achieved though integration of assessment processes and through streamlining management.	200.000	0.000	0.000	200.000
			926.000	**0.000**	**0.000**	**926.000**

Community Services Proposals

Directorate reference	Service Area	Brief Description	2012/13 Savings proposal £000's	2013/14 Savings Proposal £000's	2014/15 Savings Proposal £000's	Total 2012-15 Savings Proposal
COM01	COMMUNITY SECTOR GRANTS - 2XFL	A review was undertaken of the London Borough Grants Scheme in 2010/11 by London Councils which resulted in a reduction in the amount being requested from each London borough. The decisions on grant allocations through this scheme are made by London Councils. A full EIA of funding decisions was undertaken by London Councils.	235.000	0.000	0.000	235.000
COM02	NEIGHBOURHOOD DEVELOPMENT: LOCAL ASSEMBLIES - 2XFV	Assembly Fund - This saving proposes the removal of the £3,750 ward members discretionary fund, leaving an allocation of £15k per ward for the Assembly Fund.	67.500	0.000	0.000	67.500

COM03	SUPPORTING PEOPLE - 2XNK	As part of the recommissioning programme that has been agreed previously by the Mayor and Cabinet, further efficiencies will be sought through the recommissioning of a number of supporting people contracts, using the agreed commissioning framework. Further details on the recommissioning process are given in the attached supplementary paper.	260.000	0.000	0.000	260.000
COM04	SPORTS DEVELOPMENT & LEISURE CENTRES - 2XCT	Additional saving from recently relet leisure contract (additional to £200k already agreed). The new contract, awarded for 15 years and on a London Living Wage basis, has been awarded to Fusion Lifestyles. Part of the gross saving will be used to meet the additional costs of the Deptford Lounge building which will contain the library currently located at Wavelengths.	510.000	0.000	0.000	510.000
COM05	OLDER ADULTS AND HOSPITAL - 2XDD	The reablement service has been a pilot service for older people referred from the community so that they could receive support that will enable them to remain as independent as possible in their own homes. The reablement service will now be extended to all service user groups except those with learning disabilities, including those people who are discharged from hospital.	310.000	0.000	0.000	310.000
COM06	ADULT SOCIAL CARE MODERNISATION - 2XDP	Efficiencies will be sought by reviewing all high cost placements which have been previously commissioned on an individual basis. Further information is provided in the supplementary paper for COM 06.	220.000	0.000	0.000	220.000
COM07	DAY OPPORTUNITIES AND SUPPORT - 2XDE	The service is leading a project to look at the future day care needs of service users in the borough and to explore options that achieve personalised services in more appropriate settings. This is a continuation of the work started in 11/12. Further details on the day care project are set out in the attached supplementary paper.	115.000	235.000	0.000	350.000
COM08A	OLDER ADULTS AND HOSPITAL - 2XDD	Improved process to ensure timely identification of changes to clients' financial circumstances will result in charging policy being applied correctly and appropriate client contributions being calculated.	40.000	0.000	0.000	40.000

COM09	INTERMEDIATE CARE, INDEPENDENCE, THERAPY - 2XDN	This efficiency will be achieved through the transformation of the Community Equipment Service. In future, simple smaller items of equipment will be prescribed and collected from local pharmacists, which decreases delivery costs. Larger, more complex items will be continue to be provided through a shared contract.	40.000	0.000	0.000	40.000
COM10	SUPPORTED HOUSING AND CARE - 2XDH	Savings will be achieved through the reduction in the back office function of the Linkline and supported housing services. £15k will achieved through flexible retirement and the remainder through efficiencies in running costs in the service.	25.000	0.000	0.000	25.000
COM08B	OLDER ADULTS AND HOSPITAL - 2XDD	Assessed charges to clients for non-residential services including home care and direct payments. Increased income from implementation of second phase of changes to charging policy agreed by M&C in February 2011. A summary of the responses will be included in an annex to the earlier consultation report and will represented to the Mayor as part of the report seeking approval to stage 2	70.000	0.000	0.000	70.000
			1,892.500	**235.000**	**0.000**	**2,127.500**

Customer Services Proposals

Directorate reference	Service Area	Brief Description	2012/13 Savings proposal £000's	2013/14 Savings Proposal £000's	2014/15 Savings Proposal £000's	Total 2012-15 Savings Proposal
CUS01	STRATEGIC WASTE MANAGEMENT - 3XEW	From 1st December 2011, the Council will enter into a new contract for processing of dry recyclable waste. It is envisaged that the contract, initially for 3 years, will reduce the Council's costs.	800.000	0.000	0.000	800.000

CUS02	CUSTOMER SERVICES - 3XPK	To close both Downham and Deptford satellite AccessPoints that currently offer a limited number of appointments/walk-ins for some of the services at Laurence House AccessPoint. This would enable a reduction of 2xFTE (at Sc4).	37.500	0.000	0.000	37.500
CUS03	CUSTOMER SERVICES - 3XPK	To revise the CallPoint (Call Centre) opening hours to: Mon to Thurs 7.30am – 6.00pm (Previously open until 8.30pm) Fri 7.30am - 9am, 10am – 6.00pm (Previously open until 7.30pm) Sat 9am - 1pm (Remaining the same) The proposal is to reduce staffing levels by 1 FTE (Sc4).	25.000	0.000	0.000	25.000
			862.500	**0.000**	**0.000**	**862.500**

Resources and Regeneration Proposals

Directorate reference	Service Area	Brief Description	2012/13 Savings proposal £000's	2013/14 Savings Proposal £000's	2014/15 Savings Proposal £000's	Total 2012-15 Savings Proposal
RES 1	HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB	Lewisham has been part of the National Graduate Development Programme since its inception in 2004. Each October, Lewisham recruits three National Management Trainees (NMTs), at SCP27 for two years. The proposal is to reduce the intake of NMTs from three to two in 2012/13 and beyond.	18.300	18.300	0.000	36.600
RES 2	HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB	In the light of the overall reduction in staff numbers and Trades Unions membership, it is proposed to reduce the secondment time allocated to the Trades Unions. The Council currently pays £215, 337 to enable 5.2 employees to be seconded. Subject to more detailed consultation with the unions it is possible to reduce this by up to 1 FTE.	25.000	10.000	0.000	35.000

RES 3	HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB	Lewisham provides a confidential information and counselling service, free of charge, to all non-school based staff and their immediate family members. The proposal is to reduce the level of funding available for additional counselling sessions through the Employee Assistance Programme by £5k.	5.000	0.000	0.000	5.000
RES 4	HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB	The proposal is to reduce the level of funding available for the Black Staff Forum (BSF) by £5k from a budget of £12,813 which tends to be spent to budget, with most expenditure going on the running of the adult learners' programme and on the BSF annual conference.	5.000	0.000	0.000	5.000
RES 5	HEAD OF LAW - 5XLC	Legal and Electoral Services provide strategic guidance for the modernisation programme. The proposal is to review staffing levels and reallocate work accordingly with an implementation date of no later than 1 October 2012, with a view to identifying efficiencies.	17.500	17.500	0.000	35.000
RES 6	AUDIT - 5XKC	This proposal is to maintain and extend the squeeze on administrative budgets – rationing training and networking opportunities and making office equipment and technology go further for longer before being replaced.	20.000	0.000	0.000	20.000
RES 7	HEAD OF PROCUREMENT - 5XPB	This proposal is to cease various contracts; 1. The 'Approved List' administration (£7k) 2. The Spikes Cavell contract (£5k) 3. The Deecal contract (£6k)	18.000	0.000	0.000	18.000
RES 8	HEAD OF TECHNOLOGY & TRANSFORMATION - 5XTD	This proposal involves a review and reduction in budgets covering annual subscriptions and general support costs.	10.000	0.000	0.000	10.000
RES 9	CORPORATE TECHNOLOGY MANAGER - 5XTS	This proposal relates to the central software licensing budget. IMT will aim to end the Microsoft Enterprise Agreement (MSEA) in April 2012. The MSEA costs approximately £300k per year. However, this would mean having to make a number of 'one-off' licence purchases over a three-year period, as the Council will no longer have ‘blanket’ cover for all Microsoft products.	75.000	75.000	0.000	150.000

RES 10	HEAD OF BUSINESS SUPPORT - 5XDE	This proposal relates to a further review and reduction in Financial Management budgets for general support costs.	25.000	0.000	0.000	25.000
RES 11	CHIEX - HEAD OF MAYOR & CABINET OFFICE - 5XCH	This proposal relates to efficiencies in office expenditure and the sharing of administrative resources for the Mayor's Office.	8.000	0.000	0.000	8.000
RES 12	CHIEX - CORPORATE COMMUNICATIONS - 5XCK	This proposal relates to a reduction in the marketing budget as a result of standardising the quality of publications such as Secondary School booklets.	8.000	0.000	0.000	8.000
RES 13	CHIEX - LEW. STRATEGIC PARTNERSHIP SUPPORT MGR - 5XCL	This proposal relates to efficiencies in administration and marketing of both Apprenticeship and Future Jobs Fund programmes. The Programme is now well established and so many of the early marketing and administration costs have reduced and in addition better collaboration with partners has resulted in sharing of costs.	30.000	0.000	0.000	30.000
			264.800	**120.800**	**0.000**	**385.600**

Total Revenue Budget 12/13 savings proposals

Total			**3,945.800**	**355.800**	**0.000**	**4,301.600**

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - DIRECTOR OF CHILDREN'S SOCIAL CARE SERVICES

REF: CYP01

SERVICE: **CHILDREN IN NEED - 1XCN**
LEAD OFFICER: **Ian Smith**

PORTFOLIO: **Children & Young People**
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
7879.700	-1458.500	6421.200

Description of Service

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

The Multi Agency Planning Pathway (MAPP) team is an interagency team providing care coordination for children and young people from 0-25 years with complex disability, health and learning needs and their families in Lewisham. The service works closely with Children with Disabilities Services and Community Health Services. The service has 1 FTE Team Manager managing Portage (5 staff) and MAPP (5 staff, including 1 agency).

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal is linked with CYP03

The service is able to make efficiencies through the streamlining of the business support functions. The proposal is to delete 1 FTE Business Support Officer (BSOs) in line with proposals to make savings from 'back office functions' and protect front line services. There are 25 BSO posts across Children's Social Care Division, 2 of which are vacant. This proposal will delete one of the vacant positions.

Core support will continue to be provided, and work can be absorbed by the existing professional team.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
32			32

Percentage of Net Budget proposed:
0.5%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP01 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP01 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
	5	1	4	1	
FTE equivalent - people in post:			10		
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
			1

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - DIRECTOR OF CHILDREN'S SOCIAL CARE SERVICES

REF: CYP02

SERVICE: CHILDREN IN NEED - 1XCN
LEAD OFFICER: Ian Smith

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
7879.700	-1458.500	6421.200

Description of Service

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

The Children in Need service provides services for children with disabilities, including assessment, case management and short breaks services.

Description of saving proposed

Please provide sufficient details on the proposal:

The proposal makes savings against the Children with Disabilities budget. Money has historically been used as additional section 17 money in case of overspend. However, since the introduction and increased use of direct payments, there has been a drop in demand for S17 payments.

The following budgets are to be given up and will not impact on front line services.
• A budget of £35,000 was put aside for Kaleidscope Integration. This funding is no longer required.
• The Carers Support and Spot service provides support and care packages to children and their purchase families if there is a disability. It has been identified that £95,000 from the Carers Support and Spot purchase budget is not being used as support is provided from other budgets. It is therefore proposed to give up this money.
• Through the use of direct payments it has been identified that some budgets are now underspending, including the Section 17 budget. Underspend of the Section 17 budget is £100,000. It is proposed to give up this funding.
• A budget of £26,000 was put aside for Children and Adolescent Mental Health Service (CAMHS) development. This funding is no longer required.
These savings should have no impact upon children and their families.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
256			256

Percentage of Net Budget proposed:
3.99%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP02 page 2 of 3

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

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

Borough wide

REF: CYP02 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - DIRECTOR OF CHILDREN'S SOCIAL CARE SERVICES

REF: CYP03

SERVICE: SAFEGUARDING & PLANNING SERVICE - 1XCS
LEAD OFFICER: Ian Smith

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
2266.400	-762.700	1503.700

Description of Service

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

The Complaints Service in Children's Social Care processes all statutory complaints, members enquiries, Fredom of Information requests as well as corporate complaints in relation to educational childrens services. Our customers are complainants who are members of the public, professionals, councillors and MP's making enquiries on behalf of their constituents. Our stakeholders are services in the Children and Young People's Directorate.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal is linked with CYP01

The service is able to make efficiencies through the streamlining of the business support functions. The proposal is to delete 1 FTE Business Support Officer (BSOs) in line with proposals to make savings from 'back office functions' and protect front line services. There are 25 BSO posts across Children's Social Care Division, 2 of which are vacant. This proposal will delete one of the vacant positions.

A recent capacity audit showed that there is potential for some savings to be generated within business support. An evaluation of one month's work showed that there was room for efficiency. Operational managers will need to take more responsibility for meeting deadlines rather than rely on BSOs to send them reminders.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
32			32

Percentage of Net Budget proposed:
2.13%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP03 page 2 of 3	
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 will be undertaken with staff	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP03 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
	2		2		
FTE equivalent - people in post:			4		
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
			1

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

LA must ensure that responses to FoI requests are within timescales.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - DIRECTOR OF CHILDREN'S SOCIAL CARE SERVICES

REF: CYP04

SERVICE: GROUP MGR LOOKED AFTER CHILDREN - 1XCL
LEAD OFFICER: Ian Smith

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
18219.700	-1526.500	16693.200

Description of Service

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

Looked After Children service.
There is a budget for stationery, office support supplies and services.

Description of saving proposed

Please provide sufficient details on the proposal:

£31,000 through savings in photocopying, training catering, materials, stationery, postage, subsistence and mobile phones. Due to efficiencies and tight budget control we have made savings and can achieve this into the future.

Training budgets have been pooled in Children's Social Care, as part of the new learning and Development unit, the savings relating to training are part of an historical budget no longer used.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
31			31

Percentage of Net Budget proposed:
0.19%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP04 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP04 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF COMMISSIONING, STRATEGY & PERFORMANCE

REF: CYP05

SERVICE: STRATEGY & PERFORMANCE REVIEW - 1XMS
LEAD OFFICER: Warwick Tomsett

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
2332.100	-1567.800	764.300

Description of Service

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

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.

Description of saving proposed

Please provide sufficient details on the proposal:

Income from traded services to schools from April 2012 onwards – data support service for schools, including:
• Telephone support for data collections e.g. school census, Key Stage 1, Early Years Foundation Stage
• Data support to assist schools to submit data which meets the statutory requirements
• Identifying data errors and assisting schools to rectify these errors
• Additional support for schools with newly appointed school administrators (SAOs) and other data staff to ensure that they have a full understanding of statutory data collections for central government
• Free access for specified number of SAOs to termly data workshops for updates and guidance on new and ongoing data collections
• Primary secondary transfer data for year 6 pupils transferring to Lewisham secondary schools in year 7
• Other data support as specified via an Service Level Agreement (SLA)
Note: schools have historically received data support free of charge from the CYP Performance Service. Some schools rely heavily on data support to generate and cleanse their data returns. Levels of data support required by schools vary and are dependent on a number of factors, including staffing levels, experience of staff, and knowledge of data systems and data regulations 2011/12.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
30			30

Percentage of Net Budget proposed:
3.93%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP05 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP05 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
n/a

Legal Implications

Please enter any legal implications for this specific saving:

n/a

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF STANDARDS & ACHIEVEMENTS

REF: CYP06

SERVICE: SCHOOL IMPROVEMENT - 1XEM
LEAD OFFICER: Sue Tipler

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
4722.200	-1003.500	3718.700

Description of Service

Briefly describe your service and state who your customers and stakeholders are:
The Standards and Achievement division is split into these services:

- Early Years Foundation Stage (EYFS) Strategy
- School Improvement Team – Primary Strategy
- School Improvement Team – Secondary Strategy
- Business and Governors Service Strategy

These services work together to achieve the divisional objectives. Their work involves working directly with early years' settings, primary and secondary schools to support staff and governors to achieve the relevant educational, social and emotional stages for children and young people.

Description of saving proposed

Please provide sufficient details on the proposal:
This proposal takes further the savings achieved last year in CYP49 to make the Standards and Achievement services budgets more flexible to allow a more proactive servce. There are two major shifts which require the need to make further changes: First, the statutory duty for every school to have a School Improvement Partner (SIP) is being removed and secondly, the applications for Teaching Schools has opened and their remit gives greater capacity for schools to take an improvement role.
We have also reviewed our coverage of statutory duties. We are working in strong partnership with schools and future Teaching Schools to ensure that the high level of accountability of schools and good opportunities for staff development remain. We have been promoting the deployment of good and outstanding headteachers across the LA to intervene in schools as Executive Headteachers and as Local Leaders of Education. We are encouraging more peer working across schools. The role of the SIO (School Improvement Officer) has diminished as fewer of our schools are in challenging circumstances and there is less central support work to coordinate. The SIP element of the post that some SIOs have fulfilled for part of their post is not viable as a full-time post in terms of cost and meeting school's individual needs.
We propose, therefore, to retain the strong management layer of 3.6 Senior School Improvement Officers but to delete the 4 SIO (Schools) role from the service and replace it with 2 School Improvement Advisor posts, which will support and challenge schools effectively and fulfil our statutory duties. Some of the saving will be kept to enable flexible use of resource to support and challenge schools further.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
100			100

Percentage of Net Budget proposed:
2.69%

Effect on HRA/DSG:

HRA: N/A
DSG: N/A

Can this saving be taken in current Financial Year:	YES
If yes to previous question, what is the value that can be taken:	46000

REF: CYP06 page 2 of 3

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

The consultation for this change took place in June this year. The staff out placed will leave the service on 14th October 2011.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;
Borough wide

REF: CYP06 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
1	3.4	1	3	23	
FTE equivalent - people in post:			31.4		
FTE equivalent - vacant posts:			2		

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
2			

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF STANDARDS & ACHIEVEMENTS

REF: CYP07

SERVICE: **SCHOOL IMPROVEMENT - 1XEM**
LEAD OFFICER: **Sue Tipler**

PORTFOLIO: **Children & Young People**
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
4722.200	-1003.500	3718.700

Description of Service

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

The Lewisham Leadership & Development College (LLDC) provides a training service that supports all staff in schools. It currently runs a comprehensive training package, located mainly in Kilmorie Road. Much of the training in the past has been subsidised by the National Strategies which have now ended.

Description of saving proposed

Please provide sufficient details on the proposal:

The senior leader in the School Improvement team has as their main remit the head of the Lewisham Learning Development College (LLDC) and business support. Due to the closure of the LLDC and the reduction in the size of the business support team, this post is no longer required.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
50			50

Percentage of Net Budget proposed:
1.34%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP07 page 2 of 3

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

The consultation for the first phase of this change took place in June this year. The staff out placed will leave the service on 31st October and 31st December 2011. This will affect 4 members of staff

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

Borough wide

REF: CYP07 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

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

FTE equivalent - people in post:	1
FTE equivalent - vacant posts:	

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
1			

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF STANDARDS & ACHIEVEMENTS

REF: CYP08

SERVICE: **SCHEFF: GOVERNORS SUPPORT - 1XBC**
LEAD OFFICER: **Sue Tipler**

PORTFOLIO: **Children & Young People**
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
458.100	-319.200	138.900

Description of Service

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

Governors' Services offers a clerking service and a training service for schools / governors which schools buy into via a service level agreement. In addition the Unit is a source of information and advice to all Lewisham governors (whether or not the school buys into the services on offer). The Unit also keeps on record the membership of governing bodies including governors' contact details and a range of other information on individual governors.

Description of saving proposed

Please provide sufficient details on the proposal:

Governors' Services is required to move towards a self financing service. This level of saving will be sustained through additional income received from SLAs with schools.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
20			20

Percentage of Net Budget proposed:
14.4%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	YES
If yes to previous question, what is the value that can be taken:	10000

REF: CYP08 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP08 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF EDUCATION DEVELOPMENT

REF: CYP09

SERVICE: EDUCATION DEVELOPMENT MANAGEMENT - 1XQA
LEAD OFFICER: Chris Threlfall

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
851.100	-317.100	534.000

Description of Service

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

The 14-19 Service secures sufficient suitable education and training within Lewisham for 16 – 19 year olds (and 19 or over but under 25 and are subject to learning difficulty assessment); narrowing the gaps between underachieving groups and helping to prevent young people from becoming NEET; and ensuring Lewisham meets the requirements of the Raising of the Participation Age.

Description of saving proposed

Please provide sufficient details on the proposal:

Reorganisation of the 14-19 team to facilitate intergration with the Standards and Achievement Division from June 2012. The reorganisation will start in April 2012, and identify posts then. Some of the savings from the reorganisation will be retained to be used flexibly to fulfil our 14-19 duties.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
20			20

Percentage of Net Budget proposed:
3.75%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP09 page 2 of 3

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

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

Borough wide

REF: CYP09 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**YES**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
	2		1	2	
FTE equivalent - people in post:			5		
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF ACCESS & SUPPORT SERVICES FOR

REF: CYP10

SERVICE: SPECIAL NEEDS - 1XPN
LEAD OFFICER: Christine Grice

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
19863.000	-2240.900	17622.100

Description of Service

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

The Inclusion team provide services for vulnerable children/children with disabilities at all stages of the SEN Code of Practice. They provide some services at School Action/School Action plus of the SEN Code of Practice. This enables schools to meet the needs of children using their delegated resources and ensuring support in a timely way. The refocusing the work of the Education Psychologists in 2007 to provide this early intervention work enabled the LA to reduce the number of statements of SEN. This proposal is focussed on this non-statutory aspect of the work of the team. The response from schools about buying in the services from the team has been very positive. It is not proposed to charge schools for statutory functions.

Description of saving proposed

Please provide sufficient details on the proposal:

The service have asked schools to enter a SLA and pay for the services provided by the team at school action/school action plus. This proposal is to introduce an income target for the service. The service to be charged for is the same in primary and secondary schools (i.e. one day per term consultancy and support) and as a result there is a higher proportional cost to primary schools than to secondary schools.

For example, specific learning difficulties (dyslexia) and communication and interaction team.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
60			60

Percentage of Net Budget proposed:
0.34%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO

If yes to previous question, what is the value that can be taken:	
REF: CYP10 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP10 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF ACCESS & SUPPORT SERVICES FOR

REF: CYP11

SERVICE: SPECIAL NEEDS - 1XPN
LEAD OFFICER: Christine Grice

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
19863.000	-2240.900	17622.100

Description of Service

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

The SEN team manages the statutory processes relating to SEN. They are responsible for managing statutory assessment and review. They also manage to placement of children with statements of SEN.

Description of saving proposed

Please provide sufficient details on the proposal:

There is currently a vacancy within the team which it is proposed not to fill pending the SEN/CWD review (see CYP14). The team are confident that they will be able to maintain their good performance for the completion of the statutory processes within the timescales.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
25			25

Percentage of Net Budget proposed:
0.14%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP11 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP11 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
	1	4	4	1	
FTE equivalent - people in post:			10		
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
			1

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF RESOURCES

REF: CYP12

SERVICE: ER/VR, SUPPLY & TOFTUA - 1XRE
LEAD OFFICER: Alan Docksey

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
2633.900	-403.000	2230.900

Description of Service

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

The schools HR service provides personnel advice and support to schools across the borough covering recruitment, contracts, casework advice, absence management, performance management and employment tribunals. This work is provided on a traded basis to schools. It also undertakes the local authorities corporate responsibilities in terms of HR and schools.

Description of saving proposed

Please provide sufficient details on the proposal:

The proposal is to increase the charges to schools for HR advice with an across the board increase of 14% that would generate £75,000 with £25,000 being inflation and the balance a real terms increase.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
50			50

Percentage of Net Budget proposed:
2.24%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP12 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP12 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF CHILDREN & YOUNG PEOPLE - HEAD OF RESOURCES

REF: CYP13

SERVICE: DIRECTOR'S OFFICE - 1XRD
LEAD OFFICER: Alan Docksey

PORTFOLIO: Children & Young People
SELECT COMMITTEE: Children & Young People

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
1513.700	-1501.000	12.700

Description of Service

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

Within the Executive Directors Office a team is responsible for postal arrangements and communications with schools and the Directorate. This is a service that is largely traded with schools.

Description of saving proposed

Please provide sufficient details on the proposal:

The proposal is to review the cost structure of the service in light of the increased use of electronic communication and secure a higher proportion of funding from schools.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
20			20

Percentage of Net Budget proposed:
157.48%

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	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

A survey of schools' views of the service is being undertaken to inform the review.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

Borough wide

REF: CYP13 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
	2	1			
FTE equivalent - people in post:			1.6		
FTE equivalent - vacant posts:			1		

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
			1

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION:

REF: CYP14

SERVICE:
LEAD OFFICER: **Frankie Sulke**

PORTFOLIO: **Children & Young People**
SELECT COMMITTEE: **Children & Young People**

2011/12 BUDGET (£000's)

Net Controllable Budget:

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

Description of Service

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

Services for Children with special and complex needs

Description of saving proposed

Please provide sufficient details on the proposal:

Current work is in hand to scope a reorganisation to bring together services for children with special and complex needs under single management. Savings will be achieved though intergration of assessment processes and through streamlining management. The reorganisation should positively impact on the experience of parents and children and should support work to introduce proposals from the Government Green Paper on SEN.

The review of the service has yet to identify the staffing consequence.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
200			200

Percentage of Net Budget proposed:

Effect on HRA/DSG:

HRA: N/A

DSG: N/A

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CYP14 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
An EIA will be undertaken with this proposal	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; Borough wide	

REF: CYP14 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**YES**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - COMMUNITY & NEIGHBOURHOOD DEVELOPMENT

REF: COM01

SERVICE: COMMUNITY SECTOR GRANTS - 2XFL
LEAD OFFICER: Liz Dart

PORTFOLIO: Community Services; Third Sector
SELECT COMMITTEE: Safer & Stronger

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
7477.500	0	7477.500

Description of Service

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

London Borough Grants Scheme is administered by London Councils on behalf of the London boroughs. The London boroughs are required to make a contribution to the scheme to support third sector organisations providing cross borough and regional services.

Description of saving proposed

Please provide sufficient details on the proposal:

A review was undertaken of the London Borough Grants Scheme in 2010/11 by London Councils which resulted in a reduction in the amount being requested from each London borough. The decisions on grant allocations through this scheme are made by London Councils. A full EIA of funding decisions was undertaken by London Councils.

With the reduced allocation required by London Councils for the LBGS there is an anticipated saving of £235k (in addition to the £144k already agreed for financial year 2011/2012) which will be confirmed by February 2012.
By making a reduction to this element of the grants budget it has been possible to retain and protect the remainder of Lewisham's grants budget.

