

Schools Forum Agenda

Schools Forum Agenda

Time: 5:00 –7:00pm

Date: Thursday 15 July 2010

Venue: Committee Room 2, Town Hall, Catford

Order of Business

1. **Minutes of Meetings: - Minutes of the meeting held on the 20 May 2010.**
2. **Matters Arising**
3. **Children and Young People Directorate in-year savings and long term financial position – Dave Richards** **For Discussion**
Central government has announced in-year cuts to various grants, while not effecting directly the DSG they do effect services supporting schools. This paper outlines the position and looks at the longer term financial position in the light of the recent budget.
4. **Special Educational Needs Review - John Russell.** **For Discussion and Decision**
This papers considers the protocols for SEN and sets out the collective role of the Local Authority and schools for statutory assessments.
5. **School Budgets - Capping of school carry forwards and schools in deficit – Dave Richards** **For Discussion and Decision**
Three schools exceeded the capping limit without authorisation. This report looks at the circumstances and asks the forum whether they wish to cap the schools concerned. Details of the schools in deficit are also provided for information.
6. **Progress on the implementation of the early years pilot – Sue Tipler / Christine Grice** **For Information**
An update of the current position
7. **Carbon Reduction Programme - Dave Richards** **For Discussion and Decision**
The report looks at the possible options and how this will be taken forward.
8. **Financial Management Standards in Schools – Dave Richards** **For Information**
This group has met infrequently and this paper reviews it terms of reference and future.
9. **Expansion of Academies policy / new schools – Dave Richards** **For Discussion**
To consider the likely impact
- 10 **Any Other Business**

Dates of Future Meetings

23 September 2010

18 November 2010

20 January 2011

17 March 2011

19 May 2011

Future agenda Items

23-Sept	Budget monitoring Report S52 Benchmarking Budget Setting Improving the forecasting of the DSG and three year budget in schools
18-Nov	Election of Chair and Vice-Chair Budget monitoring Report Budget setting Finance Manual changes Audit Update Scheme of delegation changes

LEWISHAM SCHOOLS FORUM

Minutes of the meeting held on Thursday 20th May 2010 at The Civic Suite, Lewisham Town Hall

Membership (Quorum = 40% i.e. 8)

✓ = present ✗ = absent

		Attendance
Primary School Headteachers		
Irene Cleaver	Athelney	Apologies
Steve Davies	Coopers Lane	✓
Liz Booth	Dalmain	Apologies
Paul Moriarty	Good Shepherd	✓
Juliet Cooper	Kilmorie	✓
Nursery School Headteacher		
Nikki Oldhams	Chelwood	✓
Secondary School Headteachers		
Anne Potter	Addey & Stanhope	✓
Bob Ellis	Connisborough College	✗
Erica Pienaar (Chair)	Prendergast	✓
Barbara Williams	Sydenham	Apologies
Special School Headteacher		
John Sharpe	Brent Knoll	✗
Primary & Primary Special School Governors		
Keith D'Wan	Athelney	✗
Malcolm Conlan	Launcelot	✗
Brian Lymberry (Vice-Chair)	Lucas Vale	✓
Secondary & Secondary Special School Governors		
Terry Scott	Addey & Stanhope	✗
Michael Wheeler	Forest Hill	✓
Nick Day	Sydenham	✗
Parent Governors		
Roger Stocker	Connisborough College	✗
14-19 Consortium Rep		
Dympna Lennon	Addey & Stanhope	✓
Early Years Rep		
Val Pope	Pre School Alliance	✗
Diocesan Authorities		
Rev Richard Peers	Southward of Diocesan Board of Education	✗
Michael Cullinane	Archdiocese of Southwark Schools Commission	✗

Observers	
Frankie Sulkie	Executive Director
Alan Docksey	Head of Resources
Also Present	
Dave Richards	CYP Group Finance Manager
Hayden Judd	Funding & New Developments
Denise Castle	Clerk
Chris Threfall	Head of Education Development
Martin P Davies	Teacher Unions
Lynda Poole	(Interim) Secondary Strategic Leader
Sue Tipler	Head of Standards & Achievement
John Russell	Service Manager : Educational Access
Christine Grice	Head of Access & Support Services

Apologies for Absence

Apologies were received from Irene Cleaver, Liz Booth and Barbara Williams

1. Minutes of Meeting held on 21st January 2010

The minutes were agreed and signed by Chair.

2. Matters Arising

None

3. Special Educational Needs Review

John Russell presented the report that outlined the findings of the monitoring exercise that was carried out in collaboration with 10 Lewisham schools (8 primary and 2 secondary). The focus of the exercise was to identify the effectiveness of schools' strategies and use of resources in supporting pupils with SEN.

John Russell asked Forum to agree the following recommendations:-

- 3.1 The local authority needs to improve its SEN monitoring function, in order to have a more consistent picture of the way schools' resources are used to support pupils with or without statements. This should include, but not be confined to, an annual audit of best practice.
- 3.2 The local authority should take a more active role in monitoring statements at annual review. A high percentage of statements, particularly in secondary schools have been maintained at low matrix levels, when pupils have most likely already achieved their objectives. The possibility of ceasing these should be considered and should be handled in a sensitive manner with parents. The authority should have a Cease to Maintain policy which allows statements to be ceased in cases where pupils have met their targets.
- 3.3 There should be further consideration of the appropriateness of speeding up the delegation of funding to collaboratives.
- 3.4 Schools need clarification about the nominal sum towards the SENCO salary which is included within the AWPU budget.
- 3.5 Schools need to ensure that they do not duplicate paperwork and that their systems are streamlined, clear and regularly monitored.
- 3.6 There needs to be flexibility in the use of TAs and within intervention programmes to ensure these resources are used to maximum efficiency. TAs should encourage independence and know when to support and when to stand back. Liaison between TAs and class teachers is imperative to ensure pupils reach their potential. SENCOs need to ensure pupils are appropriately placed on the SEN register according to the Code of Practice.
- 3.7 The views expressed by schools about relations with external agencies should be conveyed to those agencies, with the aim of improving communication and service delivery.

- 3.8 A best practice workshop should be arranged for the autumn term. Schools who have taken part in this exercise should be invited to talk about areas of best practice and all schools in the borough should be invited to attend.

Christine Grice reported to Forum that control on spending on SEN had improved. Final outturn for 09/10 was £1.2m overspend. It was stressed that the culture across the LA needs to be changed as overspends in future will have to be met by reducing schools budgets.

Forum made the following suggestions:-

- Further work required on monitoring effectiveness of intervention
- Annual review of statements for secondary school pupils statements. Statements to be removed once satisfactory progress has been made
- Monitoring reviews should record when intervention has been successful and progress has been made
- SEN panel to look at statements they are considering removing
- Opportunities for Best Practice to be shared
- Schools and parents to be informed of Best Practice and the LA expectation for schools to meet needs of children that do not fall into Statemented categories
- Collaborative funding should be reviewed by schools to ensure best use of resources to meet the needs of pupils
- Training to be available for SENCO's and Heads: target schools that repeatedly have statements