The net controllable budget shown above is for community sector grants as a whole, including the main grants programme. The budget for the contribution to the London Borough Grants Scheme is £900,850 in 2011/12. A reduction of £144,000 was agreed in February 2011, reducing the budget for 2012/13 to £756,850. The further £235k saving now proposed is a 31% reduction of this revised budget.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
235	0	0	235

Percentage of Net Budget proposed:
3.14%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: COM01 page 2 of 3

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

Local consultation with organisations affected by the London Councils' funding decisions has taken place.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	A
Impact of saving on corporate priority	Neutral
Level of Impact	

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	
Gender:	
Age:	
Disability:	
Religion/Belief:	
Pregnancy/Maternity	
Marriage & Civil Partnerships	
Sexual Orientation:	
Gender reassignment	

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Officers have looked at any impact of the reductions made by London Councils to those organisations providing services to borough residents. A small number of organisations where there was a significant impact have been offered continued grant aid directly by Lewisham Council.

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

A full EIA of funding decisions was undertaken by London Councils.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

REF: COM01 page 3 of 3

Human Resources Implications

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM32

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
Officers have looked at any impact of the reductions made by London Councils and a small number of organisations have been offered continued grant aid directly by Lewisham Council.

Legal Implications

Please enter any legal implications for this specific saving:

None

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - COMMUNITY & NEIGHBOURHOOD DEVELOPMENT

REF: COM02

SERVICE: **NEIGHBOURHOOD DEVELOPMENT: LOCAL ASSEMBLIES - 2XFV**
LEAD OFFICER: **Liz Dart**

PORTFOLIO: **Community Services**
SELECT COMMITTEE: Safer & Stronger

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
1174.400	0	1174.400

Description of Service

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

The Local Assemblies programme works in partnership with local communities, strengthening the voice of local people and achieving solutions to the problems they identify.

Description of saving proposed

Please provide sufficient details on the proposal:

Assembly Fund - This is a reduction of £3,750 per ward taking each ward's budget to £15k p.a.
When the Local Assemblies programme was first established the pre-existing Localities Fund which provided £10k per ward to fund activities identified by the ward members was aligned to the programme. An additional £25k per ward from the Mayor's Fund was also made available to support assemblies to deliver their priorities.

In 2011/12 these two funds were merged to create one Assembly Fund and reduced to a total of £18,750 per ward. It was agreed that £3,750 of this could be used to fund activities identified by the ward members and that the remaining £15k would be to support Local Assembly priorities.

All decisions on the allocation of these funds are taken by the Executive Director of Community Sevices or Mayor & Cabinet (Contracts) in line with financial regulations. This saving proposes the removal of the £3,750 ward members discretionary fund, leaving an allocation of £15k per ward for the Assembly Fund. The net controllable budget shown above is for local assemblies as a whole, including staffing costs. The budget for the Assembly Fund is £337,500 in 2011/12 (£18,750 per ward). The £67,500 saving now proposed is a 20% reduction of this budget.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
67.5	0	0	67.5

Percentage of Net Budget proposed:
5.75%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	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

Impact on Corporate Priorities:

Most relevant Corporate Priority:	A
Impact of saving on corporate priority	Negative
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Negative**
Gender:	**Neutral**
Age:	**Negative**
Disability:	**Negative**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Assemblies have used this funding to meet the needs of some equality groups. Reduction of this budget reduces the ability to respond to different equality groups in the borough although the impact is expected to be low.

This funding does not provide any ongoing support for individual organisations and therefore in future any group will continue to have the opportunity to benefit from this funding.

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;
All

REF: COM02 page 3 of 3

Human Resources Implications

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM35 & RES35

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
The loss of this funding means that some groups that might have received funding will not do so in future.

Legal Implications

Please enter any legal implications for this specific saving:

None

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - CRIME REDUCTION & SUPPORTING PEOPLE

REF: COM03

SERVICE: SUPPORTING PEOPLE - 2XNK
LEAD OFFICER: Geeta Subramaniam

PORTFOLIO: Community Services; Community Safety; Older People
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
16845.200	0	16845.200

Description of Service

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

The Supporting People Programme commissions housing support for vulnerable people to enable them to live independent lives.

Description of saving proposed

Please provide sufficient details on the proposal:

As part of the recommissioning programme that has been agreed previously by the Mayor and Cabinet, further efficiencies will be sought through the recommissioning of a number of supporting people contracts, using the agreed commissioning framework. These contracts will secure housing related support services for vulnerable people with a range of different needs. Further details on the recommissioning process are given in the attached supplementary paper.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
260	0	0	260

Percentage of Net Budget proposed:
0.015%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: COM03 page 2 of 3

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

All services commissioned through the Supporting People Commissioning Framework involve consultation with service users, stakeholders, families, support providers and referral agencies before any contract is awarded.
Please see attached supplementary paper for more details.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	
Gender:	
Age:	
Disability:	
Religion/Belief:	
Pregnancy/Maternity	
Marriage & Civil Partnerships	
Sexual Orientation:	
Gender reassignment	

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

An Equalities Impact Assessment (EIA) was undertaken for the Commissioning Framework and has been reviewed recently. The review concluded that although there have been minor fluctuations for ethnicity and gender in relation to those receiving services between 2008/09 and 2011/12, these fluctuations could not be attributed to the use of the commissioning framework.

As each service is recommissioned, and before each contract is let, separate EIAs will be undertaken to ensure that no equality group is affected disproportionately.
Please see attached supplementary paper for more details/

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;
All wards

REF: COM03 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM04

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
All provision will be recommissioned through the framework agreement. This framework includes a significant number of third sector organisations.

Legal Implications

Please enter any legal implications for this specific saving:

No

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - CULTURAL SERVICES

REF: COM04

SERVICE: SPORTS DEVELOPMENT & LEISURE CENTRES - 2XCT
LEAD OFFICER: Hilary Renwick

PORTFOLIO: Community Services
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
7019.000	-2178.600	4840.400

Description of Service

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

The service provides sports development and physical activity services across the borough. It is also responsible for monitoring the two leisure contracts with Leisure Connection(Downham Health & Leisure Centre) and Fusion Lifestyles (who manage the remaining centres w.e.f 15th October 2011).

Description of saving proposed

Please provide sufficient details on the proposal:

Additional saving from recently relet leisure contract (additional to £200k already agreed).
On 15 October 2011 the Parkwood contract finished. The new contract, awarded for 15 years and on a London Living Wage basis, has been awarded to Fusion Lifestyles. They have taken over the management of the all existing centres (apart from Downham); Forest Hill Pools and Loampit Vale Leisure Centre will be added on completion. The contract also includes the Bellingham Centre and delivers free swimming to under-16s.

Part of the gross saving will be used to meet the additional costs of the Deptford Lounge building which will contain the library currently located at Wavelengths.
The 2001 contract was an investment contract which reflected the need for physical improvements to the leisure centres. The Council has made considerable investment in leisure over the past 7 years - this has enabled considerable savings in the cost of the new contract which has not required an investment element.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
510	0	0	510

Percentage of Net Budget proposed:
0.105%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: COM04 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	High
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	N/A
Gender:	N/A
Age:	N/A
Disability:	N/A
Religion/Belief:	N/A
Pregnancy/Maternity	N/A
Marriage & Civil Partnerships	N/A
Sexual Orientation:	N/A
Gender reassignment	N/A
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; All	

REF: COM04 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM11

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:

Legal Implications

Please enter any legal implications for this specific saving:

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - ADULT SERVICES DIVISION

REF: COM05

SERVICE: OLDER ADULTS AND HOSPITAL - 2XDD
LEAD OFFICER: Joan Hutton

PORTFOLIO: Community Services; Older People
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
39593.800	-12536.400	27057.400

Description of Service

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

Reablement is the provision of support, training and practice in the day to day living skills required to restore a person's independence. This service is being provided as part of the new adult social care pathway.

Description of saving proposed

Please provide sufficient details on the proposal:

The reablement service has been a pilot service for older people referred from the community so that they could receive support that will enable them to remain as independent as possible in their own homes. The reablement service will now be extended to all service user groups except those with learning disabilities, including those people who are discharged from hospital.

This extension of the service will further reduce dependency and costs associated with long term care packages. Over 500 people have benefitted from the Reablement service so far. Evaluation indicates that in over 40% of cases people's problems can be resolved through the provision of equipment, adaptations and assistive technology. Of those receiving a full reablement service, a further 54% do not require ongoing services.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
310	0	0	310

Percentage of Net Budget proposed:
0.0115%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: COM05 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	H
Impact of saving on corporate priority	Positive
Level of Impact	High
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Positive**
Disability:	**Positive**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; All wards	

REF: COM05 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM17

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:

Legal Implications

Please enter any legal implications for this specific saving:

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - ADULT SERVICES DIVISION

REF: COM06

SERVICE: ADULT SOCIAL CARE MODERNISATION - 2XDP
LEAD OFFICER: Joan Hutton/ Dee Carlin

PORTFOLIO: Community Services
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
1757.800	-1807.800	-50.000

Description of Service

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

This service supports the modernisation of adult social care to transform the way in which services are provided, achieving more choice and control for the user and improving value for money.

Description of saving proposed

Please provide sufficient details on the proposal:

Efficiencies will be sought by reviewing all high cost placements which have been previously commissioned on an individual basis. These will be reviewed using the National Care Funding Calculator to negotiate with providers to ensure value for money is achieved whilst fully meeting the assessed needs of service users.

These reviews will be mindful of the need to ensure the financial stability of the providers concerned.
The National Care Funding Calculator is a tool which assists both the provider and commissioner to agree a cost for care which meets assessed needs and achieves best value.
Further information is provided in the supplementary paper for COM 06.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
220	0	0	220

Percentage of Net Budget proposed:
-4.4%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: COM06 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; All	

REF: COM06 page 3 of 3

Human Resources Implications

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM28

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
There may be an impact on individual providers if contracts are renegotiated.

Legal Implications

Please enter any legal implications for this specific saving:

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - ADULT SERVICES DIVISION

REF: COM07

SERVICE: DAY OPPORTUNITIES AND SUPPORT - 2XDE
LEAD OFFICER: Joan Hutton/ Dee Carlin

PORTFOLIO: Community Services
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
8729.500	-2279.700	6449.800

Description of Service

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

Day Opportunities and Support Services deliver a range of building and community based activities for adults with learning disabilities, adults with physical disabilities and older adults.

Description of saving proposed

Please provide sufficient details on the proposal:

The service is leading a project to look at the future day care needs of service users in the borough and to explore options that achieve personalised services in more appropriate settings. This is a continuation of the work started in 11/12. Further details on the day care project are set out in the attached supplementary paper.

Although this work is not yet complete and options have yet to be developed it is anticipated that efficiencies in the way day care is delivered will be achieved and therefore an estimated saving of £115k is being put forward as part of this savings exercise.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
115	235	0	350

Percentage of Net Budget proposed:
0.0178%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	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

Once options for the delivery of day care have been developed, consultation with stakeholders, service users and carers on those options will take place.
Please see attached paper for further details.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	H
Impact of saving on corporate priority	Neutral
Level of Impact	

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Positive**
Disability:	**Positive**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

EIA impact assessments will be undertaken on any proposals arising from the day care project.

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;
All

REF: COM07 page 3 of 3

Human Resources Implications

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**YES**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM23

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

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

FTE equivalent - people in post:	
FTE equivalent - vacant posts:	

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
Discussions will continue to take place with the voluntary sector as to how they can play a greater role in the provision of day opportunities.

Legal Implications

Please enter any legal implications for this specific saving:

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - ADULT SERVICES DIVISION

REF: COM08A

SERVICE: OLDER ADULTS AND HOSPITAL - 2XDD
LEAD OFFICER: Joan Hutton/ Robert Mellors

PORTFOLIO: Community Services; Older People
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
39593.800	-12536.400	27057.400

Description of Service

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

Assessed charges to clients for non-residential services including home care and direct payments. Financial assessment processes are constrained by government guidance (Fairer Contributions).

Description of saving proposed

Please provide sufficient details on the proposal:

Improved process to ensure timely identification of changes to clients' financial circumstances will result in charging policy being applied correctly and appropriate client contributions being calculated.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
40	0	0	40

Percentage of Net Budget proposed:
0.0015%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO

If yes to previous question, what is the value that can be taken:	
REF: COM08A page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Medium
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	N/A
Gender:	N/A
Age:	N/A
Disability:	N/A
Religion/Belief:	N/A
Pregnancy/Maternity	N/A
Marriage & Civil Partnerships	N/A
Sexual Orientation:	N/A
Gender reassignment	N/A
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; All	
REF: COM08A page 3 of 3	
Human Resources Implications	

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM27

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

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

FTE equivalent - people in post:	
FTE equivalent - vacant posts:	

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - ADULT SERVICES DIVISION

REF: COM09

SERVICE: INTERMEDIATE CARE, INDEPENDENCE, THERAPY - 2XDN
LEAD OFFICER: Joan Hutton

PORTFOLIO: Community Services; Older People
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
5834.000	-1298.600	4535.400

Description of Service

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

This service arranges for people with sight or hearing loss, physical or learning disabilities, frailty or illness to receive items of equipment to help them with their daily living.

Description of saving proposed

Please provide sufficient details on the proposal:

This efficiency will be achieved through the transformation of the Community Equipment Service. In future, simple smaller items of equipment will be prescribed and collected from local pharmacists, which decreases delivery costs. Larger, more complex items will be continue to be provided through a shared contract.

Service users' choice and control will be increased and the local market developed by encouraging local pharmacists to stock the required items. This will also improve the market availability for self funders and users will have the opportunity to select an alternative piece of equipment if that better suits their lifestyle. The implementation of this retail solution for simple aids to daily living (SADLs) in other areas of London has achieved savings through a reduction in running and delivery costs.

Where service users are unable to make arrangements to access a pharmacy, alternative arrangements will be made for them.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
40	0	0	40

Percentage of Net Budget proposed:
8.8%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: COM09 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	H
Impact of saving on corporate priority	Positive
Level of Impact	Medium
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	N/A
Gender:	Medium
Age:	Medium
Disability:	Medium
Religion/Belief:	N/A
Pregnancy/Maternity	N/A
Marriage & Civil Partnerships	N/A
Sexual Orientation:	N/A
Gender reassignment	N/A
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; All	

REF: COM09 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	NO
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:

Legal Implications

Please enter any legal implications for this specific saving:

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - ADULT SERVICES DIVISION

REF: COM10

SERVICE: SUPPORTED HOUSING AND CARE - 2XDH
LEAD OFFICER: Joan Hutton

PORTFOLIO: Community Services; Older People
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
4863.200	-2010.400	2852.800

Description of Service

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

The Linkline Service provides a range of equipment and sensors, such as alarm pendants, fall detectors and bed and chair occupancy sensors, to anyone who feels vulnerable or at risk to enable them to remain independent and safe in their homes.

Description of saving proposed

Please provide sufficient details on the proposal:

Savings will be achieved through the reduction in the back office function of the Linkline and supported housing services.

£15k will achieved through flexible retirement and the remainder through efficiencies in running costs in the service.

A full review of the service will take place in 12/13 and further savings identified.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
25	0	0	25

Percentage of Net Budget proposed:
8.8%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: COM10 page 2 of 3	
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	
Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low
Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
	N/A
Ethnicity:	N/A
Gender:	N/A
Age:	N/A
Disability:	N/A
Religion/Belief:	N/A
Pregnancy/Maternity	N/A
Marriage & Civil Partnerships	N/A
Sexual Orientation:	N/A
Gender reassignment	N/A
If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :	
Outcome of full Equalities Impact Assessment (if required) :	
Please outline the outcome of the full EIA if undertaken:	
Ward/Geographical implications	
Please state specific ward/geographical areas that would be affected; All wards	

REF: COM10 page 3 of 3

Human Resources Implications

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

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
			0.9		
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
			0.35		

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
		0.35	

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:

Legal Implications

Please enter any legal implications for this specific saving:

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF COMMUNITY SERVICES - ADULT SERVICES DIVISION

REF: COM08B

SERVICE: OLDER ADULTS AND HOSPITAL - 2XDD
LEAD OFFICER: Joan Hutton/ Robert Mellors

PORTFOLIO: Community Services; Older People
SELECT COMMITTEE: Healthier Communities

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
39593.800	-12536.400	27057.400

Description of Service

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

Assessed charges to clients for non-residential services including home care and direct payments. Financial assessment processes are constrained by government guidance (Fairer Contributions).

Description of saving proposed

Please provide sufficient details on the proposal:

Increased income from implementation of second phase of changes to charging policy agreed by M&C in February 2011.

In February the Mayor agreed to increase the maximum weekly charge for services to £395 in April 2011 and to £500 in 2012. Agreement was also given to increase the % of income assessed to 90% in April 2011 and to 100% in April 2012. The phased approach was agreed so that users could plan accordingly.

A full consultation and EIA were carried out on the proposed increases and the results presented to the Mayor as part of the report in February 2011. However, a further letter is being sent to those likely to be affected by this second phase asking them to inform the Council if they think their circumstances have altered significantly since the implementation of phase 1 and the impact that the implementation of this second phase increase will have on them. A summary of the responses will be included in an annex to the earlier consultation report and will represented to the Mayor as part of the report seeking approval to stage 2.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
70	0	0	70

Percentage of Net Budget proposed:
2.6%

Effect on HRA/DSG:

HRA: No

DSG: No

Can this saving be taken in current Financial Year:	NO

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

REF: COM08B page 2 of 3

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

As mentioned above, a full consultation and EIA were carried out on the proposed increases and the results presented to the Mayor as part of the report in February 2011. However a further letter is being sent to those likely to be affected by this second phase asking them to inform the Council if they think their circumstances have altered significantly since the implementation of phase 1 and the impact that the implementation of this second phase increase will have on them. A summary of the responses received will be included and presented as a supplementary annex to the consultation report.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	H
Impact of saving on corporate priority	Negative
Level of Impact	Medium

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Negative**
Gender:	**Negative**
Age:	**Negative**
Disability:	**Negative**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

The users of these services are vulnerable adults, usually on low incomes. The implementation of the second phase will further reduce the disposable income of some clients although Lewisham's charging policy retains a level of protection for those on the lowest incomes.

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

See EIA report presented to Mayor in February 2011. This has been reviewed as part of this savings exercise and has concluded that the negative impact on women, older people and those with a disability still stands.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

All

REF: COM08B page 3 of 3

Human Resources Implications

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	YES
If YES, please state the previous Reference No.(s):	COM27

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
N/A

Legal Implications

Please enter any legal implications for this specific saving:

N/A

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: EXECUTIVE DIRECTOR OF CUSTOMER SERVICES - EXECUTIVE DIRECTOR OF CUSTOMER SERVICES

REF: CUS01

SERVICE: STRATEGIC WASTE MANAGEMENT - 3XEW
LEAD OFFICER: Sam Kirk

PORTFOLIO: Customer Services
SELECT COMMITTEE: Sustainable Development

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
9717.100	-1268.000	8449.100

Description of Service

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

Strategic Waste Management is responsible for the delivery and development of the Council's Waste Strategy and the engagement of residents in environmental activities. It provides services to residents and works with businesses, schools, community sector and other public bodies.

Description of saving proposed

Please provide sufficient details on the proposal:

From 5th December 2011, the Council will enter into a new contract for the sorting and processing of dry recyclable waste. It is envisaged that the contract, initially for 3 years, will reduce the Council's costs by £1.6m per annum based on current tonnages.

The proposed saving of £800K has been arrived at after taking into account pressures on the Waste Strategy budget of £650K and also allows for a small contigency of £150K for variations in waste composition and market prices.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
800	0		800

Percentage of Net Budget proposed:
9.47%

Effect on HRA/DSG:

HRA: None

DSG: None

Can this saving be taken in current Financial Year:	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

Contract awarded following OJEU procurement.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	D
Impact of saving on corporate priority	Positive
Level of Impact	High

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**N/A**
Marriage & Civil Partnerships	**N/A**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

None

REF: CUS01 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	
Is this a continuation of a previous proposal?:	NO
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
None

Legal Implications

Please enter any legal implications for this specific saving:

None

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: EXECUTIVE DIRECTOR OF CUSTOMER SERVICES - EXECUTIVE DIRECTOR OF CUSTOMER SERVICES

REF: CUS02 - AP Satellites (Downham and Deptford)

SERVICE: CUSTOMER SERVICES - 3XPK
LEAD OFFICER: Matthew Spencer

PORTFOLIO: Customer Services
SELECT COMMITTEE: Public Accounts

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3130.600	-727.000	2403.600

Description of Service

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

ServicePoint is responsible for delivering front line services to our residents. This includes the Council's 3 AccessPoints and the Callcentre which includes the main switchboard service as well as the out of hours switchboard emergency service. The service deals with 1.1 million phone calls and 150,000 visits a year.

AccessPoint is responsible for the Face-to-Face centres at Laurence House, Downham and Deptford. Customers are to those services such as Housing Benefits and Nationality Checking Service that offer either appointments or walk-ins. Stakeholders are all residents, staff and Councillors/MPs.

Description of saving proposed

Please provide sufficient details on the proposal:

To close both Downham and Deptford satellite AccessPoints that currently offer a limited number of appointments/walk-ins for some of the services at Laurence House AccessPoint. This would enable a reduction of 2xFTE (at Sc4) through the relocation of these enquiries as customers would then all be served at Laurence House AccessPoint. Therefore the customers from these catchment areas would still be supported and dealing with face-to-face enquiries centrally would increase efficient usage of staff resource by reducing the need for a reception service at these sites.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
37.5	0	0	37.5

Percentage of Net Budget proposed:
1.56%

Effect on HRA/DSG:

HRA: None

DSG: None

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CUS02 - AP Satellites (Downham and Deptford) page 2 of 3

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 has been undertaken with service users of the Downham AccessPoint site (Deptford was under refurbishment) in the form of a survey. This has fed into the Equality Analysis Assessment. For example, the survey reported that of the 81 responses who completed the question regarding disability, 13 confirmed they had a disability. However, only 1 of these 13 responses stated they were unable to travel to Laurence House. In these circumstances the council's existing process for customers with these circumstances applies (e.g. a home visit will be arranged). The majority of service users were for Housing Benefits appointments (51%) although only 19% of those were local residents. 90% of all responses were willing to travel to Laurence House AccessPoint (Catford). Naturally continued improvements to the alternative channels are recommended, particularly the website self-service platform, to migrate contacts to the appropriate access channels for both the customer and council, mitigating any remaining impacts across all customers. It was established that although this proposal looks to relocate to Laurence House AccessPoint (Catford), customers should not see a reduction in service. Alternative access channels (self-service on both the Downham and Deptford Kiosks and the LBL website, Laurence House - Catford AccessPoint and the call centre) are equally available and accessible. No significant issues are therefore foreseen for service delivery or any of the 9 protected characteristics.
As the service has identified the savings from vacant posts, removing any actual staff impact, only a public consultation was carried out. Staff members currently rotate from Laurence House AccessPoint to the satellite sites and therefore are not impacted negatively by the proposal.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Alternative access channels (self-service on the LBL website, Laurence House - Catford AccessPoint and call centre) are equally available and accessible. No significant issues are therefore foreseen for service delivery or any of the service users including the 9 protected characteristics. The self-service kiosks and public access to the council website are also still available at both Downham Lifestyles and the Deptford Lounge.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

Downham, New Cross and Evelyn

REF: CUS02 - AP Satellites (Downham and Deptford) page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	NO
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
	14				
FTE equivalent - people in post:			12		
FTE equivalent - vacant posts:			2		

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
			2

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
None

Legal Implications

Please enter any legal implications for this specific saving:

None

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: EXECUTIVE DIRECTOR OF CUSTOMER SERVICES - EXECUTIVE DIRECTOR OF CUSTOMER SERVICES

REF: CUS03 - CP Reduction of evening call centre hours

SERVICE: **CUSTOMER SERVICES - 3XPK**
LEAD OFFICER: **Matthew Spencer**

PORTFOLIO: **Customer Services**
SELECT COMMITTEE: Public Accounts

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3130.600	-727.000	2403.600

Description of Service

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

ServicePoint is responsible for delivering front line services to our residents via the Council's 3 AccessPoints and the CallPoint (Call Centre), which includes the main switchboard service as well as the out of hours switchboard emergency service. The service deals with 1.1 million phone calls and 150,000 visits a year. CallPoint (Call Centre) current opening hours are:
Monday to Thursday 7.30am - 8.30pm
Friday 7.30am - 9am, 10am - 7.30pm
Saturday 9am - 1pm

Description of saving proposed

Please provide sufficient details on the proposal:

To revise the CallPoint (Call Centre) opening hours to:
Monday to Thursday 7.30am – 6.00pm (Previously open until 8.30pm)
Friday 7.30am - 9am, 10am – 6.00pm (Previously open until 7.30pm)
Saturday 9am - 1pm (Remaining the same)
The core Call Centre hours in terms of volumes are Monday to Thursday 9.00am – 5.00pm and Friday 10am – 5.00pm. The proposal is to only extend in the evening until 6pm as volumes show that 5pm-6pm remains similar to 9am-5pm hourly volumes, however the calls then reduce to minimal levels until 8.30pm when lines currently close. By leaving the morning starts at 7.30am and the 5pm-6pm period, we would be able to continue to serve the majority of our demand. The proposal is to reduce staffing levels by 1 FTE (Sc4) and then utilise the reduced evening service to enable CallPoint to meet the resulting increase in demand of calls during the revised opening hours. Due to the recent investment in the Council's new Website and the proposed reduction in Telephone Service, this will help drive more customers to the new self-service platform.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
25	0	0	25

Percentage of Net Budget proposed:
0.0104

Effect on HRA/DSG:

HRA: none

DSG: none

Can this saving be taken in current Financial Year:	NO
If yes to previous question, what is the value that can be taken:	

REF: CUS03 - CP Reduction of evening call centre hours page 2 of 3

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 has been undertaken with service users of the evening call centre service in the form of a survey. This has fed into the Equality Analysis Assessment. For example, the survey reported that 34% called for Council Tax, 36% for Environmental Services (Envirocall) and 30% for Housing Benefits. 70% of all responses confirmed they have access to the internet. Although 7% confirmed they have a disability (5% without internet access), the call centre remains equally accessible to this and the other 8 protected characteristics in the Equalities Analysis Assessment guidelines.

Alternative access channels are equally available and accessible. No significant issues are therefore foreseen for service delivery or any of the 9 protected characteristics. The call centre will continue to be provided between 7.30am-9am Monday to Friday along with Saturday 9am-1pm to assist those unable to call during standard office hours. Customers may also access services via the self-service platform on the council's website, including Council Tax, Housing Benefits and Environmental Services and, where a face-to-face contact is required, arrange to visit Laurence House AccessPoint.
As the service has identified the savings from vacant posts, removing any actual staff impact, only a public consultation was carried out.

Impact on Corporate Priorities:	
Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low	
Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

Alternative access channels (self-service on the LBL website, Laurence House - Catford AccessPoint and call centre) are equally available and accessible. No significant issues are therefore foreseen for service delivery or any of the service users including the 9 protected characteristics. The service will continue to be provided between 7.30am-9am Monday to Friday along with Saturday 9am-1pm to assist those unable to call during standard office hours.
The operational times of the out of hours switchboard service is remain as per the current process.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

Borough wide

REF: CUS03 - CP Reduction of evening call centre hours page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	NO
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
	14				
FTE equivalent - people in post:			13		
FTE equivalent - vacant posts:			1		

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post
			1

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
None

Legal Implications

Please enter any legal implications for this specific saving:

None

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF PERSONNEL & DEVELOPMENT

REF: RES01

SERVICE: HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB
LEAD OFFICER: Andreas Ghosh

PORTFOLIO: Resources
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3413.700	-300.400	3113.300

Description of Service

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

The Personnel & Development Division employs 40 people who work in three HR delivery units, supported by strategic advice on employee relations, management and development and management information.

Description of saving proposed

Please provide sufficient details on the proposal:

Lewisham has been part of the National Graduate Development Programme since its inception in 2004. Each October, Lewisham recruits three National Management Trainees (NMTs), at SCP27 for two years.

The proposal is to reduce the intake of NMTs from three to two in 2012/13 and beyond. As the Programme runs from October to September, this will provide a six month part-year saving for 2012/13 with a full year saving for 2013/14. The proposal has been calculated based on the SCP27 salary with on-costs plus non-staff savings.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
18.300	18.300		36.600

Percentage of Net Budget proposed:
0.59%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	B
Impact of saving on corporate priority	Negative
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Negative**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

The National Graduate Development Programme targets the 21-25 age group. The reduction in the numbers recruited to the Programme in Lewisham will have an impact on the Council's recruitment in this age range.

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific Ward implications have been identified.

REF: RES01 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF PERSONNEL & DEVELOPMENT

REF: RES02

SERVICE: HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB
LEAD OFFICER: Andreas Ghosh

PORTFOLIO: Resources
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3413.700	-300.400	3113.300

Description of Service

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

Trade Union secondments enable the representation of relevant Trades Unions at consultation/negotiation meetings on key corporate/directorate matters and individual trades unions member case work, including representation at disciplinaries, grievances etc.

Description of saving proposed

Please provide sufficient details on the proposal:

In the light of the overall reduction in staff numbers and Trades Unions membership, it is proposed to reduce the secondment time allocated to the Trades Unions. The Council currently pays £215, 337 to enable 5.2 employees to be seconded. Subject to more detailed consultation with the unions it is possible to reduce this by up to 1 FTE. The proposal is based on there being an overall reduction in employee numbers by 600 out of a workforce of 4,000 and therefore a proportionate fall in union membership figures. This will lead to a part-year budget saving in 2012/13 and full year thereafter.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
25	10		35

Percentage of Net Budget proposed:
0.80%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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 will require consultation with the Trades Unions on a revision to the Trade Union secondment arrangements and the Council's consultation/negotiation process.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific implications have been identified.

REF: RES02 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF PERSONNEL & DEVELOPMENT

REF: RES03

SERVICE: HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB
LEAD OFFICER: Andreas Ghosh

PORTFOLIO: Resources
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3413.700	-300.400	3113.300

Description of Service

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

The Personnel & Development function employs 40 people who work in three HR delivery units, supported by strategic advice on employee relations, management and development and management information. Substantial services are delivered externally including the Occupational Health Service and learning provision.

Description of saving proposed

Please provide sufficient details on the proposal:

Lewisham provides a confidential information and counselling service, free of charge, to all non-school based staff and their immediate family members. The proposal is to reduce the level of funding available for additional counselling sessions through the Employee Assistance Programme by £5k. This will reduce the budget to £41, 250k. Although the budget gets fully spent the reduction is commensurate with overall reductions in employee numbers by 600 out of a workforce of 4,000 and therefore demand for the service.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
5			5

Percentage of Net Budget proposed:
0.16%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;
No specific Ward implications have been identified.

REF: RES 3 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF PERSONNEL & DEVELOPMENT

REF: RES04

SERVICE: HEAD OF PEOPLE MANAGEMENT SERVICES - 5XHB
LEAD OFFICER: Andreas Ghosh

PORTFOLIO: Resources
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3413.700	-300.400	3113.300

Description of Service

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

The Personnel & Development function employs 40 people who work in three HR delivery units, supported by strategic advice on employee relations, management and development and management information.

Description of saving proposed

Please provide sufficient details on the proposal:

The proposal is to reduce the level of funding available for the Black Staff Forum (BSF) by £5k from a budget of £12,813 which tends to be spent to budget, with most expenditure going on the running of the adult learners' programme and on the BSF annual conference.
A further £3,414 is available for all the other forums.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
5			5

Percentage of Net Budget proposed:
0.16%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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 consultation. However members of the Black Staff Forum should be advised on the proposal to reduce support.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Negative**
Gender:	
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

This proposal will have a negative impact on the overall level of financial support available for Forum use. This will limit the number and types of future events they can organise.

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific Ward implications have been identified.

REF: RES04 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF LAW DIVISION

REF: RES05

SERVICE: **HEAD OF LAW - 5XLC**
LEAD OFFICER: **Kath Nicholson**

PORTFOLIO: **Resources**
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
2503.500	-404.700	2098.800

Description of Service

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

Legal and Electoral Services provide strategic guidance for the modernisation programme through new political management, involvement in the procurement of new methods of service delivery and the attraction of investment into local infrastructure. They facilitate robust decision-making and the promotion of effective measures for corporate and political governance under the Local Government Act 2000, ensure electoral processes are effectively performed and that maximum participation in the democratic process is encouraged.

Description of saving proposed

Please provide sufficient details on the proposal:

The proposal is to review staffing levels and reallocate work accordingly with an implementation date of no later than 1 October 2012, with a view to identifying efficiencies.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
17.5	17.5		35

Percentage of Net Budget proposed:
0.83%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific impacts have been identified.

REF: RES05 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**YES**
Is this a continuation of a previous proposal?:	NO
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF AUDIT & RISK

REF: RES06

SERVICE: **AUDIT - 5XKC**
LEAD OFFICER: **David Austin**

PORTFOLIO: **Resources**
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
1209.200	-104.000	1105.200

Description of Service

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

The Audit & Risk Service comprises the corporate functions which provide advice and support to the Council to ensure it meets its regulatory and operational quality standards. The Service ensures back-up where there are failings in internal controls to enable lessons to be learnt and improvements made in the areas of:- Internal Audit, Fraud Investigations, Health & Safety, and Insurance & Risk.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal is to maintain and extend the squeeze on administrative budgets – rationing training and networking opportunities and making office equipment and technology go further for longer before being replaced.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
20			20

Percentage of Net Budget proposed:
1.81%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	YES
If yes to previous question, what is the value that can be taken:	20

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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Negative
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific implications have been identified.

REF: RES06 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF PROCUREMENT

REF: RES07

SERVICE: HEAD OF PROCUREMENT - 5XPB
LEAD OFFICER: Andy Murray

PORTFOLIO: Resources
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
427.000	-37.300	389.700

Description of Service

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

The Procurement Team provide advice and guidance in strategic procurement matters across all the Council's services.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal is to cease various contracts;

1. The 'Approved List' administration, ending the contract with EXOR and replacing the Approved List with a small number of construction frameworks. (£7k)
2. The Spikes Cavell contract currently provides spend analysis. London Contracts Register carry out a similar service although it is not as detailed. (£5k)
3. The Deecal contract is linked to purchase card administration but with the the change to RBS as providers of the card, the administration is free. (£6k)

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
18			18

Percentage of Net Budget proposed:
4.62%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific implications have been identified.

REF: RES07 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF TECHNOLOGY & TRANSFORMATION DIVISION

REF: RES08

SERVICE: HEAD OF TECHNOLOGY & TRANSFORMATION - 5XTD
LEAD OFFICER: Simon Berlin

PORTFOLIO: Resources
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3201.000	-113.000	3088.000

Description of Service

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

The Division co-ordinate and manage the provision and maintenance of ICT tools across the Council, which enables and enhances service delivery and linkages with partner organisations. Their role is to seek out, support and lead transformation and continuous improvement that can be enabled or assisted by ICT.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal involves a review and reduction in budgets covering annual subscriptions and general support costs.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
10			10

Percentage of Net Budget proposed:
0.32%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;
No specific implications have been identified.

REF: RES08 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF TECHNOLOGY & TRANSFORMATION DIVISION

REF: RES09

SERVICE: CORPORATE TECHNOLOGY MANAGER - 5XTS
LEAD OFFICER: Simon Berlin

PORTFOLIO: Resources
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
5080.900	-1034.500	4046.400

Description of Service

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

The Information Management & Technology (IMT) Division co-ordinate and manage the provision and maintenance of ICT tools across the Council, which enables and enhances service delivery and linkages with partner organisations. Their role is to seek out, support and lead transformation and continuous improvement that can be enabled or assisted by ICT.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal relates to the central software licencing budget.
IMT will aim to end the Microsoft Enterprise Agreement (MSEA) in April 2012. The MSEA costs approximately £300k per year. However, this would mean having to make a number of 'one-off' licence purchases over a three-year period, as the Council will no longer have 'blanket' cover for all Microsoft products. IMT had assumed a saving of around £150k per year on this, starting from April 2013, and assuming we used the first year's saving to make a number of one-off purchases that would help to see the Council through the next two years of licence holiday, the remaining £150k per annum for two years would complement this.
The additional saving of £75k in 2012-13 would arise from changing the profile of the savings to add £75k savings each year, diminishing the amount available to build software resources in 2012-13.
Further work needs to be done to assess whether this saving can be sustained beyond 2012/13. At the present point in time, it has been assumed that it is only available on a one-off basis but this may be adjusted later in the budget process.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
75	75		150

Percentage of Net Budget proposed:
1.85%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Negative
Level of Impact	Medium

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific implications have been identified.

REF: RES 9 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: DIRECTOR OF RESOURCES - HEAD OF RESOURCES: FINANCE

REF: RES10

SERVICE: HEAD OF BUSINESS SUPPORT - 5XDE
LEAD OFFICER: Conrad Hall

PORTFOLIO: ALL
SELECT COMMITTEE: Public Accounts

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3130.800	-243.800	2887.000

Description of Service

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

The groups which make up Financial Management provide the key corporate role in stewarding the Council's financial resources prudently, and balance the achievement of short-term strategies with the safeguarding of an effective resource base

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal relates to a further review and reduction in budgets for general support costs.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
25			25

Percentage of Net Budget proposed:
0.87%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Positive
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific implications have been identified.

REF: RES10 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: CHIEF EXECUTIVE - HEAD OF STRATEGY

REF: RES11

SERVICE: CHIEX - HEAD OF MAYOR & CABINET OFFICE - 5XCH
LEAD OFFICER:

PORTFOLIO: Strategy & Communications
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
342.400	0	342.400

Description of Service

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

The Mayor's Office provides executive and administrative support to the Mayor and Cabinet to enable them to fulfil their leadership role in the Council, across our partnerships and in the community.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal relates to efficiencies in office expenditure and the sharing of administrative resources for the Mayor's Office.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
8			8

Percentage of Net Budget proposed:
2.34%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific implications have been identified.

REF: RES11 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: CHIEF EXECUTIVE - HEAD OF STRATEGY

REF: RES12

SERVICE: CHIEX - CORPORATE COMMUNICATIONS - 5XCK
LEAD OFFICER:

PORTFOLIO: Strategy & Communications
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
1507.800	-85.500	1422.300

Description of Service

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

The Communications Unit is responsible for engaging with and informing citizens about Council services, policies and decisions that have an impact on their lives. They play a key role in promoting, protecting and enhancing the reputation of the Council and the Mayor.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal relates to a reduction in the marketing budget as a result of standardising the quality of publications such as Secondary School booklets.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
8			8

Percentage of Net Budget proposed:
0.56%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;
No specific implications have been identified.

REF: RES12 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

BUDGET SAVING PROPOSAL 2012 to 2015

DIRECTORATE AND DIVISION: CHIEF EXECUTIVE - HEAD OF STRATEGY

REF: RES13

SERVICE: CHIEX - LEW. STRATEGIC PARTNERSHIP SUPPORT MGR - 5XCL
LEAD OFFICER:

PORTFOLIO: Strategy & Communications
SELECT COMMITTEE: ALL

2011/12 BUDGET (£000's)

Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
1127.800	-320.000	807.800

Description of Service

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

The Council's Apprenticeship Programme promotes apprenticeships in the Council, through our partners and further employment opportunities through our supply chain.

Description of saving proposed

Please provide sufficient details on the proposal:

This proposal relates to efficiencies in administration and marketing of both Appenticeship and Future Jobs Fund programmes. The Programme is now well established and so many of the early marketing and administration costs have reduced and in addition better collaboration with partners has resulted in sharing of costs.

This saving will not reduce the number or quality of opportunities.

Value of Proposals per year (£000's)

2012/13:	2013/14:	2014/15:	Total 2012-15
30			30

Percentage of Net Budget proposed:
3.71%

Effect on HRA/DSG:

HRA:

DSG:

Can this saving be taken in current Financial Year:	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.

Impact on Corporate Priorities:

Most relevant Corporate Priority:	J
Impact of saving on corporate priority	Neutral
Level of Impact	Low

Level of impact: State the level of impact on the specific equalities group: High, Medium or Low

Ethnicity:	**Neutral**
Gender:	**Neutral**
Age:	**Neutral**
Disability:	**Neutral**
Religion/Belief:	**Neutral**
Pregnancy/Maternity	**Neutral**
Marriage & Civil Partnerships	**Neutral**
Sexual Orientation:	**Neutral**
Gender reassignment	**Neutral**

If your saving proposal has a negative impact on equalities please explain why, and outline what steps have been/will be taken to mitigate such an impact :

Outcome of full Equalities Impact Assessment (if required) :

Please outline the outcome of the full EIA if undertaken:

An EIA is not required.

Ward/Geographical implications

Please state specific ward/geographical areas that would be affected;

No specific implications have been identified.

REF: RES13 page 3 of 3	
Human Resources Implications	
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	**NO**
Is this a continuation of a previous proposal?:	
If YES, please state the previous Reference No.(s):	

Also if YES, please state no. of staff affected and which year:
Original number of staff: Actual 2012/13: Future years 13/14 & 14/15:

Within this savings proposals, please state the number of posts in your current structure by grade band.

Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – SMG3	JNC
FTE equivalent - people in post:					
FTE equivalent - vacant posts:					

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

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

How do you expect to reduce these posts?

Redundancy	TUPE	Retirement	Delete vacant post

Additional Information

Impact on Voluntary Sector

Please state if savings have any impact on the Voluntary Sector:
No specific impacts have been identified.

Legal Implications

Please enter any legal implications for this specific saving:

No specific implications have been identified.

APPENDIX Y4

Analysis of 2012/13 savings proposals in the context of the Council's policy framework

1. Policy framework

1.1 This policy analysis describes how savings, proposed by directorates, will impact on the delivery of the Council's ten key priorities. Any proposed budgetary savings have to be considered in the light of these priorities and the potential effect on services provided and outcomes for both service users and the community at large. The effects are assessed as either positive, neutral or negative, in terms of real impacts on the Council's functions and services.

2. Presentation of analysis

2.1 The following analysis has been prepared, using various key headings. These offer a wide-ranging perspective of the impact of budget savings for the 2012/13 savings round.

3. Savings mapped to Council priority

3.1 Figure 1 and Table 1 illustrate that of the £3.946m worth of savings identified, £2.290m or 58 per cent are linked to Council priority (J) *'Inspiring efficiency, effectiveness and equity'*. The next highest saving, with £0.800m or 20.3 per cent of the total, has been proposed under priority *(C) 'Clean, green and liveable'*. Of the other priorities, priority (H) *'Caring for adults and older people'* accounts for £0.535m (13.6 per cent) and priority (B) *'Young people's achievement & involvement'* accounts for the remaining £0.018m (0.5 per cent).

Figure 1: % of savings proposal mapped to primary corporate priority

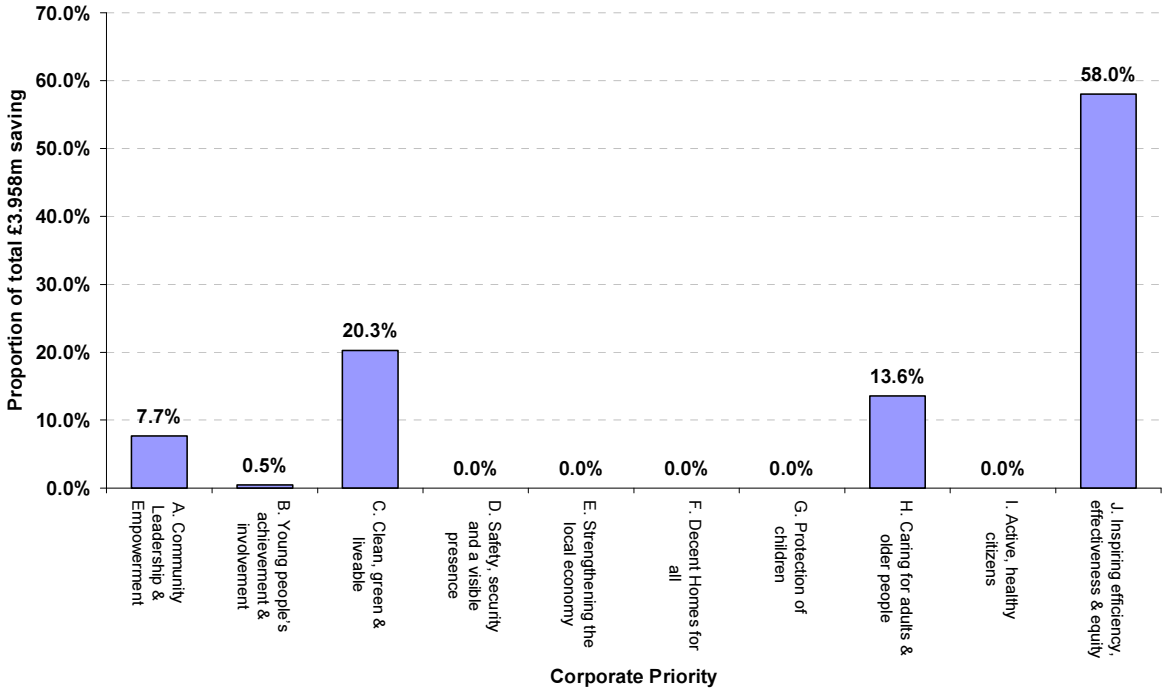


Table 1: Proposed savings mapped to primary corporate priorities

Primary Council Priority	Saving (£'000)				Grand Totals	
	COM	CUS	CYP	RES	'000s	%
A. Community leadership & empowerment	302.5				**302.5**	**7.7**
B. Young peoples achievement & involvement				18.3	**18.3**	**0.5**
C. Clean, green & liveable		800.0			**800.0**	**20.3**
D. Safety, security and a visible presence					**0.0**	**0.0**
E. Strengthening the local economy					**0.0**	**0.0**
F. Decent homes for all					**0.0**	**0.0**
G. Protection of children					**0.0**	**0.0**
H. Caring for adults & older people	535.0				**535.0**	**13.5**
I. Active, healthy citizens					**0.0**	**0.0**
J. Inspiring efficiency, effectiveness & equity	1055.0	62.5	926.0	246.5	**2,290.0**	**58.0**
Grand Total	**1,892.5**	**862.5**	**926.0**	**264.8**	**3,945.8**	**100**

4. Impact on Council priorities

4.1 The diagram on the following page shows how Directorate Management Teams judge the likely impact of savings proposals upon the delivery of the Council's priorities. These impacts have been identified as positive, neutral or negative.

4.2 Of the total £3.946m of savings, £3.695m (94%) is considered to have an impact that is either 'neutral' (19%) or 'positive' (75%). 6% of savings are considered to be likely to have a 'negative' impact on the delivery of Council priorities.

Figure 2: Impact of savings proposals

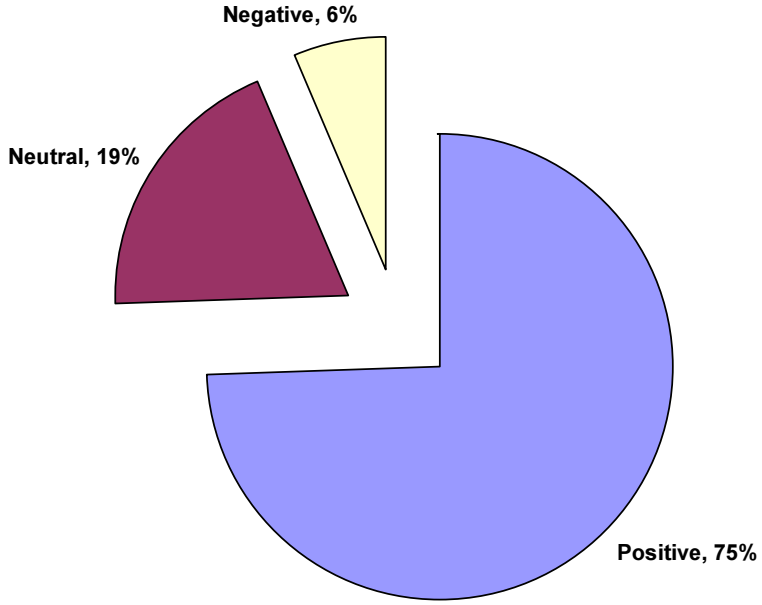
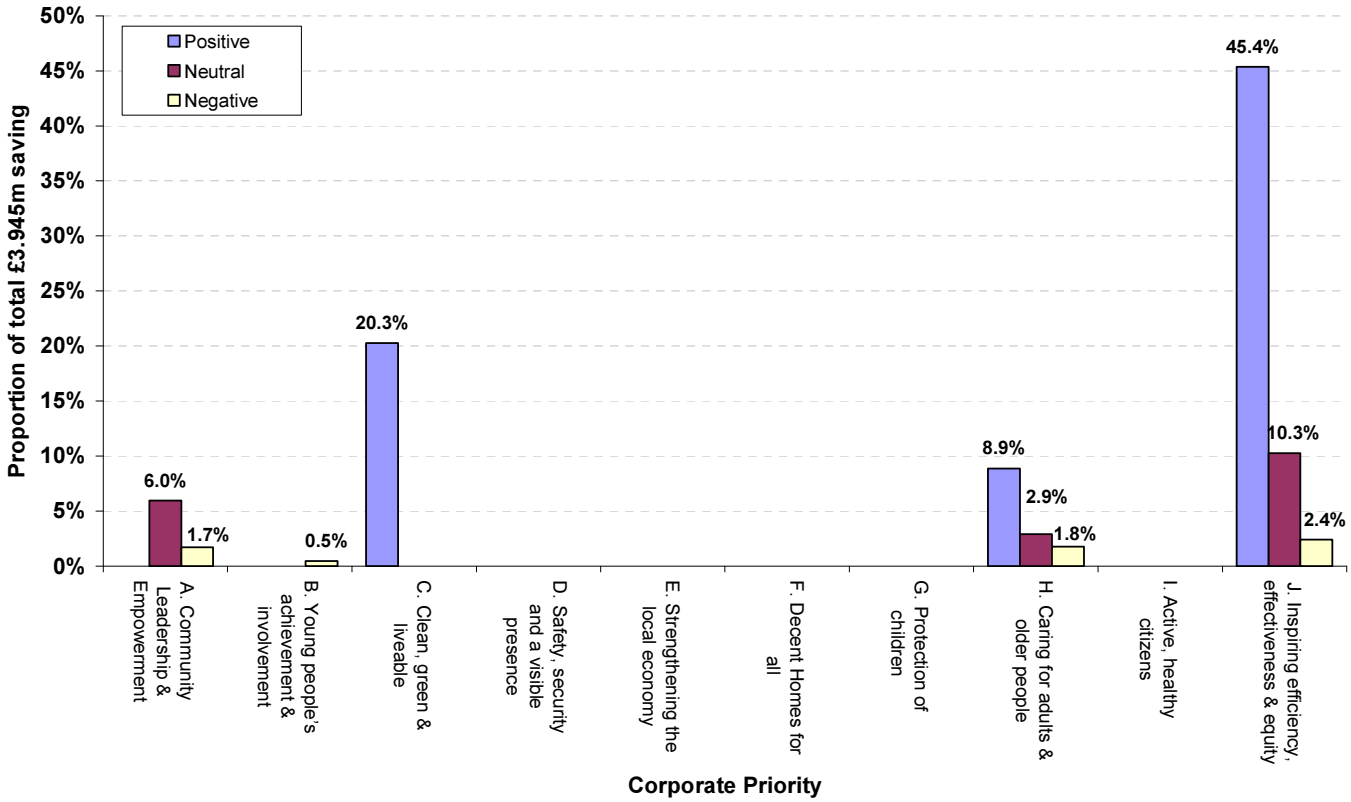


Figure 3: Impact of savings proposals on corporate priorities



4.3 The chart above demonstrates the positive, neutral or negative effects of savings proposals on each corporate priority. There are significant positive impacts on priorities (C) '*Clean, green and liveable'* and (J) *'Inspiring efficiency, effectiveness and equity*'. The greatest negative impact is also on priority (J).

5. Geographical analysis.

5.1 In addition to assessing the likely impact of savings proposals, Directorate Management Teams have also assessed whether any proposals impact specifically and solely on any geographical area in the borough.

5.2 Of the individual savings proposals detailed elsewhere in this report, only one is considered to have a specific and direct impact on any one ward. This proposal is to close both Downham and Deptford satellite AccessPoints and to serve the customers of these services at the Laurence House AccessPoint instead. Customers from these catchment areas will still be supported, and by dealing with face-to-face enquiries centrally the service can increase the efficient allocation of staff.

6. Equalities analysis

6.1 The Public Sector Equality Duty (set out in the Equality Act 2010) requires the Council to 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.

6.2 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.

6.3 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 the Council can demonstrate that they have had 'due regard'.

6.4 Assessing impact on equality is not an end to itself and it should be tailored to, and be proportionate to, the decision being made. Whether it is proportionate for the Council to conduct an Equalities Analysis 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 protected groups, including staff.

6.5 It is also important to note that the Council is subject to the Human Rights Act, and should therefore also consider the potential impact their decisions could have on human rights.

Specific proposals

6.6 An initial assessment of the equalities implications of the 2012/13 budget savings proposals has been undertaken to assess whether they

unfairly impact upon protected groups either as service users or employees.

6.7 The majority of specific savings identified in this analysis have a neutral equalities impact and a number have indicated that there will be a positive equalities impact. Two proposals have been assessed to have a negative impact, and these are detailed in Table 2 on the following page. Please note, a schedule which illustrates the initial equalities assessments for all savings proposals, including those assessed as neutral, is available on request from the Group Manager, Budget Strategy.

6.8 The law relating to equalities is set out in the legal implications.

6.9 Where budget savings proposals have staffing implications, and these proposals are approved, services will be required to undertake an equalities impact assessment (EIA) as part of their restructuring process. This is stipulated within the Council's Employment/Change Management policies. Equalities impact assessment guidance recommends that a full equalities impact assessment is undertaken if a review of service or a restructure will result in a major service change; involve a considerable amount of money, such as a large capital project; impact on a large number of people; or result in a major organisational change. As part of their operational business processes, services will monitor the impact of any staffing implications on service delivery and where necessary, take action to mitigate any resultant impacts.

6.10 Following an initial assessment of the equalities implications of the 2012/13 budget savings proposals, a follow up assessment was undertaken to ascertain whether the proposals unfairly impact upon particular vulnerable groups, sections of the local community or the Council's workforce. Of these, the majority of savings identified in this analysis have a neutral equalities impact and a number have indicated that there will be a positive equalities impact. However, two proposals COM08b and COM02 have been assessed as having a negative/ medium impact and a negative/low impact respectively.

APPENDIX Y5

BUDGET SAVINGS 2012-2015

Reference	Proposal Summary	Specific Legal Implications
CYP **CYP01**	The Service is able to make efficiencies through the streamlining of the business support function. Core support will continue to be provided, and work can be absorbed by the existing professional team. The proposal is to delete the 1 FTE Business Support Officer in line with proposals to make savings from 'back office function' and protect front line services.	No specific legal implications save for those in the body of the report
CYP02	The proposal makes savings against the Children with Disabilities budget. Money has historically been used as additional section 17 money in case of overspend. However, since the introduction and increased use of direct payments, there has been a drop in demand for S17 payments. The following budgets are to be given up: • A budget of £35,000 was put aside for Kaleidoscope Integration. However this money has not been used as development has taken place via other methods. • The Carers Support and Spot service provides support and care packages to children and their purchase families if there is a disability. It has been identified that 95k from the Carers Support and Spot purchase budget is not being used as support is provided from other budgets. It is therefore proposed to give up this money. • Through the use of direct payments it has been identified that	No specific legal implications

	some budgets are now underspending., including the Section 17 budget. Underspend of the Section 17 budget is £100k. It is proposed to give up this funding. • A budget of 26k was put aside for CAHMS development. However this money has not been used as development has taken place via other methods. These savings should have no impact upon children and their families.	
CYP03	The proposal is to cut one BSO post in the Complaints Team. A recent capacity audit showed that there is potential for some savings to be generated by cutting a BSO post in the Complaints Team. Evaluation of one month's work showed that there was room for efficiency. Operational managers will need to take more responsibility for meeting deadlines rather than rely on Complaints team BSOs to send them reminders.	No specific legal implications save those relating to personnel procedures
CYP04	£31,000 through savings in photocopying, training, catering, materials, stationery, postage, subsistence and mobile phones. Due to efficiencies and tight budget control we have made savings and can achieve this into the future. Training budgets have been pooled in Children's Social Care, as part of the new Learning and Development Unit, the savings relating to training are part of an historical budget no longer used.	No specific legal implications
CYP05	Income from traded services to schools from April 2012 onwards – data support service for schools, including: • Telephone support for data collections e.g. school census, Key Stage 1, Early Years Foundation Stage	No specific legal implications. Service level agreements or equivalent will need to be set up to regulate the workflow/funding stream.

	• Data support to assist schools go submit data which meets the statutory requirements • Identifying data errors and assisting schools to rectify these errors • Additional support for schools with newly appointed school administrators (SAOs) and other data staff to ensure that they have a full understanding of statutory data collections for central government • Free access for specified number of SAOs to termly data workshops for updates and guidance on new and ongoing data collections • Primary secondary transfer data for year 6 pupils transferring to Lewisham secondary schools in y ear 7 • Other data support as specified via a Service Level Agreement (SLA) Note: schools have historically received data support free of charge from the CYP Performance Service. Some schools rely heavily on data support to generate and cleanse their data returns. Levels of data support required by schools vary and are dependent on a number of factors, including staffing levels, experience of staff, and knowledge of data systems and data regulations 2011/12.	
CYP06	This proposal takes further the savings achieved last year in CYP49 to make Standards and Achievement services budgets more flexible to allow a more proactive service. There are two major shifts which require the need to make further	The local authority is statutorily required to ensure that its education and training functions are exercised with a view to promoting high standards, fulfilment of potential and fair access to opportunity

	changes: First, the statutory duty for every school to have a School Improvement Partner (SIP) is being removed and secondly, the applications for Teaching Schools has opened and their remit gives greater capacity for schools to take an improvement role. We have also reviewed our coverage of statutory duties. We are working in strong partnership with schools and future Teaching Schools to ensure that the high level of accountability of schools and good opportunities for staff development remain. We have been promoting the deployment of good and outstanding headteachers across the LA to intervene in schools as Executive Headteachers and as Local Leaders of Education. We are encouraging more peer working across schools. The role of the SIO (School Improvement Officer) has diminished as fewer of our schools are in challenging circumstances and there is less central support work to coordinate. The SIP element of the post that some SIOs have fulfilled for part of their post is not viable as a full-time post in terms of cost and meeting school's individual needs. We propose, therefore, to retain the strong management layer of 3.6 Senior School Improvement Officers but to delete the 4 SIO (Schools) role from the service and replace it with 2 School Improvement Advisor posts, which will support and challenge schools effectively and fulfil our statutory duties. Some of the saving will be kept to enable flexible use of resource to support and challenge schools further.	for education and training. These proposals have to be consistent with the local authorities ability to meet its statutory responsibilities. The legal implications relating to employment are set out elsewhere in the report.
CYP07	The senior leader in the School Improvement team has as their main remit the head of Lewisham Learning Development College (LLDC) and business support team, this post is no longer required.	No specific legal implications save for those relating to employment set out elsewhere in the report.

CYP08	Governors' Services is required to move towards a self financing service. This level of saving will be sustained through additional income received from SLAs with schools.	SLAs will need to be negotiated to secure the income level.
CYP09	Reorganisation of the 14-19 team to facilitate integration with the Standards and Achievement Division from June 2012. The reorganisation will start in April 2012, and identify posts then. Some of the savings from the reorganisation will be retained to be used flexibly to fulfil our 14-19 duties.	Save for those identified at CYP06 and those relating to employment set out elsewhere in the report., no specific legal implications.
CYP10	The service have asked schools to enter a SLA and pay for the services provided by the team at school action/school action plus. This proposal is to introduce an income target for the service. For example, specific learning difficulties (dyslexia) and communication and interaction team.	A local authority has a statutory duty to identify, from those children in their area with special educational needs for whom they are responsible, those for whom the local authority should determine the special educational provision which should be made. The proposals set out in this report will not impact on the authority's ability to comply with its statutory responsibilities. Under the Scheme of Financial Delegation to schools service level agreements SLAs must be agreed one week before the beginning of a financial year to be effective for that year and schools shall have at least one month prior to the agreement date to consider the terms of the agreement.

CYP11	There is currently a vacancy within the team which it is proposed not to fill pending the SEN/CWD review. The team are confident that they will be able to maintain their good performance for the completion of the statutory processes within the timescales.	A local authority has a statutory duty to identify, from those children in their area with special educational needs for whom they are responsible, those for whom the local authority should determine the special educational provision which should be made. The proposals set out in this report will not impact on the authority's ability to comply with its statutory responsibilities.
CYP12	The proposal is to increase the charges to schools for HR advice with an across the board increase of 14% that would generate £75k with £25k being inflation and the balance a real terms increase.	Under the Scheme of Financial Delegation to schools service level agreements ((SLAs)) must be agreed one week before the beginning of a financial year to be effective for that year and schools shall have at least one month prior to the agreement date to consider the terms of the agreement.
CYP13	The proposal is to review the cost structure of the service in light of the increased use of electronic communication and secure a higher proportion of funding from schools.	No specific legal implications, save if this involves a Service Level Agreement (SLA), under the Scheme of Financial Delegation to schools SLAs must be agreed one week before the beginning of a financial year to be effective for that year and schools shall have at least one month prior to the agreement date to consider the terms of the agreement.

CYP14	Current work is in hand to scope a reorganisation to bring together services for children with special and complex needs under single management. Savings will be achieved through integration of assessment processes and through streamlining management. The reorganisation should positively impact on the experience of parents and children and should support work to introduce proposals from the Government Green Paper on SEN.	A local authority has a statutory duty to identify, from those children in their area with special educational needs for whom they are responsible, those for whom the local authority should determine the special educational provision which should be made. Consultation with service users. Is required and an EIA will need to be undertaken.
<u>Community</u> **COM01**	London Borough Grants Scheme. With the reduced allocation required by London Councils for the LBGS there is an anticipated saving of £235k (in addition to the £144k already agreed) which will be confirmed by February 2012.	As stated in the report, a full EIA was undertaken by the LBGS when reductions to individual boroughs contribution to the Scheme was made. A final decision has to be taken by the LBGS as to the exact rebate which would be due to Lewisham. Any application for funding from any voluntary organisation which has been affected by the LBGS cut can apply for assistance through the Council's compact procedure and will be subject to the criteria for funding in the usual way.
COM02	Assembly Fund – This is a reduction of £3,750 per ward taking each ward's budget to £15k pa.	No specific legal implications
COM03	Further savings will be achieved as part of the recommissioning programme that has been agreed previously by Mayor and Cabinet. Proposed reductions in the contracts values for Mental Health,	No specific legal implications

	substance misused and Children and Young People through use of the SP framework agreement.	
COM04	Additional saving from recently relet leisure contract(additional to £200k already agreed). (Detailed figure to be finalised). On October 15th the Parkwood contract finished. The new contract, awarded for 15 years and on a LLW basis, has been awarded to Fusion Lifestyles. They have taken over the management of the all existing centres (apart from Downham); Forest Hill Pools and Loampit Vale Leisure Centre will be added on completion. The contract also includes the centre Bellingham and delivers free swimming to under-16s. part of the gross saving will be used to meet the additional costs of the Deptford Lounge building which will contain the library currently located at Wavelengths.	No specific legal implications.
COM05	The extension of the reablement service to all client groups to further reduce dependency and costs associated with long term care packages. From November the service will also be provided to those clients discharged from hospital.	There are no specific legal implications save for those referred to in the main body of the report
COM06	Use of the Care cost calculator The Care Costs Calculator is a national tool that has been developed to better align needs with the cost of care. Successfully used in for people with learning disabilities and younger adults it will now be rolled out to other groups to ensure that the placement meets the assessed needs and achieves value for money.	There are no specific legal implications save for those referred to in the main body of the report
COM07	Continuation of the review (started in 11-12) of day care to achieve more personalised services in appropriate settings.	The Local Authority has powers and duties to provide community care services, including day opportunities and

		support services under: S29 (National Assistance Act 1948) and the guidance given in LAC 93/10 S2 (Chronically Sick and Disabled Persons Act 1970) S21 National Assistance Act 1948 (and LAC 93/10) S21 and schedule 8 National Health Service Act 1977 (and LAC 93/10) S45 Health Services and Public Health Act 1968 S117 Mental Health Act 1983 The Council will need to carry out a detailed assessment process, and will need to carefully consider the personalised service requirements.
COM08	Increased income from A) Faster identification of changes in client's financial circumstances	The need for consultation will need to be reviewed in the light of previous

	and B) Implementation of two changes considered by M&C in February 2011 – further increase in maximum weekly charge for services (£395 to £500) and further increase in % of income assessed (from 85% to 100%).	consultation responses. A full report will be presented before any decision, including an EIA.
COM09	Transforming Community Equipment Service to achieve efficiencies and effectiveness. Simple smaller items of equipment will be prescribed and collected from local pharmacists, which decreases delivery costs. Larger, more complex items will be contracted to a provider using a shared contract and agreement. The timeframe for implementation is nine months.	This is part of the Governments agenda to have a pan London approach to the provision of community equipment to residents with disabilities etc. The current contract with the existing provider expires in 9 months and the Council will be involved in a joint procurement with 16 other authorities which is anticipated to achieve savings. As part of this new approach residents will be given an opportunity to obtain smaller items under prescription. As part of the assessment of individuals needs arrangements will be made for the collection of such items from pharmacists where he or she is unable to collect the same.
COM10	The proposal is to review the Linkline service and its associated staffing and income levels.	The Local Authority has powers to provide the Linkline Service under Section 29 of the National Assistance Act 1948, Section 2 of the Chronically Sick and Disabled Persons Act 1970, and Section 45 of the Health Services and Public Health Act

		1968. Further legal comments are incorporated in the body of the report.
<u>Customer</u> **CUS01**	**This saving is being proposed subject to satisfactory completion of the procurement process.** On 5th October 2011 the Council approved the new dry recyclables contract with Bywaters (Leyton) Ltd under which they will pay the Council a minimum of £55.00 per tonne of waste delivered. Based on an estimated tonnage of 17,200 per annum, the council will receive an income of £946k for each year of the contract. This compares to a cost of £618k at current contract rates.. The offer of £55.00 per tonne is based on a basket price calculated using current market prices for the mix of materials provided by Lewisham in a sample load as a part of the tendering process. Should the market price and the mix prove to yield a higher returning during the period of the contract, Bywaters will share the benefit will the council on a 50:50 basis. There would, however, be no reduction in the offer should basket price fall thus removing any risk to the Council arising from fluctuating market prices. Bywaters (Leyton) Ltd will charge the Council a £20.00 per tonne handling fee for front end rejects, i.e. waste rejected before it has gone through the sorting process. The cost in the current contract is £8.50 per tonne. The estimated tonnage for front end rejects is 1,500 per annum. This will cost the Council an extra £17k per annum. This is	The decision to award the contract was made on 05/10/11. The start date of the contract was 05/12/11. This saving is conditional upon contract closure, but at this stage, the timescales appear achievable.

	offset by the income raised as detailed above. The table bellows shows a comparison of the recommended tender to the next best and to the current contract. The figures are based on the estimated tonnages set out below. Bywaters (Leyton) / Current Contract Income from recyclate (946) / 618 Cost of Front end rejects 30 / 13 Net (income)/ cost (916) / 631 The Council currently have a budget of £6.6m for waste disposal including the processing of dry recyclables. Pressures on the disposals budget have resulted in overspends of £0.3m and £0.2m in 2009/10 and 2010/11 respectively. Projections of the current year are an overspend of £0.2m. The award of the contract to Bywaters (Leyton) Ltd would significantly reduce the pressures in the waste disposals budget and allow investment in promotional and educational measures to ensure the Council achieve the 95% recycling target. A saving of £800k pa can be assumed for the life of the contract which is 3 years with an option for a further 2 years.	
CUS02	To close both Downham and Deptford satellite AccessPoints that currently offer a limited number of appointments/walk-ins for some of the services at Laurence House AccessPoint. This would enable a reduction of 2xFTE (at Sc4) through the relocation of these enquiries as customers would then all be served at Laurence House AccessPoint. Therefore the customers from these catchment areas would still be supported and dealing with face-to-face enquiries centrally would increase efficient usage of staff resource by reducing the need for a reception service at these sites.	There are no additional legal implications to note save for those already inserted into the main body of the report.

CUS03	To revise the CallPoint (Call Centre) opening hours to: Monday to Thursday 7.30 am – 6.00 pm (previously open until 8.30pm) Friday 7.30 am – 9.00 am, 10.00 am – 6.00 pm (prev. until 7.30pm) Saturday 9am-1pm (remaining the same) The core Call Centre hours in terms of volumes are Monday to Thursday 9.00 am – 5.00 pm and Friday 10.00 am – 5.00 pm. The proposal is to only extend in the evening until 6.00 pm as volumes show that 5pm-6pm remains similar to 9am-5pm hourly volumes, however the calls then reduce to minimal levels until 8.30 pm when lines currently close. By leaving the morning starts at 7.30am and the 5pm-6pm period we are able to continue to serve the majority of our demand. The proposal is to reduce staffing levels by 1 FTE (Sc4) and then utilise the reduced evening service to enable CallPoint to meet the resulting increase in demand of calls during the revised opening hours. Due to the recent investment in the Council's new Website and the proposed reduction in Telephone Services, this will help drive more customers to the new self-service platform.	There are no additional legal implications other than those set out in the body of the report.
<u>Resources</u> **RES01**	Lewisham has been part of the National Graduate Developement Programme since its inception in 2004. Each October, Lewisham recruits three National Management Trainees (NMTs), at SCP27 for two years. The proposal is to reduce the intake of NMTs from three to two in 2012/13 and beyond. As the Programme runs from October to September, this will provide a six month part-year saving for 2012/13 with a full year saving for 2013/14. The proposal has been calculated based on the SCP27 salary with on-costs plus non-staff savings.	There are no specific legal implications.

RES02	In light of the overall reduction in staff numbers and Trades Unions membership, it is proposed to reduce the secondment time allocated to the Trades Unions. This will lead to a part-year budget saving in 2012/13 and full year thereafter.	The Trade Union and Labour Relations (Consolidation) Act 1992 sets out the requirements that an employer must allow reasonable time off for carrying out trade union duties and activities. The Council will need to consult with the Trades Unions in relation to changes to the current arrangements secondments
RES03	Lewisham provides a confidential information and counselling service, free of charge, to all non-school based staff and their immediate family members. The proposal is to reduce the level of funding available for additional counselling sessions through the Employee Assistance Programme by £5k.	There are no specific legal implications.
RES04	The proposal is to reduce the level of funding available for the Black Staff Forum by £5k.	There does not appear to be legal implications relating to employment issues. It is recommended that the Council consults with the Forum
RES05	The proposal is to review staffing levels and reallocate work accordingly with an implementation date of no later than 1 October 2012, with a view to identifying efficiencies.	There are no additional legal implications other than those set out in the body of the report.
RES06	This proposal is to maintain and extend the squeeze on administrative budgets – rationing training and networking opportunities and making office equipment and technology go further for longer before being replaced.	No additional legal implications in addition to those supplied within the body of the report, provided that these proposed savings do not undermine in any way, the role undertaken by this service to help to ensure that the Council fulfils its statutory

		obligations (as summarised below). in particular its health & safety obligations for its employees, contractors & members of the public entering Council premises and using Council services.
RES07	This proposal is to cease various contracts; 1. The 'Approved List' administration, ending the contract with EXOR and replacing the Approved List with a small number of construction frameworks. (£7k). 2. The Spikes Cavell contract currently provides spend analysis. London Contracts Register carry out a similar service although it is not as detailed. (£5k). 3. The Deecal contract is linked to purchase card administration but with the change to RBS as providers of the card, the administration is free. (£6k).	1) Work has begun in the procurement section and legal services to establish a framework panel for construction work and the Councils contract procedure rules and EU Law will be complied with. 2) & 3) have been completed.
RES08	This proposal involves a review and reduction in budgets covering annual subscriptions and general support costs.	No specific legal implications.
RES09	This proposal relates to the central software licencing budget. IMT will aim to end the Microsoft Enterprise Agreement (MSEA) in April 2012. The MSEA costs approximately £300k per year. However, this would mean having to make a number of 'one-off' licence purchases over a three-year period, as the Council will no longer have 'blanket' cover for all Microsoft products. IMT had assumed a saving of around £150k per year on this, starting from April 2013, and assuming we used the first year's saving to make a number of one-off purchases that would help to see the Council through the next two years of licence holiday, the remaining £150k per	The Council will have to ensure that it has licences to run external software as the penalties for beaching copyright are serious.

	annum for two years would complement this. This additional saving of £75k in 2012-13 would arise from changing the profile of the savings to add £75k savings each year, diminishing the amount available to build software resources in 2012-13.	
RES10	This proposal relates to a further review and reduction in budget for training and general support costs.	Employees and agency workers have the right to request time off for training. If a statutory request is made a meeting must follow and it must be considered within a set period, and only turned down for genuine good business reasons.
RES11	This proposal relate to efficiencies in office expenditure and the sharing of administrative resources for the Mayor's Office.	No specific legal implications.
RES12	This proposal relates to a reduction in the marketing budget as a result of standardising the quality of publications such as Secondary School booklets.	No specific legal implications.
RES13	This proposal relates to inefficiencies in administration and marketing of both Apprenticeship and Future Jobs Fund programmes. The Programme is now well established and so many of the early marketing and administration costs have reduced and in addition better collaboration with partners has resulted in sharing of costs. This saving will not reduce the number of quality of opportunities	No specific legal implications.

APPENDIX Y6

MAYOR AND CABINET			
Report Title	Review of Fees and Charges		
Key Decision	YES	**Item No.**	
Ward	ALL		
Contributors	ALL EXECUTIVE DIRECTORS		
Class		**Date:**	February 2012

1 PURPOSE

The purpose of this report is to present the Mayor with proposals to amend the fees and charges levied to Lewisham's residents, businesses and service users for a variety of services.

The report also sets out, where appropriate, a brief review of the impact of last year's price increases.

2 EXECUTIVE SUMMARY

2.1 As part of the budget setting process for 2011/12 officers carried out a detailed review of the fees & charges levied for a variety of services. As a result Members voted to agree a package of price increases. In many cases these increases were significant, reflecting a combination of the challenging economic circumstances and the fact that in many cases prices had remained at the same cash level for a number of years and were significantly below London averages.

2.2 As part of that decision Members also agreed a provisional target for additional income from fees & charges in 2012/13 of £1.74m as part of the council's three year budget strategy. It has not been possible to identify realistic options to deliver this target. It might in theory be possible to achieve this target, but doing so would entail setting prices significantly above the London average, which would not be consistent with council policy. The likely market conditions are also such that this approach would have a high risk of reducing demand and therefore income; in consequence of which this is not recommended.

2.3 If all the options in this report were agreed the total estimated additional net income receivable by the Council in 2012/13 would be £1.050m. This is £0.69m short of the target of £1.74m in the budget strategy, and the main budget report addresses how this shortfall is to be made up.

3. RECOMMENDATIONS

3.1 To approve:-

3.1.1 the recommendations in relation to parking charges set out at paragraph 6.25 of this report;

3.1.2 the recommendations in relation to school meals set out at paragraph 7.13 of this report

3.1.3 the recommendation in relation to early years nursery places at paragraph 8.14 of this report

3.1.4 the recommendations in relation to the highways charges at paragraph 9.11 of this report

3.1.5 the recommendations in relation to the trade refuse at paragraph 10.3 of this report

3.1.6 the recommendations in relation to libraries at paragraph 11.9 of this report

3.1.7 the recommendations in relation to the Community Education Lewisham at paragraph 12.2 of this report

3.1.8 the recommendations in relation to the Registrars at paragraph 13.3 of this report

3.1.9 the recommendations in relation to the Community Centres at paragraph 14.3 of this report

3.1.10 the recommendations in relation to Pest Control at paragraph 15.3 of this report

3.1.11 the recommendations in relation to the Local Land Charges at paragraph 16.9 of this report

3.1.12 the recommendations in relation to HMO Licensing at paragraph 17.3 of this report

3.1.13 the recommendations in relation to the budget adjustments proposed in section 18 of this report

4. POLICY CONTEXT

4.1 The Council's policy framework sets out the priorities that drive the medium term financial planning process and the allocation of resources. In identifying fee increases which will contribute to the budgeting process for 2011/12, consideration has been given to the existing policy framework, in particular the Sustainable Community Strategy and the Council's 10 Corporate Priorities and these are set out below:

Sustainable Community Strategy

- **Ambitious and achieving:** where people are inspired and supported to fulfil their potential.
- **Safer:** where people feel safe and live free from crime, antisocial behaviour and abuse.

- **Empowered and responsible:** where people are actively involved in their local area and contribute to supportive communities.
- **Clean, green and liveable:** where people live in high quality housing and can care for and enjoy their environment.
- **Healthy, active and enjoyable:** where people can actively participate in maintaining and improving their health and well-being.
- **Dynamic and prosperous:** where people are part of vibrant communities and town centres, well connected to London.

Corporate Priorities

- **Community Leadership and Empowerment**: developing opportunities for the active participation and engagement of people in the life of the community.
- **Young people's achievement and involvement**: raising educational attainment and improving facilities for young people through partnership working.
- **Clean, green and liveable**: improving environmental management, the cleanliness and care for roads and pavements, and promoting a sustainable environment.
- **Safety, security and a visible presence**: partnership working with the policy and others to further reduce crime levels and using Council powers to combat antisocial behaviour.
- **Strengthening the local economy**: gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
- **Decent Homes for all**: investment in social and affordable housing to achieve the decent homes standard, tackle homelessness and supply key worker housing.
- **Protection of children**: better safeguarding and joined up services for children at risk.
- **Caring for adults and older people**: working with health services to support older people and adults in need of care.
- **Active, healthy citizens**: leisure, sporting, learning and creative activities for everyone.
- **Inspiring efficiency, effectiveness and equity**: ensuring efficiency and equity in the delivery of excellent services to meet the needs of the community.

The Council is also under a duty to set a balanced budget and to comply with its fiduciary duty to Council tax payers. In times of severe austerity and very significant reductions in government funding, the Council now seeks to retain services where possible and it is in this context that it considers increases in charges with a view to avoiding service closure wherever possible and to balancing a budget.

4.2 This review makes recommendations for fee increases in various services across the Council. For many of these a specific policy context applies, and where this is the case the relevant additional information is

contained within the body of the report.

5. REASONS

5.1 The main budget report has set out the overall financial context within which the council must operate.

5.2 The services that were reviewed and where a price increase is proposed or where additional income has been identified are:

School Meals
Highways
Trade Refuse
Community Education Lewisham (CEL)
Land Charges and Planning
Cemeteries and Crematoria
Court costs
Debtors (charging interest on late paid commercial debt)
School SLAs

5.3 The services that were reviewed and where a price increase is not proposed are:

Parking
Early Years
Libraries
Registrars
Community Centres
Pest Control

5.4 If all of the proposals in this report (some of which are still subject to consultation) were implemented the potential additional income from each service area would be as set out in the table below:

Service	**Additional income**	
	2012/13	**2013/14**
	£'000	**£'000**
Parking	0	18
School meals	260	260
Early Years	0	0
Highways	20	0
Trade Refuse	100	0
CEL	5	0
Planning	141	0
Budget adjustments	336	0
Provision	188	0
Gross additional income	**1,050**	**278**

Target	1,740	260
(Shortfall) / surplus	**(690)**	**18**

6. Parking

6.1 The Parking service is responsible for parking enforcement within a broader range of traffic management objectives for the council. Income earned finances part of the cost of managing the service and broader highways related objectives. In particular, income was recycled to finance a prudential borrowing model used to finance investment in the highways (and related infrastructure) network.

6.2 In 2011/12 significant increases to a number of parking charges were agreed. Total income for the year is therefore significantly higher than for last year, but some £0.7m short of the target set. This reflects a complex mixture of shortfalls against agreed income targets, overspends against existing budgets and in some cases areas where recurring items of expenditure have not been budgeted for at all. Some of the shortfall reflects the fact that some of the income assumptions made have in practice not been realised.

6.3 Wider economic circumstances will have played a significant part in this. It is difficult the quantify this with any precision, but as household budgets are squeezed some residents will have given up their car (or their second car) or changed their parking habits regardless of the council's pricing decisions. The significant price increases, for example from £60 to £120 for a residents' permit, will also have had an impact on parking behaviour. However, the budgeted assumptions for income for residents' permits have largely proved accurate. The shortfalls on the income budget are principally in respect of pay and display charges.

6.4 Regardless of the cause or causes of the budget shortfall its mere existence indicates that there are limits to the further revenue that could be raised this way. In addition, a review of benchmarking information across London shows a more complex picture.

6.5 Lewisham is one of only five boroughs to operate a flat rate charging policy for residents' permits. It is at the median price of these five, but as there are so few comparators the statistical significance of this is limited. Other boroughs operate differential charging regimes, based on a variety of factors (usually one or more of the age of the car, its engine size and emissions level, location within the borough, and additional charges for second cars). This makes benchmarking difficult. A simplified but not unreasonable set of assumptions for comparative purposes might be to benchmark against others' prices for newer mid range cars, based on first cars only but in the most expensive areas (where differential rates apply).

6.6 On this basis Lewisham's prices would be at or around the median and mean levels for inner London boroughs, and somewhat above the averages for outer London boroughs.

6.7 There are limits to the reliance to be placed on this benchmarking. There is no easy way to know the breakdown of car ownership in other boroughs, the amount of off-street free parking (e.g. on residents' driveways) or any of the other factors that would be needed to make a comprehensive and definitive statement. However, with these limitations acknowledged, Lewisham's prices appear to be at around the policy level (i.e. the average for inner London boroughs), suggesting that prices should not be increased further for 2012/13.

6.8 The price increases implemented for 2011/12 have raised less additional income than was forecast. This has indicated that demand for parking is more elastic than was originally assumed, although wider economic factors will also have played a part. This too argues against a further price increase. Consideration might be given to an increase at the prevailing rate of inflation, say 5%, or from £120 to perhaps £125 (rounding for ease of payment).

6.9 The argument for this might be that part of the reason a large increase was needed in 2011/12 was because inflationary increases had not been applied for many years previously. Arguably, small regular increases might be a reasonable way of raising additional income to balance rising costs without disproportionate impact in any one year. Such a price rise would raise approximately £30k of net additional income in 2012/13, once the costs of implementation were taken into account, rising to £40k in 2013/14.

6.10 However, on balance the financial benefit of this is felt to be outweighed by the consideration that current prices are probably at or around the inner London benchmark, but somewhere above the outer London position.

6.11 Fairly similar considerations apply to most of the other areas where the council might choose to increase parking charges, such as for business and staff permits, pay & display parking and so on. Different benchmarking would have to be applied, but the general experience in 2011/12 has been that the price rises implemented have probably been towards the upper end of what could be managed. In pay and display parking in particular, the shortfall against the current income budget argues strongly against further price rises. For this reason no other increases are proposed, although Members are reminded that the 2011/12 budget included an agreed proposal to remove the discount currently offered on PCNs issued south of the south circular, effective in 2012/13 and generating an additional income of £18k p.a.

6.12 The one-off costs of implementing this in 2012/13 will offset the income, but thereafter it will be administratively simpler and clearer for residents. Officers will therefore make the necessary representations

to London Councils to implement this change, but the ancillary financial benefit will not realised until 2013/14.

6.13 In respect of visitor permits it is proposed to leave these at the current rate for ½ day and all day permits. However, following feedback from residents, officers have undertaken to consider various options in respect of visitor permits, including possibly discounts for bulk and online purchases and other possible measures. Proposals in respect of this will be brought forward for decision as appropriate.

6.14 As most other boroughs operate some form of differential charging regime officers have also considered whether this would be practical in Lewisham. There would of course be complexities in managing such a scheme, and in any transition some residents would necessarily end up paying more than they do at present and some less. Based on the differential rates adopted in some other boroughs those with relatively old and/or large cars and those with two or more cars and no driveway could face very substantial increases to charges. As an example, if such a scheme was implemented to achieve broadly the same level of income as now and was based on the DVLA road tax bandings cars with emissions of more than 255 grams of carbon dioxide per kilometre would attract a charge of £460, rather than the current £120.

6.15 Many complexities would need to be worked through if such a scheme were to be implemented. Officers understand that at least one other (outer) London borough tried implementing such a scheme and quickly moved back to a simpler pricing model. At this time no substantial work has been done on developing this as an option. Significant resources are being devoted to the procurement of the new parking contract, in which further service enhancements such as cashless parking charges by mobile phone will be considered. Officers propose to focus on the contract re-let and to consider wider policy choices once this has been successfully tendered.

6.16 On the basis that no new proposals are recommended by way of this section of the report no consultation or EIA has been considered necessary.

Legal implications

6.17 The Road Traffic Act 1984 sets out a statutory process for increasing parking charges. Should a decision to increase charges be made, then that process would have to be followed.

6.18 **Recommendations** Officers therefore recommend that the Mayor:

6.18.1 Notes the information on parking charges

6.18.2 Agrees not to introduce any new or amended parking charges for 2012/13.

7. School meals

7.1 Last year the council increased the price of its primary school meals from £1.40 per meal to £1.60. This was on the basis of information provided that:

- The then median price of primary school meals was £1.85 across London
- Lewisham's then price was £1.40, which was the joint lowest in London (excluding Newham, where meals were provided free under a different financing scheme)
- Free school meals would continue to be available to families who passed the relevant means test
- The income received for primary school meals was significantly less than the cost per meal, and that, taking account of free school meals, increases in prices generally tended to reduce subsidies from those residents better able to pay.

7.2 At the time the council also agreed in principle to increase charges to £1.80 in 2012/13 and £2.00 in 2013/14, raising an estimated additional £260,000 in each year. The actual decision to increase charges (or not) needs to be made this year on the basis of this report.

7.3 Paid for meals are subsidised by the Council. The price for the meal paid by the child does not reflect the cost paid by the Council to the contractor. The council recovers only the income foregone for free school meals, i.e. the £1.60, from central government, and therefore still subsidises the provision of these.

7.4 Current benchmarking information shows that:

- 3 boroughs are currently offering free school meals to primary school children (Southwark, Islington and Newham)
- Of those who charge for primary school meals:
    - Five charge less than £1.80 (Lewisham, Greenwich, Hounslow, Waltham Forest, Lambeth)
    - 15 charge between £1.80 and £2.00 (Barnet, Hammersmith and Fulham, Kensington and Chelsea, Westminster, Hillingdon, Tower Hamlets, Havering, Redbridge, Kingston upon Thames, Barking and Dagenham, Camden, Enfield, Hackney, Bromley, Merton)
    - Nine charge more than £2 (Richmond upon Thames, Brent, Ealing, Sutton, Croydon, Haringey, Bexley, Harrow, Wandsworth)

7.5 The median price is therefore £2, and the mean amongst those who charge for meals is £2.09. Lewisham's current price is the second cheapest in London (excluding the three boroughs where meals are currently offered free). If the price were to be increased to £1.80 Lewisham would still be in the bottom third of prices (assuming no other changes in the prices charged by other boroughs).

7.6 An increase of 20p in the price per meal of primary school meals would generate additional revenue of approximately £260,000. The data on school meals take up shows no significant impact on demand following the price increase last year. There was a slight drop in demand in the summer term, immediately after the price increase, and at one stage a shortfall in the budget of £40,000 was identified. However, demand picked up again in the autumn, and it is not clear that this temporary shortfall in the summer was caused by anything other than normal seasonal factors.

7.7 Officers therefore anticipate that total demand in the 2011/12 financial year will be 1.11m, compared with slightly less than 1.15m meals delivered in 2010/11. On this basis, and given that prices will still remain below the London median and given that free school meals will continue to be available on a means tested basis, a price rise to £1.80 in 2012/13 could be sustained. This is assumed to generate additional net income of approximately £260,000.

7.8 However, the current contractor has presented data to suggest that a further price increase of 20p might have a more significant impact on demand. They have agreed to make reductions in the amount they will charge the Council in 2012/13 provided that the increase is limited to 10p. On the basis that the net financial impact of this will be the same as for a 20p increase, the 10p increase is recommended.

7.9 There is no evidence that the service is used disproportionately by any ethnic, gender or other defined group for these purposes, relative to the overall relevant population for these purposes. In other words, although the majority of children in Lewisham's schools are from black or ethnic minority backgrounds there is no evidence of higher or lower take up of school meals from within this group.

7.10 The provision of free school meals to those on low incomes provides significant mitigation against the impact of price increases on low income groups, in which some minority groups are disproportionately represented. Those receiving free school meals are entirely unaffected by these proposals. Low income families who earn enough not to qualify for free school meals will be affected, but prices will remain below the London median, and the current subsidies to families other than those most in need will be reduced.

7.11 Prices were also increased last year from £1.85 to £2.00 for secondary school meals. The additional £26,000 additional income associated with this change was lower than for primaries because the volume of

meals sold is much lower (approximately 175,000). It is harder to benchmark secondary school meal prices because the majority of secondary schools have individual catering contracts and do not operate on a set price per meal basis. However, information from the 11 boroughs where information is available shows that secondary school meals are 10-20p more expensive than primary meals. If 2012/13 prices in Lewisham are set at £1.80 for primary meals, this would keep the current £2 charge for secondary school meals in line with this price difference. We are therefore not recommending any further price increases for secondary school meals for the next financial year.

7.12 The legal implications associated with the contractual position are set out above. The Council is under a duty to provide free school meals for those eligible and may provide school meals for other children at its schools. The proposals comply with relevant statutory provisions

7.13 The Mayor is therefore recommended to:

1) Agree to increase the price of primary school meals paid by those children to £1.70 for 2012/13 with effect from the start of the summer term

2) Agree in principle, that in subsequent years the price for a primary school meal should increase further in 2013/14, subject to the proper process for implementing such at the appropriate time.

8 Early Years

8.1 Last year additional charges were raised on the council's early years provision for nursery places. Prices were raised per place from £175 to either £205, £225 or £250 depending on the age of the child. This was on the basis that there was a market in the private and voluntary sectors for this care, and that the council's existing charges raised significantly less income than the cost of providing the service. By providing this subsidy the council was supporting a range of working families. At a time of severe financial reductions the council was seeking to protect its support to those families most in need, and the assessment was that this support did not always fit well with this policy.

8.2 At the time of last year's review a separate review was also underway on whether or not the council should continue to offer this form of childcare provision at all. The conclusion reached at that point in time was that the council should seek to exit from this form of provision.

8.3 In July 2011 the Amersham Early Years Centre was closed, with the loss of 50 places. However, several privately run nurseries came into operation following the closure, creating 154 additional places, with 57 further registrations pending. The removal of Council subsidised

provision in that area appears to have had a dynamic impact upon the childcare market.

8.4 In 2011 an exercise was undertaken to tender the lease for the Rushey Green EYC and so transfer responsibility for the child care provision to the private or voluntary sector. The tendering process did not produce a successful bid with the result that the provision remains run by the Council. The feedback from the process was that on detailed examination alternative providers found the TUPE requirements made their tenders unsustainable.

8.5 Officers have revisited the original strategy for the transfer of provision and have concluded that even if some restructuring of the provision at the three remaining centres was undertaken it is unlikely that bidders for the existing provision would come forward.

8.6 The demand for places in the borough is not as high as the growth in the under 5s population might suggest as more families call upon extended family members to provide child care support or are doing it themselves because of reduced employment opportunities. It is therefore assumed for the purposes of this report that the Council strategy for exiting the child care market will be achieved through closure of the child care provision at Rushey Green, Honor Oak and Ladywell in July 2012. Ladywell is a designated Children Centre and will continue to provide these services. Officers are currently assessing the options for the small resource base for children under 5 with very complex needs which forms part of the provision. A formal decision to this effect has yet to be confirmed, and so this assumption is made for the purposes of setting a proper budget. If a different decision is subsequently made then the budget will be adjusted at that time.

8.7 Most of the additional income of £481,000 budgeted for in 2011/12 will therefore not be sustained into 2012/13, as was anticipated as a possibility at the time of last year's review. The precise adjustments to budgets required as a result of this are built into the council's overall budget process and hence are not repeated here.

8.8 In 2011/12 demand for places has reduced. As with many pricing decisions it is difficult to separate out the degree to which this has been caused by price increases and the degree to which wider economic factors have played a part. Prices remained below the average for the private and voluntary sectors, albeit some 15% below costs. Nonetheless the price increases may have encouraged some parents to seek alternative provision, possibly using family or other informal networks. The overall impact was that the total income budget for 2011/12 was underachieved. Some of this was offset by being able to reduce staffing numbers, as the reduction in places meant that fewer staff were required to maintain adequate staff:child ratios, and the total forecast net overspend on the budget is £0.2m.

8.9 Further price increases could not be justified at the present time. A decision has already been taken to exit from the service, and so parents will already be looking for alternative childcare arrangements.

Demand for the service is likely to be particularly price sensitive as a result. Price increases are therefore unlikely to generate additional total revenue.

8.10 Therefore, no changes to pricing are recommended by way of this report. As the recommendation is not to change prices no EIA or consultation has been carried out. Separate reports on the decision to exit from the childcare market and how to achieve this have contained consultation and equalities implications as appropriate.

8.11 The specific legal implications associated with this proposals are set out below. Local authorities are permitted to provide childcare themselves, but (except in the case of day care for children in need,) only if there is no other provider willing to provide it or the local authority considers in all the circumstances, that it is appropriate to do so. In exercising any of these powers the local authority must have regard to guidance issued by the Secretary of State.

8.12 Pursuant to the Childcare Act 2006, the Government funds local authorities to ensure a free part-time early education place for every 3 and 4 year old in settings that have been inspected by Ofsted and found to be of satisfactory quality.

8.13 From 1st April 2006 3 and 4 year olds have been entitled to free early years education comprising 12.5 hours per week for 38 weeks of the year. Parents do not contribute towards this minimum entitlement but may be charged fees for any services or childcare additional to the free place. Any additional fees must be charged at a reasonable rate.

8.14 Officers therefore recommend that the Mayor:

8.14.1 Agree not to make any changes to the prices charged for its nursery places.

9 Highways

9.1 The Council makes a variety of charges to companies and individuals for works to the public highways, including for crossovers (dropped curbs) to cover the cost of works (although these are often currently provided at a subsidy), licenses for skips and scaffolding and other street works. Benchmarking in this area is more difficult, because not all local authorities publish a list of charges, and where they do the charges are not always directly comparable.

9.2 In 2011/12 a series of increases to prices were agreed, increasing the budgeted income by £0.44m, to around £0.75m, against expenditure of £1.1m. These were based on the principle of reducing Council subsidy to services that can be provided commercially.

9.3 One error has subsequently been identified in these proposals, as a result of the robust financial monitoring carried out in 2011/12. Estimated income from skip licenses was increased by £167k, rather than by £67k. To correct this and so to set a reasonable, challenging yet achievable budget for the service officers will transfer £100k from the contingency established for this purposes to the skip licenses budget.

9.4 There has also been pressure on the budget for contraventions, mostly as a result of smarter management by utility companies. Officers do not propose adjusting this budget to reflect this, but will keep the area under review in 2012/13.

9.5 There are a number of other miscellaneous budgets for highways income. With the exception of the issue below it is not proposed to adjust these in 2012/13. Following the reorganisation of the former Transport service and the establishment of a new Regeneration & Asset Management division it seems sensible to allow the new structures to bed down and carry out another fundamental review of income for 2013/14. Current costs are still significantly in excess of income raised, but the work to address this might be more about cost cutting than pricing.

9.6 Officers consider that the pricing for skip licenses could be improved. The inspection fee is often impractical, and should be removed altogether. To replace this the licence fee should be increased by £10. The net impact of this would be to increase total income by £20,000. Skip companies will be responsible for obtaining a license and collecting the fee, which will make it easier for the council to target its enforcement action. This might improve compliance, or may generate additional income from fines. The impact of this will be monitored during 2012/13, and if appropriate adjustments proposed to the budget for 2013/14.

9.7 No equalities implications have been identified with these proposals.

9.8 The legal implications associated with this proposal are as follows.The Local Authorities (Transport Charges) Regulations 1998 give power to charge for the exercise of various functions as listed in the Schedule to the Regulations. These include crossovers, skip licenses, hoarding licences, building materials on highways and road closures. The Regulations provide that the amount of any charge is in the Council's discretion but, in determining the charge, the Council is to have regard to the cost to it of dealing with the matters in question. In accordance with general principles, the discretion must be exercised reasonably and any charges should be proportionate.

9.9 In accordance with Section 139 of the Highways Act 1980, a builders skip shall not be deposited on the highway without the permission of the highway authority. Any application process operated by the highway authority must be fair and transparent.

9.10 No equalities impact has been identified, as there is no evidence that the service is used disproportionately by any ethnic, gender or other defined group for these purposes

9.11 The Mayor is recommended to:

- Note that most highways related charges will stay the same in 2012/13 as in 2011/12
- Agree to remove the inspection fee for skip licences

- Agree to increase the skip licence fee by £10, from £50 to £60
- Note that this will produce estimated additional income of £20,000 in 2012/13.

10 Trade Refuse

10.1 The Trade Refuse Service operates in a commercial and competitive market. Prices were varied last year in order to achieve additional income of £100,000. Given the particularly competitive nature of this market officers are now of the view that an annual price setting round will inhibit the ability of the service to react to market conditions.

10.2 Accordingly, no specific pricing proposals are included by way of this report. The existing delegated authority for Executive Directors to vary prices by 10% will enable the service to respond to market conditions, and as agreed last year the realistic forecast is to be able to increase net income by £100,000 in 2012/13.

10.3 The Mayor is therefore recommended to:

I. Note that the target additional net income will be £100,000 in 2012/13.

10.8 The legal implications associated with this proposal are set out below. The Council, as a London Borough is a "waste collection authority", pursuant to the provisions of the Environmental Protection Act 1990 as amended ("EPA"). "Controlled Waste" (section 45 of the EPA0 generally covers what is understood to be "trade refuse"; however, pursuant to section 45(1) (b) waste collection authorities have only a duty to collect "commercial waste" if requested to do so by the occupier, provided it is limited to its own actual area.

10.9 No equalities impact has been identified, as there is no evidence that the service is used disproportionately by any ethnic, gender or other defined group for these purposes

11. Libraries

11.1 Last year the fines for late return of books and other items borrowed from the libraries were increased from 10p per day to 20p per day (and from 5p per day to 10p per day for concessions), placing them at or around London medians. A range of price increases for ancillary services, such as photocopying and printing were also agreed.

11.2 Direct comparisons of income between 2010/11 and 2011/12 are of limited value. Last year the council operated 12 libraries, reducing to seven in the current year following asset transfers to a social enterprise and two community organisations. On a like for like basis income at the seven libraries operated by the council in each year was £0.244m

in 2010/11. The like for like income forecast for 2011/12 when the budget was set was £0.294m (i.e. £50k higher than in 2010/11), and the current estimate is that £0.251m income will be achieved.

11.3 This shortfall of £43k reflects in large part a change in customers' behaviour. More books are being returned on time. Whilst this has the effect of producing a small shortfall on the income budget it also means that over time, if this is sustained, the service will not need to spend so much on new books, as the existing stock is being circulated more quickly. Some consideration might therefore be given to increasing charges further. This might not generate additional gross revenue for the council. However, the evidence from 2011/12 appears to be that timely return of books is significantly more sensitive to price changes than had been anticipated.

11.4 Since the library service is more efficient, and more attractive to customers, if books are returned promptly this creates an argument for increasing the fines for late return of books as a means of improving the service. Furthermore, since no-one is required to pay the fines, as they can choose to return the books on time, there are no obvious adverse implications of this.

11.5 However, there is a limit to the extent to which fines will drive customers' behaviour in this way. Once a fine approaches the cost of replacement there is no financial incentive for a customer to return a book at all. It is also important to note that 2011/12 has been a year of significant change for the library service, with the transfer of five libraries. There would therefore be some risks in changing prices again based on comparative data from only several months.

11.6 On balance, taking these factors into account, officers recommend that fines are held at their current level for 2012/13. However, as part of the budget process for 2013/14 this should be closely reviewed, including the concessions granted, as the evidence to date suggests that a different pricing strategy might help to improve the service by ensuring that stock circulates more quickly.

11.7 Charges for media hire and ancillary services were increased in 2011/12. Authority was delegated to the Head of Cultural Services to vary these, provided that this was exercised in order the keep prices at or around London medians. There is no reason to amend this delegation of authority, and there are therefore no proposals in this regard.

11.8 As no increases are proposed consultation and an EIA have not been required.

11.9 The Mayor is therefore recommended to:

- agree not to increase the prices for library fines in 2012/13

- note that a detailed review will be carried out to inform the 2013/14 budget round, assessing the overall pricing structure for library fines.

12 Community Education Lewisham

12.1 The Community Education Lewisham (CEL) service operates in a market that is quite responsive to changes in price, and with a complex mix of public funding regimes. Some courses are directly subsidised by government and others depend wholly on fees from students. It is not always practical to recover the full costs of these latter courses from fees, but more economic than not to run them as they provide a contribution towards the overall running costs of the service.

12.2 The following pricing changes are recommended:

I. To make no change to the fees for "learner responsive" courses

II. To make no change to the charge for those courses that are able to operate on a "full cost recovery" basis to that cost, currently calculated at £7.50/hour

III. To increase other course fees by roughly the current rate of inflation, from £4.00 per hour to £4.20 per hour, generating additional income of £5,000 in 2012/13.

12.3 No equalities impact has been identified.

13 Registrars – Nationality Checking Service

13.1 Prices were increased last year to bring them up to the London average. The additional £36k income forecast from these price increases is being achieved. No further price increases are recommended by way of this report, but the Executive Director may exercise his delegated authority to vary prices by up to 10%, for example to cover inflationary costs.

13.2 There are no other obvious opportunities to increase the income from other aspects of the registrars service. Charges for birth and death certificates are set nationally. Some boroughs are able to generate significant income from facilities for wedding services, but in Lewisham there are no suitable premises without significant investment, which would not be commercially viable.

13.3 The Mayor is therefore recommended to make no changes to the fees for the registrars service for 2012/13.

14 Community Centres and Premises

14.1 Fees were increased last year, as part of a strategy of standardising and regularising pricing. Additional income of £30k was forecast as a result, which is being achieved. Further increases are not recommended at the current time, as the council is part-way through a major examination of its asset base with a view to rationalising the estate. Once that review has been completed it will be appropriate to consider pricing policy again.

14.2 It is important to note, however, that the potential for raising significant income from this area will always be limited. The kinds of organisations that book them are often unable to afford commercial rates, and those that can afford commercial rates are more likely to book other facilities. Substantial increases in prices may therefore be counter productive from the point of view of income generation, but a policy of gradual price rises to cover inflation could be pursued.

14.3 The Mayor is therefore recommended to agree that insurance charges and the charges for one-off hires be increased by 5% to cover inflationary costs, and to delegate authority to the Head of Neighbourhood and Community Development to implement precise pricing schedules to achieve this, rounding fees to convenient charging units.

15 Pest Control

15.1 Last year price increases to the south east London local authority average were agreed, with an expectation that this would generate additional income of £25k p.a. It was agreed not to introduce a charge for the removal of rats, because of the possible public health issues this might give rise to.

15.2 There is a shortfall on this income budget in the current year. It is unlikely that this is mostly due to the price increases, which were only around 10 or 15% for some of the more common pest infestations. Wider economic factors are a more likely cause. However, as a result further price increases are not recommended at the current time, although the Executive Director may exercise his delegated authority to make smaller changes to pricing structures, for example to introduce regular inflationary increases.

15.3 The Mayor is therefore recommended to make no changes to the fees for the pest control service for 2012/13.

16 Land Charges and Planning

16.1 Land charges are charges for providing information on properties as part of the conveyancing process. The authority is required to provide some information free under the Environmental Information Regulations (EIR). Other searches are charged for. In common with many other local authority services which are charged for there are regulations limiting charges to those required to recover costs.

16.2 At £65 for a full search (the type most commonly requested, especially since the abolition of HIPS as part of the conveyancing process)

Lewisham's charge is the third lowest in London. The median charge is £111, and the mean £140. Most customers are solicitors handling property transactions, and ultimately their clients. Give the cost of property transactions it is clear that any reasonable charge by Lewisham will not directly affect market demand.

16.3 However, there is a competitive market in the sense that personal search companies can also carry out searches of the register. Officers understand that a typical fee that they charge is around £120.

16.4 Taking this into account the recommendation is to increase the charge for a full search to £132, below the London local authority mean and for a 'register only' search to £88, remaining competitive in the local market. Current prices are £65 and £25 respectively. This will increase the budgeted income by £41k. This may change in future years. At present the property market is depressed, and so activity is significantly lower than in the years up to 2008. If the market picks up then income (and costs) will rise at that time.

16.5 In the current year the income budget is not being achieved because of the market conditions. Predicting future developments in the property market is difficult. On balance it is proposed not to adjust the budget in respect of this for 2012/13 as this will be recovered from the increase in the charge to £132. Whilst the service could make either a profit or a loss in 2012/13 as a result it will be able to offset this in future years.

16.6 Local authorities are now entitled to introduce charges for providing pre-application advice to major and minor (non-householder) planning applications. The principle behind this is that, from the point of view of a developer, such advice may help them to avoid delays in the planning process, e.g. by encouraging them not to submit unrealistic applications. From the local authority's point of view such advice may help to reduce the cost of dealing with later appeals and speed up the processing of reasonable applications.

16.7 Many London authorities do make such charges, the average rate currently being £1,725 for major applications. It is not considered economic to introduce charges for minor applications. The potential income that might be generated this way would only ever be marginal, say perhaps £20k, and as there are already existing planning concerns over unauthorised conversions introducing fees to this area may worsen matters.

16.8 However, additional income of £100k in 2012/13 from Planning Performance Agreements (PPAs) for major developments is anticipated. This is based on the pilot work done in 2011/12. This income will cover external costs that the council will incur in managing these developments, for example on expert external legal advice.

16.9 The Mayor is therefore recommended to:

- Agree to increase the fee for a 'register only' search to £88
- Agree to increase the fee for a full local land search to £132

- Note that these increases will generate additional income (to recover costs) of £41k
- Note that additional cost recovery of £100k can be anticipated in 2012/13 from PPAs for major applications.

16.10 The provision for pre-application advice is a discretionary service which the Council is not under a duty to provide as such the Council has power to charge for the provision under Section 93 Local Government Act 2003. Where a local authority opts to charge a fee for provision of a discretionary service the charge must be on a not for profit basis and over the course of each year the increment charges for such services must not exceed the cost of providing them. Where the Council sets the charge for a pre-application service it will need to clearly set out its scale of fees and charges alongside the level of service an applicant will receive for that charge.

16.11 No specific equalities impact identified, there is no evidence that the service is used disproportionately by any ethnic, gender or other defined group for these purposes.

17. Houses in Multiple Occupation (HMO) Licensing

17.1 Under the Housing Act 2004, the Government has introduced a mandatory licensing scheme for Houses in Multiple Occupation (HMOs).

17.2 Not all HMO landlords need to obtain a licence. At present, HMO Licensing only applies to buildings that are three or more storeys high and occupied by five or more people. The definition of storeys includes habitable basements and loft conversions. Landlords must submit a separate licence application for each property that is rented out. A fee is charged for processing licence applications with discounts are being offered to members of the London Landlord Accreditation Scheme and members of recognised landlord associations.

Proposed increase

17.3 The licensing of HMOs began in April 2006 and licenses are valid for 5 years so the first licenses issued under the scheme are coming up for review in April 2012. The fees have not been reviewed since licensing began in April 2006 it is proposed to increase fees by 20%. The new fee structure is set out below, which the Mayor is recommended to agree:

Licence fee for first application within the London Borough of Lewisham

- **£180** per unit of accommodation

- **20%** discount for landlords accredited through the London Landlord Accreditation Scheme (LLAS) or members of a recognised Landlord Association
- The maximum fee is **£1,800** (or **£1,440** if the discount applies)

Subsequent applications or relicensing by the same Landlord

- **£120** per unit of accommodation
- **20%** discount for landlords accredited through the LLAS or members of a recognised Landlord Association
- The maximum fee is **£1,200** (or **£960** if the discount applies)

Other charges

- Visit by an Environmental Health Officer (EHO) or Technical Officer (TO) to draw up floor plans which satisfy the HMO Licensing application process only and are not intended for any other purpose (if the landlord does not wish to draw up floor plans themselves): **£220**

- Registering a change of ownership or change of managing agent: **£275**

- Registering changes in the use or layout of the property: **£275**

It is also proposed to review the fees on an annual basis.

17.3 The amount of money raised by the license fee is dependent on the amount and type of applications received. Since the beginning of the scheme, the council has collected £120k in fees, an average of just over £21k per year.

17.4 The price increase is expected to raise around £24k per annum, i.e. an additional £3k per annum. This will be used to cover the cost of the licensing in accordance with statutory requirements.

18. Budget adjustments

18.1 On 7 December 2011 the Mayor agreed increases to the charges for the cemeteries and crematoria service. At the time it was noted that this would contribute £78,000 towards the council's savings targets, once due allowance for costs had been taken. In addition, prices were increased in January 2010, and the additional revenue used to cover costs within the service on a one-off basis in 2011/12. As a result a further £65,000 can now be contributed to the budget strategy for 2012/13, making a total contribution from the service of £143,000.

18.2 There is no proposal to increase the charges for court costs, which remain relatively high for London. However, income in this area has exceeded the budget, reflecting the council's improved approach to

debt collection. A further £100,000 can be contributed from the service budget to the savings target as a result.

18.3 The council is now entitled to charge interest for late payment of commercial invoices. New software has been acquired which will enable this to be added to late paid commercial bills without significant administrative costs, adding an estimated income of £28,000 p.a.

18.4 Applying inflation to the range of SLAs with schools will generate additional income of £65,000 p.a. The associated costs are dealt with elsewhere in the budget process.

18.5 Last year a general provision of £388,000 was established to cover the impact on demand as prices rose. A separate provision of £250,000 was also established to cover parking income. The parking provision has been applied to the service budget to reflect the impact pricing has had on behaviour. Of the remaining £388,000 this report has recommended that £100,000 of this is applied to the highways budget, to correct an error in the assumptions made last year. A further £188,000 is proposed to be returned as a contribution towards the savings target, leaving a residual provision of £100,000 to cover further risks in 2012/13.

18.6 Charges for adult social care have been reported separately to the Mayor.

19. FINANCIAL IMPLICATIONS

19.1 The financial implications have been set out throughout the report. Agreeing the recommendations of this report would generate additional income of £1.050m in 2012/13, the impact of which has been taken into account as part of the council's overall budget strategy.

20. LEGAL IMPLICATIONS

20.1 The Council is under a fiduciary duty to council tax payers to exercise proper custodianship of council funds. Members are reminded of this duty in considering the level of charges to be made for certain services.

20.2 The Council has power under Section 93 Local Government Act 2003 to charge for discretionary services i.e. those services which an authority has the power but not a duty to provide. The Council may charge where the person receiving the service agrees to its provision but does not arise where there is a specific charging power or there is an express prohibition on charging. Councils must ensure taking one year with another that the income from charges for each kind of discretionary service does not exceed the costs of provision. Subject to that, the Council may set the charges it thinks fit and may in particular charge only certain people for a service or charge different people different amounts.

20.3 Where a Council seeks to operate commercially (i.e. trade for a profit) in a discretionary service by virtue of Section 95 Local Government 2003 it may only do so through the use of a company.

20.4 Changes to Local Government powers contained in the Localism Act 2011, and to be in effect shortly, reject these provisions

20.5 The Equality Act 2010 (the Act) brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the equality duty or the duty), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. The new duty 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.

20.6 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.

20.7 As was the case for the original separate duties, the new 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.

20.8 The Equality and Human Rights Commission issued guides in January 2011 providing an overview of the new equality duty, including the general equality duty, the specific duties and who they apply to. The guides cover what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guides were based on the then draft specific duties so are no longer fully up-to-date, although regard may still be had to them until the revised guides are produced. The guides do not have legal standing unlike the statutory Code of Practice on the public sector equality duty, However, that Code is not due to be published until April 2012. The guides can be found at: http://www.equalityhumanrights.com/advice-and-guidance/public-sector-duties/new-public-sector-equality-duty-guidance/

20.9 Members are reminded that in considering the proposed increase to charges referred to in the report, the requirement under the Equalities Act 2010 is to have regard to the need to eliminate discrimination and promote equality of opportunity. It is not a requirement to eliminate

discrimination or promote equality. The duties are “have regard duties” and the weight to be attached to them is a matter for the Council bearing in mind the issues of relevance and proportionality. It is an option available to Members provided they grapple seriously with the duties imposed upon them by the equalities legislation and the Council’s Equality Scheme to take the view that the requirement to make a balanced budget in times of such very severe financial restraint require the increases in charges proposed to be made.

20.10 Human Rights Act 1998 . 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 recourse to the European Courts.

20.11 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, conscious 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.

20.12 No Human Rights implications have been identified in connection with any of the proposed increase to charges.

20.13 Crime and Disorder – 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 and the need to do all that it reasonably can to prevent crime and disorder in its area.

20.14 Best Value – Under Section 3 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.

20.15 Environmental Implications – 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 fees and charges proposals.

20.16 The specific proposals set out in this report may have specific legal implications attaching to individual proposals. These are set out in the body of the report.

21. EQUALITIES IMPLICATIONS

21.1 The impact on equalities is set out in the context of the specific proposals, In most cases the proposals in this report either do not have an equalities impact, or if they do it has been assessed as having a low impact.

22. CONSULTATION

22.1 Consultation is discussed as appropriate in respect of each individual proposal in the report in the appropriate section.

23. ENVIRONMENTAL IMPLICATIONS

23.1 No specific environmental implications have been identified.

24. CRIME AND DISORDER IMPLICATIONS

24.1 There are no crime and disorder implications directly arising from this report.

For further information on this report please contact:

Conrad Hall, Head of Business Management and Service Support

APPENDIX Y7

MAYOR AND CABINET		
Report Title	**Complex Needs Review Savings Proposals**	
Key decision	**YES**	**Item No.**
Ward	**All**	
Contributors	**EXECUTIVE DIRECTOR FOR CHILDREN AND YOUNG PEOPLE, EXECUTIVE DIRECTOR OF RESOURCES, HEAD OF LAW**	
Class	**Part 1**	**Date: 15 February 12**

1 Summary

1.1 This report sets out recommendations for budget proposals following a management review of services supporting children and young people with complex needs and their families. This cohort includes disabled children and young people, and those with special educational needs (SEN). A review has been conducted to identify how best to bring services together in order to improve outcomes for these children and young people and also to improve the experience of children, young people and their families or carers. The review was also designed to identify budget savings particularly in management and process costs as well as in streamlining provision without compromising support for children and families. Proposals for budget savings and further work are provided for Mayor and Cabinet consideration.

2 Purpose of Report

2.1 The purpose of this report is to inform Mayor and Cabinet of the outcome of the management review of services supporting children and young people with complex needs, and seek approval of the recommendations contained in Paragraph 3.

3 Recommendations

3.1 The Mayor is asked to approve:

3.2 that consultation begins on proposals coming out of the Management Review of services to support children with complex needs to:

3.2.1 Reorganise services within the Directorate for Children and Young People to bring together all assessment, planning, intervention and support functions for children and young people with complex needs under single management, deleting a service manager post;

3.2.2 Reconfigure the Inclusion Service, in order to remove duplication with the Early Intervention service; rationalise support for 0-5 s with complex needs and to build capacity to support and challenge schools and early years settings to improve their provision related to children and young people with special and complex needs;

3.2.3 Realign other services relating to children with special and complex needs to ensure coherence (e.g. work on planning to secure sufficient SEN places in schools).

3.2.4 Note that, if agreed following consultations, the reorganisation above is planned to release £243k for savings with £425k reinvested to ensure sufficient capacity to support 0-5 s with special and complex needs and £220k DSG resource released to cover pressures in the DSG relating to the education of children with special and complex needs. In addition, £160k is reserved for one-off transitional support and implementation. .

3.3 That officers complete a full equalities impact assessment.

3.4 That officers undertake further work following the initial implementation to develop proposals to integrate assessment and support processes including to consider the extent to which further savings are possible. by end of March 2013.

3.5 Report back to the mayor the outcomes of the public consultation and any proposed changes to the recommendations arising

4 Policy Context

4.1 Lewisham's Sustainable Communities Strategy 2008-2020 includes the priority Ambitious and Achieving, where people are inspired and supported to achieve their potential. The Strategy sets out commitments to support all our young people by removing the barriers

to learning, and more broadly to tackle inequality and narrow the gaps in outcomes for our citizens, including children and young people with complex needs.

4.2 The improvement of services for disabled children is a strategic priority for Lewisham's Children and Young People's Strategic Partnership, and is specified in the Children and Young People's Plan 2009-12 (Priority EA5). We have already successfully co-located services at our Kaleidoscope centre to improve access for our children, young people and families. The Local Authority and NHS Lewisham have committed to further improve outcomes through greater integration of pathways supporting this cohort.

4.3 In March 2011, the Department for Education published a Green Paper, "Support and aspiration: A new approach to special educational needs and disability". This paper makes wide-ranging proposals to respond to the frustrations of children and young people, their families and the professionals who work with them. The paper proposed:

- a new approach to identifying SEN through a single Early Years setting-based category and school-based category of SEN;
- a new single assessment process and Education, Health and Care Plan to be introduced by 2014;
- a local offer to be developed in each area describing services available from local authorities and other services;
- the option of a personal budget by 2014 for all families with children with a statement of SEN or a new Education, Health and Care Plan;
- a real choice of school for parents, either a mainstream or special school; and
- introducing greater independence to the assessment of children's needs.

4.4 In the context of these ambitions the Green Paper proposes to explore how to reform the statutory SEN assessment and statement framework through local pathfinders of which Lewisham is one. These will explore the potential for replacing the existing system with an assessment process, a single, joined up 'Education, Health and Care Plan' (referred to as the single plan) and personal budget across education, social care and health, and adult services as appropriate for children and young people from birth to 25 years. In addition pathfinders should explore whether the voluntary and community sector could coordinate assessment and bring greater independence to the process.

5 Background

5.1 Children with complex needs are likely to access and receive support from a number of different services and professionals, with teams located in health, education and social care. These children are currently assessed and supported through a number of distinct pathways including SEN statutory assessment, specialist health assessments and/or social care assessments. This is in addition to the support and assessments which are undertaken for example through schools, early years settings and/or Health Visitors.

5.2 Cross-disciplinary co-ordination is provided by the Multi-Agency Pathway Planning Service (MAPP) for some cases, primarily supporting children with physical disabilities, but there are many complex cases which sit beyond the current scope of the MAPP service.

5.3 Measures being taken in Lewisham to improve services and outcomes for children with special educational needs follow the 2007 in-depth review of provision for children with special educational needs (SEN) leading to the development of the new school for children with Autistic Spectrum Disorder (ASD) and resource bases across the borough.

5.4 The development of a new school for children with Autistic Spectrum Disorder (Drumbeat) will provide a significant service development in educational opportunities, offering more choice for parents and improving provision for children and young people across the Borough with ASD, regardless of placement. In addition to education, the school will contribute to the overall provision of SEN services in the borough by providing training and specialist guidance across all settings, delivering short term targeted support and assessment placements, and supporting children back into mainstream schools.

5.5 The introduction of a new Care Planning Panel within Children's Social Care has supported improved placement planning for looked after children, or those at risk of accommodation. The MAPP team now has a remit of co-ordinating services for children and young people 0-25 year olds with complex health, learning, transition and disability needs. Over the last year the team has been developing a transition pathway which includes person centred planning and health action plans. The refocusing of therapies services will lead to better support for those

children/young people with high clinical needs, particularly benefitting children/young people in mainstream schools.

5.6 Other planned initiatives include further development of resource bases, implementation of clear SEN transport criteria (in line with neighbouring boroughs), and a scheme within the Community Paediatrics service to provide additional capacity to clear lengthy waiting lists for assessments by September 2012. Successful pilot work has taken place to trial more integrated assessments between the community paediatrics service and Specialist ASD Teachers. A review of the Continuing Care assessment and support pathway has identified further scope to improve pathway planning across health and Children with Disabilities and Special Educational Needs Statutory Assessments and Planning processes.

5.7 The initiatives summarised above are valuable and will lead to improved services and outcomes. However, they will not resolve the issues experienced as a result of disconnected care pathways and isolated decision making processes. For this to occur a more fundamental review of assessment, care planning and resource allocation processes across health, social care and education is required to improve care and support for children/young people and their families with complex needs. This is consistent with the proposals of the SEND green paper.

6 Lewisham approach to change

6.1 Lewisham is driving the improvement of outcomes for children/young people with complex needs and their families through two strategic approaches. The first is direct participation in the testing of the Green Paper proposals through the Lewisham Special Educational Needs and Disability Pathfinder Project. The second approach is to undertake a strategic review of services supporting these children and young people, and their families, to identify the potential to improve their outcomes and experiences, by bringing together services across professional areas, with the potential to achieve efficiencies without compromising support for children and young people. This second approach was taken forward through a Management Review.

6.2 Lewisham Special Educational Needs and Disability (SEND) Pathfinder

6.2.1 In July 2011, Lewisham made a successful application to the Department for Education for Pathfinder status to test the SEND reforms locally, and inform national policy development. Our experiences locally reflect those described in the Green Paper:

- Complex systems adding additional challenges and frustrations for parents and professionals
- Isolated decision making through siloed assessment and resource allocation processes
- Inefficiencies as processes seek to allocate needs to criteria driven by budgets, often with delays where support from more than one budget is sought
- A likelihood of cost-shunting across the system as financial pressures build
- Perceptions of unclear criteria to access services.

6.2.2 Lewisham's SEND Pathfinder will initially run from November 2011 through to April 2013, and will:

- Develop, implement and test a single, integrated assessment process across health, education and social care for children 0-25 years supported by a single Family Plan
- Pilot personal budgets across health, education and social care to support and underpin delivery of Family Plan
- Test a new model of support for children, young people and their families/carers throughout the new process to strengthen family influence over, and confidence in outcomes
- Develop improved transition pathways and provision for young people aged 16+ to access education, employment and/or independent living
- Inform national policy development through local research and evaluation.

6.3 **Management Review**

6.3.1 The management review was led by Frankie Sulke, Executive Director for Children and Young People. The objectives of the review were to consider how best to bring services together across the Directorate to:

- improve outcomes for our children and young people, and their families/carers
- improve the experiences of our children, young people and their families/carers

- consider the potential for budget savings, without compromising the quality of services supporting children and families, particularly to look at reducing management costs, reducing the costs relating to assessments and other process costs, and examining the effectiveness and value for money of our support services.

6.3.2 Interviews with relevant Heads of Service and Service Managers were held to consider current service operations and effectiveness, and the potential for service improvements and efficiencies, together with review of service caseloads, budgets and workforce.

6.3.3 The management review considered the following services within the Children and Young People's Directorate:

- Special Educational Needs Statutory Assessment Service (LBL)
- Inclusion Services (LBL)
- Children In Need Services (LBL).
- Standards and Achievement Service (LBL)
- Education Development Services (LBL)
- Commissioning of Short Break services (LBL).

6.3.4 Account is also being taken of the role and contribution of Community Health and CAMHS services including the Community Paediatrician's Medical Service, Special Needs Nursing Service, Community Therapy services.

7 Current Situation

7.1 Council services supporting children and young people with complex needs, and their families or carers, are provided through the following Service Areas and teams:

7.2 Special Educational Needs (SEN) Statutory Assessment

7.2.1 The SEN service is based at Laurence house. The service is responsible for the coordination of formal statutory assessment for pupils (2-19) with identified special educational needs, over and above that which can be provided for through normal mainstream resources. The service is also responsible for the monitoring of effective use of resources and effectiveness of specialist placement, against pupil progress.

7.3 **Children in Need Service**

7.3.1 The Children in Need service comprises the following teams:

- Children with Disabilities - provides the assessment and case management function for children with disabilities and provides short breaks services through care packages
- Meliot Road Family Centre - provides parenting assessments for parents of children in need.
- MAPP – this team supports the Multi-Agency Planning Pathway which provides a package of co-ordinated services to support those children with complex needs through the model of key workers. During 2010/2011 both the Inter Agency Transition team and Portage have integrated with the MAPP team. Transition has adopted the care co-ordination model to work with young people with additional needs; this model works across all agencies and involves both children's and adult services. Portage provides early intervention/support to families with newborn or very young children who have additional needs. This complements the MAPP service so that the team is able to provide a service across the age range 0-25.

7.4 **Inclusion Service**

7.4.1 The Inclusion Service is situated in Kaleidoscope Centre for Children and Young People and at 25 Bromley Road. It is a multi-agency service organised into 4 locality teams. It consists of the following professional teams: Educational Psychologists; Sensory Specialist Teachers; Communication & Interaction (ASD); Specific Learning Difficulties (Dyslexia); Under 5s Early Intervention; Behaviour Education Support and CAMHS Mental Health Practitioners.

7.5 **Standards and Achievement Service**

7.5.1 The Standards and Achievement Team provides services to achieve the divisional objectives of raising educational standards for all, and closing the attainment gap. The division operates on two main fronts: there is a core focus on the overall effectiveness of all schools, with a drive for constant improvement. Plus, there is a focus on all underachieving groups of pupils across all schools with a drive to accelerate their progress to each age-related national levels.

7.6 **Education Development Service**

7.6.1 The Education Development service is responsible for the clienting of educational capital investment programmes into Lewisham schools, the management and delivery of primary and secondary places planning, school organisation delivery and development (such as the

development of federations and partnerships); the Borough's 14-19 strategy and its delivery, working closely with 14-19 education providers and employers to ensure young learners in Lewisham are employable, the Borough's NEET Reduction Strategy, and finally ICT Services for Children & Young People.

7.7 Commissioning of Short Break Services

7.7.1 The Joint Commissioning service within Children and Young People's currently has responsibility for the commissioning of short break services for disabled children and young people. Services include overnight residential care, day care services and group based activities. A temporary post supports re-commissioning activity, until September 2012 (0.5 full time equivalent).

8 Principles underpinning recommendations

8.1 The following principles are being applied through the review to develop proposals for new service arrangements:

- Outcomes for children and young people with complex needs, and their families or carers, should wherever possible be improved through any new arrangements and certainly not be adversely affected by any proposal.
- The experience of children/young people with complex needs, and that of their families/carers should be improved, with access to services and processes simplified, the complexity of resource allocation processes and panels reduced, and the co-ordination of professional assessments and the delivery of interventions joined-up.
- Where services are brought together it should result in improved coherence for children and families and reduce duplication
- Any new arrangements should continue to reduce dependency upon Statements of Special Educational Need; and support and challenge schools and settings in relation to the identification and provision for children with Special Educational Needs.

9 Rationale underpinning recommendations

9.1 Recommendations derive from the application of the principles set out above (in paragraph 8) to the services provided by the Children and Young People's Directorate, and are designed to achieve the objectives set out in paragraph 6.3.1.

9.2 Rationale for recommendations in paragraph 3 is set out below:

10 **Consolidation of services supporting children with complex needs**

10.1 Bringing those services supporting children with complex needs closer together will improve both the outcomes and the experience of children, young people and their families/carers by simplifying access to services, reducing the need for multiple referrals and assessments, and improving the co-ordination of support and interventions. Identification of need (through integrated assessments) and the delivery of support will in future consider the overall needs of children and young people, and their families whether they be at home, school or other community settings. This is expected to improve outcomes achieved for this cohort of children and is in line with expectations of the single plan.

10.2 Rationalising service management arrangements will allow a single manager have oversight for this cohort of children, with particular vulnerabilities and high levels of need.

11 **Reconfigure the Inclusion service, to remove duplication within the Early Intervention service; rationalise support for 0-5 s with complex needs and to build capacity to support and challenge schools and early years settings to improve their provision related to children and young people with special and complex needs**.

11.1 There are three aspects to the proposed reconfiguration of the inclusion service::

a) to strengthen the capacity of the Education Psychology Service to support and challenge schools effectively regarding their SEN provision;
b) to rationalise services for the 0-5 s;
c) to reduce duplication with the new Early Intervention Service;

11.1.1 Education Psychologists (EPs) need to fulfil a role in assessing individual children for statutory assessment of SEN and need more capacity to do this, particularly to ensure that schools have done what would be expected of them to meet need using their resources allocated for SEN. The EPs also need to work to improve schools' capacity generally to teach children with SEN effectively. There could be significant benefits in linking this work more closely to other school improvement work.

11.1.2 A large team within the Inclusion Service provides one to one support to children in private, voluntary and independent (PVI) settings. The EPs provide support in school settings to under 5s providing non statutory services. In many cases the children receiving support have ASD needs and these services use expertise similar to that at Drumbeat. Therefore an enlarged EP team and additional resources to Drumbeat for 0-5s would be appropriate. Some of savings identified can be used to increase the number of EPs with specific early years expertise and to increase the expertise of Drumbeat to include the early years. Transitional support will be needed to ensure no immediate change to those 0-5s receiving a service currently.

11.1.3 The new and larger Early Intervention Service now includes the work of the BEST team and is able to build on its work in the new team..

12 Implementation Approach

12.1 It is proposed that the implementation takes place in two stages..

- The first is that the services are brought together under the newly proposed management lines of responsibility .
- The second stage will then see the teams in the newly configured arrangements work on revised and more integrated processes to identify further efficiencies and savings. This will consider the integration of operations, including processes, resource allocation panels and service pathways supporting children with complex needs. It is proposed that this work should be complete by the end of March 2013.

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- Given the nature of the changes it is proposed that there is a one off allocation of resources to support both stages of the implementation over the next 12 months.

13 Consultation

13.1 If approved by the Mayor, consultation will be undertaken with all staff who may be affected by the proposals contained within this paper, together with trade union representatives consistent with the Council's HR procedures. Consultation outcomes will inform the final service design and resource configuration, and plans for implementation.

13.2 Consultation is proposed with those parents and/or carers of children who are currently supported by the Best and Early Years teams within the Inclusion service, and who would, as a result of proposals set out in this paper, receive support in the future from other services and teams. Outcomes from consultation will inform the final service design and resource configuration, and plans for transition arrangements and implementation planning and will be reported back to the Mayor.

14 Financial Implications

Revenue Budget Implications

14.1 The current funding arrangements for the services impacted by the review are set out in the Table below.

Resources Available for Realignment

Description	Early Intervention Grant	Dedicated Schools Grant	General Fund	Total
	£000s	£000s	£000s	£000s
Service Manager post		80		80
BEST support team	350			350
Early years support team	350	315	53	718
Total Savings	700	393	53	1148

14.2 The review proposes that there is reinvestment into services as set out below

Description	Early Intervention Grant	Dedicated Schools Grant	General Fund	Total
	£000s	£000s	£000s	£000s
Increased Education Psychology resources	250			250
Additional Early Years resource to Drumbeat		175		175
Transitional support to	60			60

under 5s. *Note*				
Project management support for implementation *Note*	100			100
DSG Education of Children with SEN		220		220
EIG to fund Children Social Care	100			0
Total reinvestment	510	395		905

Note: These two allocations for 2012/13 only and will be released for potential savings in 2013/14.

14.3 The savings therefore are proposed as £1148k less £905k leaving £243k. This represents £53k of General Fund savings and £190k of grant substitution. This would take the form of funding CWD expenditure within the existing children social care budget. This presumes a full year effect and the ending of the one-off resources in 2013/13 will release a further £160k.

14.4 The review indicates that savings in expenditure totalling £561k can be achieved in a full year . In a subsequent full financial year that increases to £721k if the one off expenditure included in 1.2 above are released for savings.

Capital Expenditure

14.5 There are no capital expenditure implications arising from this report.

15 **Legal Implications**

15.1 Current duties upon local authorities in relation to children and young people who have SEN and disabilities have not yet changed. The Special Educational Needs and Disability Act (2001) and Government Guidance under it make it unlawful for education providers to discriminate against disabled pupils, students and adult learners, and requires reasonable adjustments to be made to ensure that those children and young people in education do not suffer a substantial disadvantage in comparison to their peers who are not disabled. The Act strengthens the rights of children and young people with special educational needs to be educated in mainstream settings and also requires schools and LAs to plan strategically to increase access to education.

15.2 The Green Paper referred to in the body of the Report sets out proposals for change at paragraph 4.3 which have been consulted upon by the Government . Changes may be made to reflect the consultation as it goes through the next stages in Parliament.

15.3 The current law provides a framework for local authorities, health, social services, schools and voluntary organisations to work together to help in removing barriers to participation and learning.

15.4 The Council has a discretion as to how it provides and manages its resources to meet its statutory duties. The Recommendations set out at paragraph 3 do not seek to derogate from those duties nor the requirement to have regard to Government guidance but where there is a change in any of the services which affect service users, then consultation with service users is required.

15.5 In relation to the proposed reorganisation of staff and the proposed redundancy , consultation with staff and the process will take place in accordance with the Council's policies and Employment Law .

15.6 Under the Mayoral Scheme of Delegation decisions relating to the approval and amendment of policy for children and young people with special needs is reserved to Members. It is open to the Mayor to delegate the implementation of the proposals contained in the Recommendations, having regard to the outcome of the consultation with service users and staff, to the Executive Director for Children and Young People.

15.7 The Equality Act 2010 (the Act) brings together all previous equality legislation in England, Scotland and Wales. The Act includes a new public sector equality duty (the equality duty or the duty), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. The new duty 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.

15.8 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.

15.9 As was the case for the original separate duties, the new 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.

15.10 The Equality and Human Rights Commission issued guides in January 2011 providing an overview of the new equality duty, including the general equality duty, the specific duties and who they apply to. The guides cover what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guides were based on the then draft specific duties so are no longer fully up-to-date, although regard may still be had to them until the revised guides are produced. The guides do not have legal standing unlike the statutory Code of Practice on the public sector equality duty, However, that Code is not due to be published until April 2012. The guides can be found at: http://www.equalityhumanrights.com/advice-and-guidance/public-sector-duties/new-public-sector-equality-duty-guidance/ .

16 Crime and Disorder Act Implications

16.1 There are no implications arising from this report.

17 Equalities Implications

17.1 A full Equalities Impact Assessment will be completed to inform the final service reconfiguration and implementation.

18 Environmental Implications

18.1 There are no implications arising from this report.

If there are any queries on this report, please contact Frankie Sulke, Executive Director for Children and Young People

APPENDIX Y8

COM 3 - Commissioning Supporting People Services

1. Purpose of Paper

This paper outlines how further savings will be achieved in 2012/13 by the Supporting People
(SP) service through the use of the joint commissioning framework . These savings will total £260,000 in addition to the agreed savings of £600,000 previously agreed for 2012/13.

2. Supporting People Services

2.1 Supporting People services provide housing related support across Lewisham. These services support older people, people with mental health problems, people with learning disabilities, people with physical/sensory problems, single homeless people with a range of support needs, ex-offenders, young people at risk, women at risk of domestic violence and teenage parents.

2.2 Supporting People services are generally preventative services and there is considerable evidence that expenditure on these services avoids and prevents the need to invest at a later stage in more expensive and intensive interventions. Service users are supported in a range of accommodation, including hostel accommodation and people's own homes.

2.3 Supporting People Services are seen as an important strand in the delivery of many government priorities. This includes 'Valuing People' and 'Independence, Well Being and Choice' and the National Service Frameworks for mental health, older people and people with long-term conditions. It also plays a key role in delivering national strategies such as the Reducing Reoffending National Plan, Tackling Drugs to Build a Better Britain and 'Sustainable Communities: Settled Homes Changing Lives'.

2.4 Supporting People Services also contribute to the following Corporate priorities:

- Young people's achievement and involvement: raising educational attainment and improving facilities for young people through partnership working;
- Safety, security and a visible presence, partnership working with the police and others and using the Council's powers to combat anti-social behaviour;
- Protection of children: better safeguarding and joined up services for children at risk;
- Caring for adults and older people: working with health services to support older people and adults in need of care;
- Inspiring efficiency, effectiveness and equity: ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.

3. The Commissioning Framework

3.1 In 2009 the Supporting People service was given approval to establish a commissioning framework for housing related support services, in partnership with the London boroughs of Southwark, Lambeth and Bromley. An open invitation was issued for providers, including ones not working in Lewisham, to submit documentation to get onto the framework. In late 2009, the tender submissions were evaluated by officers, stakeholders and service user representatives from all four framework boroughs. The framework went live in April 2010 and a number of services have already been commissioned using it.

3.2 A Framework Agreement is an agreement between a Local Authority and a preferred provider to contract and provide services to an agreed price and quality for a specified number of years. The life of the Framework Agreement for the boroughs is four years. Lewisham and the other three boroughs have entered into a Framework Agreement with providers who were successful in tendering to provide supporting people services through this type of agreement. Providers selected for the Framework Agreement have been accepted onto each Boroughs' preferred lists of supporting people service providers. When any of the Boroughs need to procure a service, the preferred providers list is used to select a provider through a mini tendering process or through selection of the most economically advantageous bid (based on both quality and price).

4. Using the joint framework agreement in the commissioning process

4.1 Using the joint framework agreement in commissioning SP services aims to provide better use of resources, the achievement of better outcomes for service users and to improve efficiency. These aims can be achieved by:

- Negotiating with providers of higher support services regarding contract reductions without loss of capacity
- Reconfiguring some existing services to better focus resources
- Decommissioning of some services that no longer meet users' needs

Consultation

Each time a service is "called off" the framework a full consultation exercise is carried out. All services that are currently commissioned through the Supporting People Framework involve consultation with service users, stakeholders, families, support providers and referral agencies. This will continue to be the case for all services that are commissioned in the future. A summary of the results of each service consultation is included in the contract reports that are presented to the Mayor and Cabinet.

An example of the consultation process can be seen in the commissioning of the support provided within sheltered accommodation provided by Registered Social Landlords. The Supporting People Service has attended consultation meetings with groups of service users and on an individual basis in addition to presenting the proposal at stakeholder meetings such as the Older Persons Partnership Board.

Equality Impact Assessments

An Equalities Impact Assessment was undertaken on the Framework and presented to the Mayor and Cabinet at the time the Framework was submitted for approval. This assessment has been reviewed recently and that although there had been minor fluctuations for both ethnicity and gender in relation to those receiving services between 2008/09 and 2010/11, these fluctuations could not be attributed to the use of the commissioning framework.

In addition, before any new service is commissioned and before any contract is let, an EIA is undertaken on the proposed service to ensure than no equality group is affected disproportionately. Current user demographics are shown at Appendix 2.

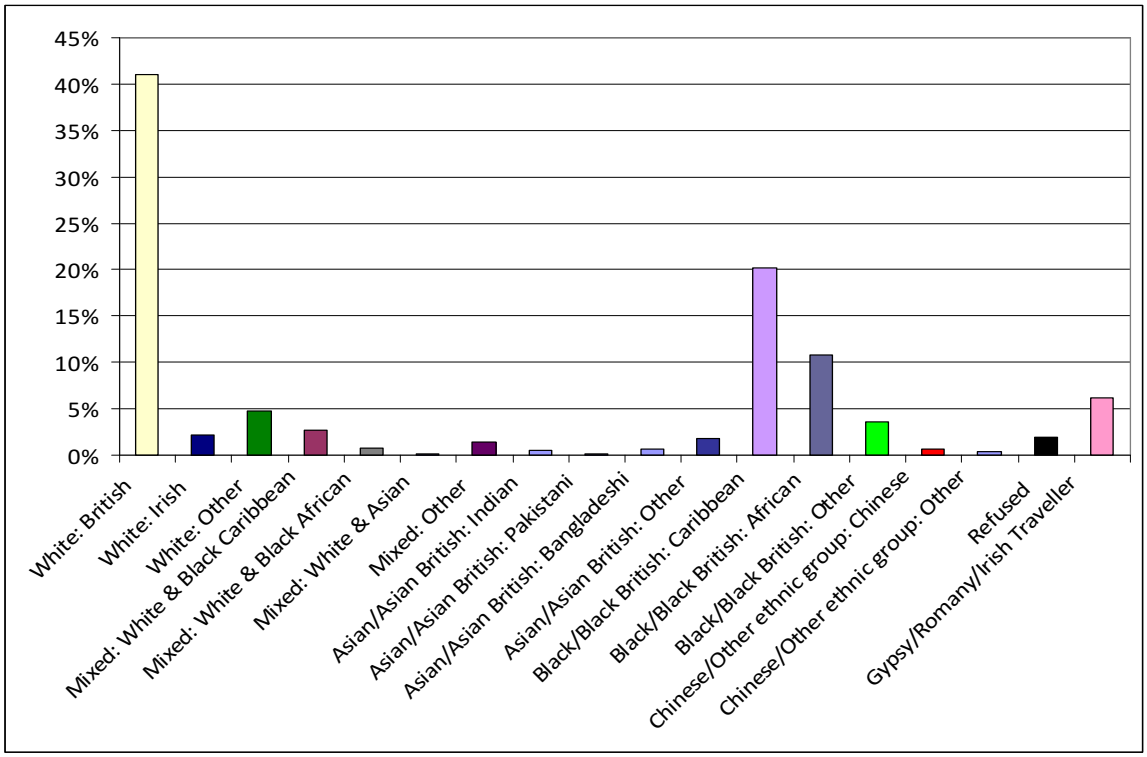
5. Summary

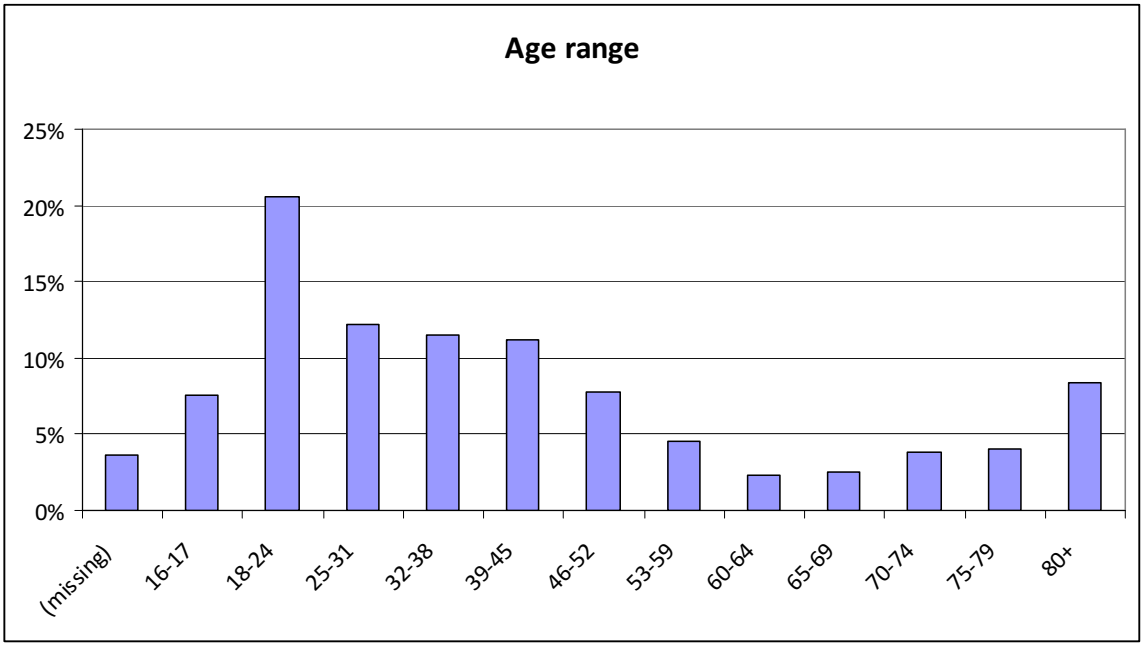
5.1.1 The proposed savings will be found from the recommissioning, reconfiguring or decommissioning of services using the agreed commissioning framework. Officers have already started discussions in relation to a number of service areas as shown in the attached annex. The outcome of these negotiations, consultation and equality assessments in relation to each services will be presented to the Mayor and Cabinet as part of the report seeking approval for the letting of the contract.

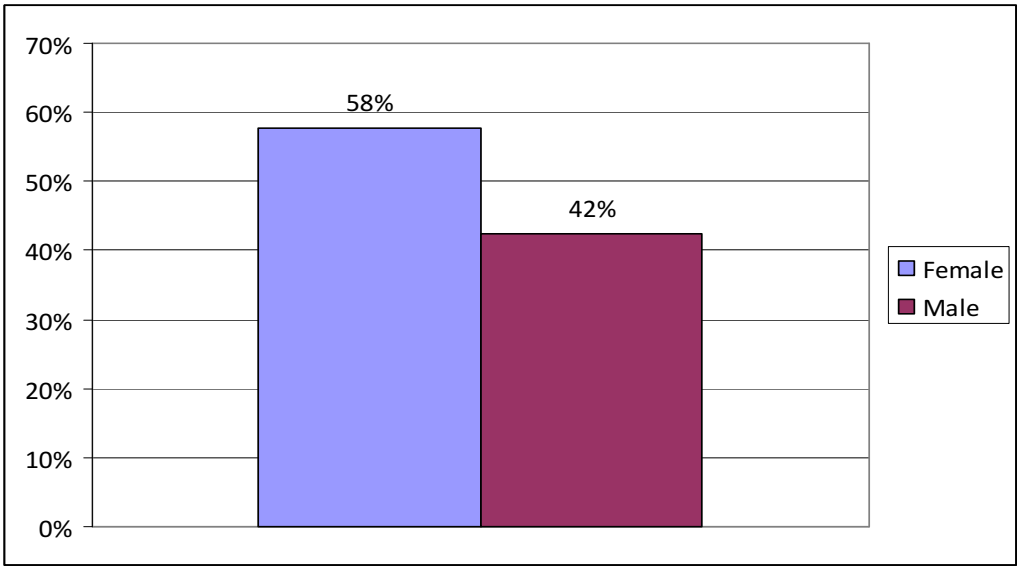
Appendix 1: Services to be called off the Framework 2012-14

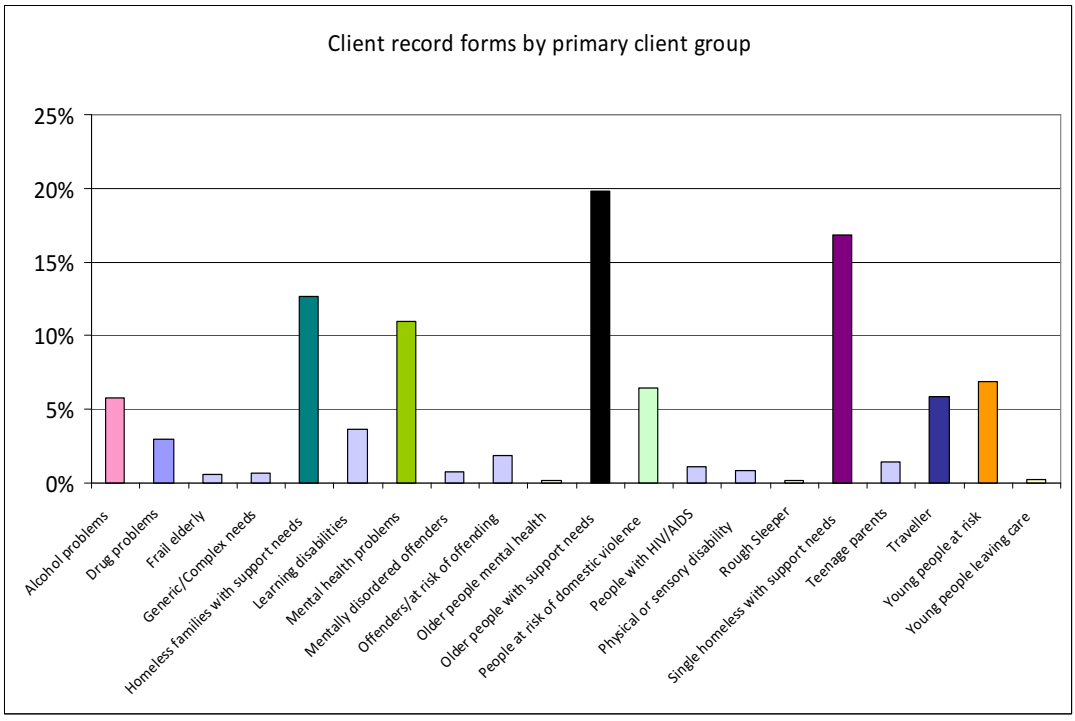
Service Area	Proposals	Consultation/other activity
Teenage Parent Services	Proposed remodelling of services to form a new Parent and child service. The remodelled service will allow for some 24 hour provision.	There has been extensive consultation with providers and referral agencies regarding the need to improve provision in this area. Service users will be consulted over next 3 months.
Young People Services	Proposed remodelling of young people's hostels to improve assessment, support and move on provision. To increase assessment provision by 5 units .	There has been extensive consultation with providers and referraly agencies regarding the need to improve provision in this area. Service users will be consulted over next 3 months.
Mental Health services	Proposals will include the recommissioning and decommissioning of some services to provide better use of resources, the achievement of better outcomes for service users and to improve efficiency.	As services are joint funded, discussions with SLAM are required on possible options and before call off**.** Service users currently being consulted regarding planned service changes.
Physical Disability services	As above	Currently discussing possible options with providers and other funders. Consultation will take place with users on any agreed options.
Substance Misuse services	As above	Currently discussing possible options with providers and other funders. Consultation will take place with users on any agreed options.

Appendix 2. Demographics of people using Supporting People Services




Age range
25%
20%
15%
10%
5%
0%
(missing)
16-17
18-24
25-31
32-38
39-45
46-52
53-59
60-64
65-69
70-74
75-79
80+


70%
60%
50%
40%
30%
20%
10%
0%
58%
42%
Female
Male


Client record forms by primary client group
25%
20%
15%
10%
5%
0%
Alcohol problems
Drug problems
Frail elderly
Generic/Complex needs
Homeless families with support needs
Learning disabilities
Mental health problems
Mentally disordered offenders
Offenders/at risk of offending
Older people mental health
Older people with support needs
People at risk of domestic violence
People with HIV/AIDS
Physical or sensory disability
Rough Sleeper
Single homeless with support needs
Teenage parents
Traveller
Young people at risk
Young people leaving care

APPENDIX Y9

COM06 Reviewing all high cost placements using the care funding calculator.

Introduction.

This report provides supplementary information to explain how the national Care Funding Calculator (CFC) can achieve efficiencies within Adult Social Care.

The care funding calculator is an initiative developed and successfully trialled by Improvement and Efficiency South East (IESE)[1] before being deployed nationally.

The calculator is a tool designed to provide transparency and greater information to the negotiation and placement of adults with learning disabilities, mental health and physical disabilities in residential, nursing and supported-living placements. It is designed to ensure a fair payment level for care based on relevant market knowledge and the costs of services in relation to needs.

How the tool will be used.

Within Adult Social Care and Health, regular reviews take place with the service user and their families, carers or advocates to look at the effectiveness of the service user's current care plan. Where reviews are taking place of high cost placements, the CFC will be used as a framework to consider the costs associated with the provision of the required care.

Whilst the review process will assess both the appropriateness and suitability of the care provided, the use of the CFC tool alongside the review will enable the service to ensure that the costs of that provision benchmark favourably with similar provision provided elsewhere. An experienced individual will train key staff in using the calculator to inform discussions with the providers.

Traditionally Social Workers have been responsible for the negotiation of costs and terms with care providers. More recently this task has been undertaken by the Council's brokerage team (based within the Joint Adult Social Care and Health Commissioning Unit) which has already gone some way to secure procurement efficiencies. Use of the CFC will open up communication, create transparency and better understanding on costs, and enable improved negotiations with providers.

Management of risk

[1] Improvement and Efficiency South East (IESE) is a partnership dedicated to helping local authorities and their partners achieve efficiency and improvement objectives.

The review process has the full involvement of the service user, their family and carers and in all cases meeting the eligible needs of the service user will remain paramount. No service user will be moved from an existing provider unless the provision is considered inappropriate in meeting assessed needs or if such a move has been specifically expressed and requested as a choice to achieve a personalised goal or where there has been a safeguarding issue in relation to the service user.

Additionally, links with providers should be strengthened by this process as the calculator provides a good basis for discussion and negotiation. Providers can make use of the tool to tailor their services directly to the service user's needs and any reduced costs will be considered in partnership with the provider.

Successful practice from other Local Authorities.

Nottinghamshire County Council secured savings of £182,000 and Lincolnshire County Council achieved savings of £1.6 million in 2009/10. Both authorities have fully embedded the use of the tool within the statutory review process. Lincolnshire believes the calculator has acted as a major contributor to bringing about purposeful change in terms of offering more personalised services as well as achieving value for money.

Summary

The Care Funding Calculator is a national costing tool, which helps buyers of accommodation-based care negotiate a fair price and agree desired outcomes.

The Care Funding Calculator enables purchasers and providers of care to:

- Assess the level of staff support required to meet an individual's needs
- Agree a price based on relevant market knowledge, which is appropriate to the needs of the person
- Confirm agreed objectives for the service user and report on progress

The tool benchmarks this information against its data to provide a breakdown of specific costs as well as a guidance range for a reasonable overall total cost of care per week. This can assist negotiations with suppliers and make savings without compromising the level of care.

APPENDIX Y10

COM 07 - Day Services Review

Introduction

This paper outlines the process, and updates on progress, regarding part 2 of the review of day service requirements for vulnerable adults (learning disability; dementia; older adults; physical disability). This is an ongoing strategic project to develop and improve Lewisham's 'day service' offer over the next 10 years, and to ensure that financial and other resources are used appropriately, and recommendations for service redesign are based on knowledge of future need. The work also seeks to develop the local market to support the roll out of personalisation and individual budgets.

The Council has allocated an additional (to the £450K realised in 2011/12) saving of £115K to this work. It is too early in the process to be specific about where and how that saving might be realised, though it has been suggested that this should include a review of the capital asset required in the future.

Brief Outline of Stages

Phase 1, Sept – Dec 2011 has primarily focused on the preparation and information collection and collation process. This has slipped slightly but is recoverable.

Phase 2, Jan-Mar 2012 translates that information into strategic recommendations for change and will seek the required approvals (including seeking views from the Shadow Health and Well Being Board and Healthier Communities Select Committee) to proceed and to undertake consultations as required.

Phase 3, April-June 2012 will be used to undertake consultation with a wide range of stakeholders (including Partnership Boards, directly affected clients, key stakeholder groups, potentially affected clients).

Phase 4, July onwards will (a) report the results of consultations back to the required Boards/Committees and (b) map out how approved actions will be delivered.

Detailed Update Phase 1 Work streams

General strategic

Determining Strategic Direction (Double Diamond Project) – This is a scoping and information gathering exercise of 'what's out there and 'what works' that might be appropriate for development in Lewisham. A group of officers from across the council alongside representatives from key partner organisations have been undertaking this research. This work is at its mid point, and is due to report to the steering group in early February. It will also link with short listed organisations bidding against the Mayor's Investment Grant Fund. It is anticipated that an outline paper regarding strategic direction will be presented to the Shadow Health and Wellbeing Board, the Healthier Communities Select Committee and Mayor and Cabinet in April.

Strategic Needs Assessment – This is a detailed piece of work bringing together available intelligence on historical day service referral patterns and rates, and predicted future client numbers and needs.

Associated Activity

Alongside the Phase 1 Review for Day Services, a range of other activity is taking place to improve the type and range of services on offer to users to better reflect the personalisation agenda. This includes:

Market development of other Day Service Options – Proposals to develop employment related day service options . Four proposals have been agreed for development pending some fine tuning of detail and expected outcomes, for delivery mid 2012. Further detailed service design is being undertaken with the in-house day service provider.

'Outreach' – This traditional label covers a range of services (including day service, respite, supported living) meeting a variety of needs. Current allocation is being reviewed to ensure that the personal budget allocated for such services matches the assessed needs.

Dementia Specific

Commissioners are reviewing the pathway for adults with dementia and their needs in relation to day care to ensure that the provision meets assessed needs.

Older Adults General

A specification for social care services for older adults will be developed in phase 3 following consideration of proposals from the Mayor's Development Grant submissions. The Council is looking for development of a wider range of more 'generic' offers to support new entrants to this group.

Younger adults with Physical Disability Specific

Commissioners are reviewing the pathway and service offer for younger adults with physical disabilities to ensure that the provision meets assessed needs.

APPENDIX Y11

Early Years Childhood Centres

Background

The Strategy set out in the Budget proposals for 2011-14 was that the LA should stop being a childcare provider. It was agreed that the Council would close Amersham Early Childhood Centre (EYCC) and seek to transfer the three remaining centres, at Rushey Green, Honor Oak and Ladywell, through a competitive process.

Rushey Green Tender

The lease for Rushey Green EYCC was put out to tender in August-September 2011. There were 38 enquiries of which 6 signed the 'form of confidentiality undertaking' in order that the TUPE information could be released to them. Neither of the 2 tenders received by the deadline date were compliant with the tender requirements.

Feedback gained from interested parties highlighted the TUPE costs which prohibited an operating profit for the centres. As a result of this feedback and the unsuccessful tender process the strategy of transfer by competitive tender has been reviewed.

The Childcare Market

The Local Authority remains responsible for the management of the local childcare economy and ensuring that there are sufficient childcare places however it does not have a responsibility to provide those places. Following the closure of Amersham 125 places have been created within 0.5 of a mile. This is one example of how the LA withdrawing from childcare provision has stimulated the market.

Childcare places in Lewisham's EYCs

The current number of children attending the three EYCCs is 158 with varying attendance patterns, some full and some part time:

Centre	*Total Children*	*Part Time/Full Time*
Honor Oak	50	17/31
Ladywell	22	2/20
Rushey Green	86	65/21

By 31 August the numbers will fall to 80, again with varying attendance patterns.

Alternative places in the area

As part of the analysis of alternative places available to families within 1 mile of each Early Years Centre the data below has been collated. This shows that are potential places available for Honor Oak and Ladywell children. Officers would undertake work to ensure that all those families effected through a potential closure are supported in order to find alternative childcare places, which meet their needs.

Centre	*Vacancies*	*Comments*
Honor Oak *	62	PVI settings vacancies
Ladywell	59	PVI settings vacancies
Rushey Green	20	PVI settings vacancies

- It is understood that a new provision with 30 full time places will open within `the next 6 month within 200 yards.

Staffing

There are 78 staff employed in the three remaining Early Years Childhood Centres, of which 2 are currently on maternity leave.

Centre	*Staff*	*FTE*
Honor Oak	22	19.8
Ladywell	34	29.7
Rushey Green	22	18.6

Proposal

Given the response of alternative providers to the transfer proposals at Rushey Green and the feedback on TUPE considerations it is now proposed to close all three EYCCs rather than pursue further competitive transfers.

In the interest of the children attending the centres and their families it is proposed to close them by 31 August or possibly 31 July 2012. This would be timely for many of the children who will transfer to primary school in September 2012 and will enable the families of the remaining children sufficient time to identify alternative provision.

There is alternative provision in the near vicinity of the centres for families and it is proposed that resources are committed to supporting parents identify appropriate alternative provision for their children.

On agreeing to close all three centres it will be necessary to cease new admissions to the centres.

Financial Implications

In 2011/12 the lower levels of occupancy and the failure to transfer Rushey Green as planned originally means that there is a budget over spend of £832k. The closure of the three centres in August 2012 will enable the original saving of £2.18m to be achieved.

The anticipated redundancy costs are estimated to be £1.033m subject to final calculations of individual entitlements.

The Mayor is recommended to agree:

- Consultation on the closure of the early childhood centres at Rushey Green, Honor Oak and Ladywell;
- That the formal closure date is proposed as 31 August 2012;

APPENDIX Y12

Public Accounts Select Committee			
Report Title	Comments of the Select Committees on the Revenue Budget Savings Proposals 2012/13		
Key Decision	No	**Item No.**	x
Ward	All		
Contributors	All Select Committees		
Class	Part 1	**Date**	9 February 2012

1. Summary

1.1 This report informs the Public Accounts Select Committee of the comments and views of the Select Committees (which met in November and December 2011) on the Revenue Budget Savings Proposals 2012/13.

2. Recommendation

2.1 The Public Accounts Select Committee is recommended to note the views of the Select Committees as set out in this report.

3. Public Accounts Select Committee Views

3.1 On 13 December 2011, the Select Committee considered the Revenue Budget Savings Proposals 2012/13. The Committee expressed the following views on two of the proposals relating to the Resources Directorate:

RES12 (A reduction in the marketing budget as a result of standardising the quality of publications such as Secondary School booklets): It was reported that the costs of producing the secondary school prospectus could not be charged to the schools budget and the Committee recommended that officers investigate whether the costs could be recharged to schools.

RES13 (Efficiencies in administration and marketing of both Appenticeship and Future Jobs Fund programmes): The Committee agreed to recommend that this proposal be rejected, or taken but the £30k saving reinvested in providing additional apprenticeship opportunities (possibly a 'graduate apprentice' position).

4. Children and Young People Select Committee Views

4.1 On 6 December 2011, the Select Committee considered the Revenue Budget Savings Proposals 2012/13 and agreed to make the following comments:

CYP5, 8, 10 and 12 - The Committee suggests that modelling of the cumulative impact of these savings proposals, on the range of schools in Lewisham: from a 1FE primary school to a large secondary school , is carried out so that the impact on school budgets is clear. The Committee feels there is the potential for a disproportionate impact on smaller schools with smaller budgets. The Committee notes that the services are currently charged below the cost of providing them and that officers will discuss the impact of these proposals with the Schools Forum and include the views of the Schools Forum in the budget report to Mayor and Cabinet.

CYP14 - The Committee supports the objectives of the proposal to rationalise management and bring services together to streamline processes and improve services for parents and children. However, the Committee notes that there are some uncertainties in relation to the delivery of the total saving put forward pending the completion of the management review and therefore the Committee is not yet assured that the 200k will be achieved.

5. Healthier Communities Select Committee Views

5.1 On 14 December 2011, the Select Committee considered the Revenue Budget Savings Proposals 2012/13 and agreed to make the following comments:

COM 03 - The Committee requests that officers ensure all relevant sections, of the savings proformas, are completed with sufficient key information. In this instance particularly, the Committee would have found it useful to know the total budget from which the saving is proposed to be taken, the percentage of the total budget the saving proposal represents, and the detail of any historical decisions that impact on the delivery of the savings proposal.

COM 06 - Whilst welcoming officers' focus on value for money when negotiating placement costs with providers, the Committee cautions that the stability of placement and level of service, for these service users with the highest levels of need, must remain an absolute priority in all contract negotiations.

COM 07 - The Committee is concerned that a savings figure has been projected with, as of yet, no real plan in place as to how the saving will be achieved. Whilst understanding the imperative of implementing personal budgets, the Committee is concerned that an informed decision about this saving proposal cannot be made without consideration of further detail, specifically: the current service provision, the total budget from which the saving is to be made (and the percentage of the total this savings figure represents) and the potential practical impact of the resultant service reorganisation on service users.

6. Safer Stronger Communities Select Committee Views

6.1 On 12 December 2011, the Select Committee considered the Revenue Budget Savings Proposals 2012/13 and agreed to recommend that the

Mayor and Cabinet should reject savings proposal **COM02**, which would cut Local Assemblies funding. The Committee felt that the reduction in funding for Local Assemblies as proposed was high, especially when taking into account the cut to the staffing of Local Assemblies during the savings round last year. Further top slicing of the fund year on year to save money could ultimately render it ineffective. Though the cut itself is relatively small compared to other budgets around the Council, it was considered that this cut would have a disproportionate impact on local community and voluntary groups and the valuable work they carry out. Therefore the Committee felt that the Local Assembly Fund should be protected for this year and no cuts should be made. The Committee also felt that there should be a review of aims and objectives of Local Assemblies in the near future. The level of the Local Assembly Fund should be examined after this review has taken place.

7. Other Select Committee Views

7.1 The Housing Select Committee did not consider the Revenue Budget Savings Proposals 2012/13 as no proposals fell within its remit. The Sustainable Development Select Committee considered the Revenue Budget Savings Proposals 2012/13 on 13 December 2011 but did not make a referral.

8. Financial Implications

8.1 There are no financial implications arising out of this report per se, although the financial implications of accepting the Committees' recommendations will need to be considered.

9. Legal Implications

9.1 The Constitution provides for Select Committees to make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process.

BACKGROUND PAPERS

Revenue Budget Savings Report 2012/13 – Officer Report to the Select Committees (November and December 2011)

If you have any queries on this report, please contact Charlotte Dale, Scrutiny Manager (ext. 4934), or Kevin Flaherty, Head of Committee Business (ext. 49327).

APPENDIX Y13

Ready Reckoner for Council Tax 2012/13

	Budget Requirement	Council Tax (Band D)	Increase / Decrease	GLA Precept (Band D)	Total Council Tax (Band D)	Increase / Decrease
	£'M	£	%	£	£	%
2011/12	278.793	1,042.11	0.00%	309.82	1,351.93	0.00%
	266.180	1,016.06	-2.50%	306.72	1,322.78	-2.16%
	266.646	1,021.27	-2.00%	306.72	1,327.99	-1.77%
	267.112	1,026.48	-1.50%	306.72	1,333.20	-1.39%
	267.578	1,031.69	-1.00%	306.72	1,338.41	-1.00%
	268.044	1,036.90	-0.50%	306.72	1,343.62	-0.61%
Recommended	268.510	1,042.11	0.00	306.72	1,348.83	-0.23%
	268.976	1,047.32	0.50%	306.72	1,354.04	0.16%
	269.442	1,052.53	1.00%	306.72	1,359.25	0.54%
	269.907	1,057.74	1.50%	306.72	1,364.46	0.93%
	270.373	1,062.95	2.00%	306.72	1,369.67	1.31%
	270.839	1,068.16	2.50%	306.72	1,374.88	1.70%

APPENDIX Y14

Government Response to Local Government Resource Review Consultation

Introduction

On 18 July 2011, CLG published proposals Local Government Resource Review: Proposals for Business Rates Retention Consultation. This was followed by a series of eight technical papers, published on 19 August, which provided further details:

Technical Paper 1: Establishing the Baseline
Technical Paper 2: Measuring Business Rates
Technical Paper 3: Non-Billing Authorities
Technical Paper 4: Business Rates Administration
Technical Paper 5: Tariff, Top Up and Levy Options
Technical Paper 6: Volatility
Technical Paper 7: Revaluation and Transition
Technical Paper 8: Renewable Energy

The consultation closed on 24 October 2011. A total of 461 responses were received to the consultation including 33 London Boroughs.

On 19th December 2011 CLG published the Government's response to the consultation and a proposition for the business rates retention scheme along with a summary of the consultation responses received. The Government also introduced a Local Government Finance Bill into the House of Commons to give effect to the reforms set out.

Key Points

- CLG are no longer proposing a fixed Set Aside and instead will localise a percentage share of business rates.
- Baselines will be calculated by applying formula grant after floor damping to spending review control totals for 2013-14, while updating all datasets and making some technical updates to the formula. Although this will be more up to date and accurate, it is difficult for us to project what this will mean for our baseline funding.
- Baseline funding levels will also include the 2011-12 council tax freeze grant, there is concern about what this will mean when the council tax freeze grant is potentially removed after the Spending Review period.
- Tariff and top up amounts will be uprated by RPI, this will benefit Top Up authorities.
- The proposition is that the reset period should be 10 years.

Set Aside:

The Government has confirmed that it will manage the scheme within the spending control totals set out in the 2010 Spending Review. They are no longer proposing a fixed Set Aside due to overwhelming negative feedback on this. This will now be achieved by localising a percentage share of business

rates from the outset of the scheme in 2013. This means that each billing authority will retain a fixed percentage of the business rates it actually collects and will pay the remaining share to central government. The share of business rates that is paid to central government will be returned in full to the local government sector through other grants.

The percentage share of business rates that it is to be localised, together with the mix of functions and services to be funded through retained business rates, will be announced in the spring of 2012. In setting the local and central percentage shares of business rates for 2013/14, CLG will ensure that provision is made to fully fund the New Homes Bonus.

The Government will retain the ability to alter the local share of business rates where it is necessary specifically to maintain affordability and protect the interests of the taxpayer and the wider economy.

Assessing Business Rates

The Government will adopt the approach of using an average assessment to determine authority's business rates. There will be further consultations with the sector to determine the number of years over which the average should be calculated and the data that should be used.

Baseline Funding

The Government will establish each local authority's baseline position by applying the process used to determine their 2012-13 formula grant allocation to the local government spending control totals for 2013-14, while updating all datasets and making some limited, technical updates to the formula. To enable a stable starting point for all authorities, they will use formula grant after floor damping.
Although this will be more up to date and accurate, it is difficult for us to project what this will mean for our baseline funding.
The propositions also state that population data should be updated to ensure a more fair allocation of funding. Given the proposed Office for National Statistics' timetable for releasing population estimates and projections that take account of 2011 Census data, there will be further consultation on whether to use estimates or projections in the baseline assessment.

In establishing baseline funding levels, the Government will also include the 2011-12 council tax freeze grant, and consult further on the method for doing this there is concern about what this will mean when the council tax freeze grant is potentially no longer received after the Spending Review period.

Tariffs and Top Ups

Tariff and top up amounts will be uprated by RPI. This will ensure that top up authorities are relatively protected from risk within the scheme.

Levy

There will be a proportionate levy recouping a share of disproportionate benefit creating an individual levy rate for each local authority which allows the retention of growth in an equivalent proportion to baseline revenue. There will be further discussions with local authorities next year to decide what levy ratio to set.

Safety Net

The system will provide a safety net which gives support when a local authority sees its income drop by more than a set percentage level below its baseline funding level, rather than providing short term protection against drops in business rates income year-on-year. CLG will consult next year about the specific level at which this percentage should be set.
Baseline funding levels will be uprated by RPI when assessing whether a local authority is eligible for safety net support. In the event that sufficient money builds up in the levy to guarantee the safety net in future years, any additional levy income would be redistributed back to local government. The Government would consult on the basis of distribution.

Resets

To provide certainty for local authorities, the proposition is that the reset period should be 10 years. However, in exceptional circumstances, a reset could be required within this period.

GLA

The Government intends to roll in the revenue elements of the Greater London Authority (GLA) general grant and fire funding from the outset of the business rates retention scheme in 2013. Therefore, the GLA will receive a percentage share of business rates in the future scheme. This will be discussed further with the GLA and London borough councils before determining what this share should be.

Tax Incremental Financing

The Local Government Finance Bill will enable the delivery of the following two Tax Increment Financing options.

1. Enable local authorities, within the existing prudential borrowing rules, to borrow against their income within the business rate retention scheme
2. Allow a limited number of Tax Increment Financing schemes to be permitted in which the business rates growth would not be subject to the levy or reset for a defined period of time.

Revaluation

Tariffs and top ups will be adjusted at the five yearly revaluation to ensure that the sum of each authority's retained rates and tariff or top up adjustment (the income from business rates retention) will be unaffected by the revaluation.

Pooling

The Government will enable local authorities to come together voluntarily to form a pool, with scope to generate additional growth through collaborative effort and to smooth the impact of volatility across a wider economic area. They will consider and approve pooling applications from local authorities to ensure that applications meet the following basic requirements:

- All local authorities to be included in the prospective pool agree with the proposal.
- There is a formal pooling agreement setting out how the pool will operate.
- Pooling proposals have been signed off by the Chief Executive and the s151 officer of each local authority.
- Pooling proposals meet any legislative requirements that may be in place.
- Expect authorities to publish their pooling arrangements

The Government does not propose to introduce further incentives at the outset of the scheme but reserve the right to return to this issue at a later date if it would be beneficial

Next Steps

It is hoped the Local Government Finance Bill will achieve Royal Ascent by summer 2012. Following this, the business rates retention scheme will be introduced by April 2013.
There is lot of detail that still needs to be decided upon. CLG will set up a working group, which will be comprised of a range of individuals from the local government sector, who will contribute to the policy and technical debate and designing the detail underpinning the scheme.

London View

London Councils have released a statement reflecting the London view on the new model.
Although London Councils supports the principle of business rate retention, they are disappointed with the complexity of the new system and believe the level incentive is uncertain and unpredictable. They believe the proposals lack the significant elements of direct incentive and reward that would deliver both a significant departure from the current business rates regime, and a real impact on local economic growth.

They are concerned that the model still strips out a level of business rates from local government as business rate yield exceeds the spending limits set for Local Government.

London Councils have also noted that there are a number of aspects of the new system which are under direct Ministerial control. They believe this undermines the growth incentive and the certainty provided by the scheme.

There is also concern that the system will strip out too much of the growth in business rates away from London. London will be significantly adversely impacted by the exclusion of rental price increases (at revaluation) from business rate growth.

London Councils supports Tax Increment Financing and believes that local authorities should be able to use business rate revenues to raise debt finance for new investment activities but are disappointed that the Government is planning to strictly control the number of TIF schemes and conditions.

In summary London Councils believes that the Government needs to rethink the scheme. They believe that a business rate retention scheme should:

- Allow local authorities to retain the majority of the growth in their business rate yield;
- Minimise the role, and control, of central government in adjusting and redistributing business rates;
- Create additional, significant direct financial benefits for authorities which join together in business rate pools.

Summary

Because of the number of unknowns still to be decided, there is still no way of calculating exactly what this will mean or how much we are likely to get as formula grant in the new system. We still do not know the localised percentage share of business rates, the new datasets to be used and the changes in the formula which will calculate the baseline or the percentage fall in funding which will trigger the safety net amongst other item.

We will find out more throughout the year as the Government work with Local Authorities to finalise details.

APPENDIX Z1

PRUDENTIAL INDICATORS – CAPITAL FINANCING

1. The CIPFA Prudential Code for Capital Finance in Local Authorities details the indicators that are required to be set to ensure that the level of capital investment is affordable.

2. **Capital Expenditure Indicator**

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits. The actual capital expenditure that was incurred in 2010/11 and is estimated for 2011/12 and the projected capital investment for future years which is recommended for approval is:

Table 13: Capital Expenditure

	2010/11 Actual £M	2011/12 Estimate £M	2012/13 Forecast £M	2013/14 Forecast £M	2014/15 Forecast £M
General Fund	47.2	88.9	94.6	26.0	11.2
Housing Revenue Account	8.4	34.8	40.5	52.9	52.5
Total	**55.6**	**123.7**	**135.1**	**78.9**	**63.7**

3. **Ratio of Financing Costs to Net Revenue Stream Indicator**

This is an indicator of affordability and calculates the proportion of the revenue budget required to finance the net costs associated with borrowing and investment. The relevant proportions are as set out below:

Table 14: Ratio of Financing Costs to Net Revenue Stream

	2010/11 Actual	2011/12 Estimate	2012/13 Forecast	2013/14 Forecast	2014/15 Forecast
General Fund	4.4%	4.7%	5.2%	5.4%	5.5%
Housing Revenue Account	12.8%	11.3%	4.1%	4.4%	4.6%

4. **Capital Financing Requirement Indicator**

The capital financing requirement measures the Council's underlying need to borrow to finance its capital investment. It is calculated for a particular year with reference to the outstanding amount from the previous year, the Council's borrowing requirement for the year in question less the calculation of the amount which the Council sets aside

from revenue to repay debt (the Minimum Revenue Provision (MRP), see Appendix Z2 for details). It is not the same amount as the Council actually borrows which is determined primarily by interest rate and cash flow considerations.

Estimates of the end of year capital financing requirements for the authority for the current and future years and the actual as at 31 March 2011 are:

Table 15: Capital Financing Requirement

	2010/11 Actual £M	2011/12 Estimate £M	2012/13 Forecast £M	2013/14 Forecast £M	2014/15 Forecast £M
General Fund	168	167	173	171	164
Housing Revenue Account	204	74	79	84	88
Total	372	241	252	255	252

The Prudential Code provides that over the medium term the Council should ensure that net external borrowing does not exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This provides assurance that borrowing will only be incurred for capital purposes.

The Executive Director of Resources reports that the authority met this requirement in 2010/11 and it is expected that this will also be met for the current and future years. This view takes into account current commitments, existing plans, and the proposals in the council tax setting report.

5. Incremental Impact of Capital Investment Decisions Indicator

This is an indicator of affordability that shows the net impact of the debt charges associated with the borrowing to finance projected capital investment on council tax and housing rents

Table 16: Incremental Impact of Capital Investment Decisions

	2010/11 Actual £M	2011/12 Estimate £M	2012/13 Forecast £M	2013/14 Forecast £M	2014/15 Forecast £M
Increase in Council Tax (band D) p.a	5.00	11.94	8.88	1.32	0.00
Increase in Rent p.w	N/A	N/A	3.34	3.84	4.20

The indicative impact on the Council Tax reflects the financing charges relating to borrowing to fund capital investment. This borrowing is financed from savings in existing budgets or increases in revenue

attributable to the scheme and the actual impact on Council Tax in these circumstances would be neutral.

The current housing subsidy system provides support for all the financing costs associated with borrowing to invest in the housing stock and consequently there is no impact on rents for 2010/11 and 2011/12. The new HRA self-financing system being introduced for 2012/13 onwards will change this so capital financing costs will impact upon rent levels.

APPENDIX Z2

MINIMUM REVENUE PROVISION POLICY

1. The Council is required to set aside each year an amount of revenue as a provision for debt repayment. This is known as the Minimum Revenue Provision (MRP) and is governed by a statutory regulation, Statutory Instrument 2008 no 414.

2. This states that;

   "A local authority shall calculate for the current financial year, an amount of minimum revenue provision which it considers to be prudent."

   A prudent provision is not defined, but guidance has been issued by the DCLG which authorities need to "have regard".

   Meaning of "prudent provision"

   The guidance proposes a number of options.

   Option 1 – Regulatory method

   MRP is calculated at 4% in accordance with the original regulations.

   Option 2 – Capital Financing Requirement (CFR) method

   MRP is calculated at 4% of the CFR.

   Option 3 – Asset life method

   MRP is an equal annual instalment that equates to the capital expenditure incurred divided by the estimated life of the asset.

3. In 2009/10 (and subsequent years), the Council adopted a MRP policy which entails prudential borrowing being repaid over the useful life of the asset it is financing (DCLG Option 3), whilst other borrowing would continue to be repaid by reference to a method based on 4% of the CFR (DCLG Option 2).

3. Council's are required to prepare an annual statement of their MRP policy, which must be submitted to Council for approval.

4. It is recommended that for 2012/13 and subsequent years the Council approves using Option 3 for prudential borrowing and Option 2 for other borrowing.

APPENDIX Z3

SOVEREIGN CREDIT RATINGS AS AT 20th January 2012

From Fitch Ratings (or equivalent from other agencies if Fitch does not provide)

AAA

- Australia
- Canada
- Denmark
- Finland
- France
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.K.
- U.S.A

AA+

- Belgium
- Hong Kong

AA

- Japan
- Qatar

AA-

- Saudi Arabia

APPENDIX Z4

SPECIFIED AND NON-SPECIFIED INVESTMENTS

4.1 The Council's investment priorities are: -

- The security of capital
- The liquidity of investments to ensure that the Council has cash available to discharge its liabilities as necessary.

4.2 Within these priorities, the Council will also aim to achieve the optimum return on its investments commensurate with appropriate levels of security and liquidity.

4.3 To achieve these objectives, the Council is required to classify investment products as either "specified" or "non-specified".

4.4 Specified investments comprise investment instruments which the Council considers offer high security and liquidity. These instruments can be used with minimal procedural formalities. The guidance issued by the Government considers that specified investments have the following characteristics: -

- Denominated in Sterling and have a term of less than one year.
- Instruments of less than one year issued by the Government or other Local Authorities
- Have "high" credit ratings as determined by the Council itself.

4.5 All other investments are termed non-specified investments. These involve a relatively higher element of risk, and consequently the Council is required to set a limit on the maximum proportion of their funds which will be invested in these instruments. The Strategy should also specify the guidelines for making decisions and the circumstances in which professional advice is obtained.

4.6 Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

4.7 At the time of writing this report due to the high risk and uncertainty of economic conditions, the Council are limiting all investments to the Specified category. Our principal investment products are currently Money Market Funds, Call Accounts and Term Deposits up to a maximum of 1 year. The Council have also brought all investments previously held with fund managers in house.

SPECIFIED INVESTMENTS

Investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' rating criteria as specified by the Council

<table>
<tr><th></th><th>* Minimum ‘High’ Credit Criteria</th><th>Use</th></tr>
<tr><td>Debt Management Agency Deposit Facility</td><td>Government Backed</td><td>In-house</td></tr>
<tr><td>Term deposits – local authorities</td><td>Government Backed</td><td>In-house</td></tr>
<tr><td>Term deposits of up to 12 months – UK banks and building societies
Certificates of deposit of up to 12 months issued by UK banks and building societies
Global banks to have minimum country rating of AA+
Group limits corresponding to the lowest credit limit applying to the individual institution within the group.
The Council’s banker the Cooperative Bank Plc to be used for short term deposits if other facilities not available.</td><td>Lewisham Credit Criteria
<table><tr><th>Sector Band</th><th>Credit Limit (£ Million)</th><th>Duration Limit (Months)</th></tr><tr><td>Purple</td><td>25</td><td>24</td></tr><tr><td>Orange</td><td>20</td><td>12</td></tr><tr><td>Red</td><td>15</td><td>6</td></tr><tr><td>Green*</td><td>10</td><td>3</td></tr><tr><td>Blue</td><td>30</td><td>12</td></tr></table>*We have currently suspended investments with counterparties colour coded green as these are more high risk and are also limiting all term investments to 1 week excluding nationalised banks.</td><td>In-house</td></tr>
<tr><td>UK Government Gilts</td><td>UK sovereign rating</td><td>In-house</td></tr>
<tr><td>Bonds issued by multilateral development banks</td><td>AAA</td><td>In-house</td></tr>
<tr><td>Treasury Bills</td><td>UK sovereign rating</td><td>In-house</td></tr>
</table>

Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -		
1. Government Liquidity Funds	AAA	In-house
2. Money Market Funds	AAA	In-house
3. Enhanced cash funds	AAA	In-house
4. Bond Funds note 2	AAA	In-house
5. Gilt Funds	AAA	In-house

NON-SPECIFIED INVESTMENTS:

Non specified investments may be categorised as :

- Other financial instruments not classified as specified investments.
- Investments with duration over one year.

A maximum of 30% will be held in aggregate in non-specified investment

Other financial instruments not classified as specified investments.

<table>
<tr><th></th><th>* Minimum Credit Criteria</th><th>Use</th></tr>
<tr><td>Fixed term deposits with variable rate and variable maturities: -Structured deposits
Global banks to have minimum country rating of AA+

Group limits corresponding to the lowest credit limit applying to the individual institution within the group.</td><td>
<table>
<tr><td colspan="3">Lewisham Credit Criteria</td></tr>
<tr><td>Sector Band</td><td>Credit Limit (£ Million)</td><td>Duration Limit (Months)</td></tr>
<tr><td>Purple</td><td>25</td><td>24</td></tr>
<tr><td>Orange</td><td>20</td><td>12</td></tr>
<tr><td>Red</td><td>15</td><td>6</td></tr>
<tr><td>Green*</td><td>10</td><td>3</td></tr>
<tr><td>Blue</td><td>30</td><td>12</td></tr>
</table>
*We have currently suspended investments with counterparties colour coded green as these are more high risk and are also limiting all term investments to 1 week excluding nationalised banks.
</td><td>In-house</td></tr>
<tr><td>Commercial paper issuance covered by the UK bank support package</td><td></td><td>In-house</td></tr>
<tr><td>Floating Rate Notes :</td><td></td><td>In-house</td></tr>
</table>

Investments with duration over one year.

<table>
<tr><th></th><th>* Minimum Credit Criteria</th><th>Use</th></tr>
<tr><td>Term deposits – local authorities</td><td>--</td><td>In-house</td></tr>
<tr><td>Term deposits – banks and building societies
Certificates of deposit issued by banks and building societies

Group limits corresponding to the lowest credit limit applying to the individual institution within the group.</td><td>
<table>
<tr><td colspan="3">Lewisham Credit Criteria</td></tr>
<tr><td>Sector Band</td><td>Credit Limit (£ Million)</td><td>Duration Limit (Months)</td></tr>
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</table>
*We have currently suspended investments with counterparties colour coded green as these are more high risk and are also limiting all term investments to 1 week excluding nationalised banks.
</td><td>In-house</td></tr>
<tr><td>UK Government Gilts</td><td>UK sovereign rating</td><td>In-house</td></tr>
<tr><td>Bonds issued by multilateral development banks</td><td>AAA</td><td>In-house</td></tr>
<tr><td>Sovereign bond issues (other than the UK govt)</td><td>AAA</td><td>In-house</td></tr>
</table>

Appendix Z5

Potential Counterparty List

Taking into account the creditworthiness service provided by Sector, we regularly maintain and update a lits of counterparties which are creditworthy. Currently the criteria we use are set out below. We have suspended investments with counterparties colour coded green as these are more high risk. We are also currently limiting all term investments to 1 week apart from nationalised banks.

Lewisham Credit Criteria			
Sector Band	Credit Limit (£ Million)	Duration Limit (Months)	Country
Purple	25	24	AA+
Orange	20	12	
Red	15	6	
Green	10	3	
Blue	30	12	

Counterparty List as at 23/01/2012

Country	Banking Group	Counterparty	Credit Limit	Duration
Australia		Australia and New Zealand Banking Group Ltd	20.000	12
Australia		Commonwealth Bank of Australia	25.000	24
Australia	National Australia Bank Ltd	National Australia Bank Ltd	25.000	24
Australia		Westpac Banking Corporation	25.000	24
Canada		Bank of Montreal	20.000	12
Canada		Bank of Nova Scotia	25.000	24
Canada		Canadian Imperial Bank of Commerce	20.000	12
Canada		National Bank of Canada	15.000	6
Canada		Royal Bank of Canada	25.000	24
Canada		Toronto Dominion Bank	25.000	24
Finland		Nordea Bank Finland plc ~	20.000	12
France		BNP Paribas	15.000	6
Germany		Deutsche Bank AG	15.000	6
Germany		DZ Bank AG (Deutsche Zentral-Genossenschaftsbank)	15.000	6
Germany		Landwirtschaftliche Rentenbank	20.000	12
Hong Kong		Hong Kong and Shanghai Banking Corporation Ltd	25.000	24
Luxembourg		Banque et Caisse d'Epargne de l'Etat	20.000	12
Luxembourg		Clearstream Banking	25.000	24
Netherlands		Bank Nederlandse Gemeenten	25.000	24
Netherlands		Cooperatieve Centrale Raiffeisen Boerenleenbank BA	25.000	24
Netherlands		ING Bank NV	15.000	6
Norway		DnB Bank	15.000	6
Singapore		DBS Bank Ltd	25.000	24

Singapore		Oversea Chinese Banking Corporation Ltd	25.000	24
Singapore		United Overseas Bank Ltd	25.000	24
Sweden		Nordea Bank AB	20.000	12
Sweden		Skandinaviska Enskilda Banken AB	15.000	6
Sweden		Svenska Handelsbanken AB	20.000	12
Switzerland		Credit Suisse	15.000	6
U.K		Bank of New York Mellon (International) Ltd	20.000	12
U.K		Barclays Bank plc	15.000	6
U.K	Santander UK plc	Cater Allen	15.000	6
U.K		Credit Suisse International	20.000	12
U.K		HFC Bank Ltd	20.000	12
U.K		HSBC Bank plc	20.000	12
U.K		MBNA Europe Bank	15.000	6
U.K	Santander UK plc	Santander UK plc	15.000	6
U.K		Standard Chartered Bank	20.000	12
U.K		UBS Ltd	15.000	6
U.S.A		Bank of New York Mellon, The	25.000	24
U.S.A		HSBC Bank USA, N.A.	15.000	6
U.S.A		JP Morgan Chase Bank NA	20.000	12
U.S.A		State Street Bank and Trust Company	20.000	12
U.S.A		Wells Fargo Bank NA	20.000	12
U.K		Nationwide BS	15.000	6
U.K	Lloyds TSB Bank Plc	Bank of Scotland Plc	30.000	12
U.K	Lloyds TSB Bank Plc	Lloyds TSB Bank Plc	30.000	12
U.K	Royal Bank of Scotland plc	National Westminster Bank Plc	30.000	12
U.K	Royal Bank of Scotland plc	The Royal Bank of Scotland Plc	30.000	12
U.K	Royal Bank of Scotland plc	Ulster Bank Ltd	30.000	12
U.K	Royal Bank of Scotland plc	The Royal Bank of Scotland Plc	30.000	12
U.K	Royal Bank of Scotland plc	Ulster Bank Ltd	30.000	12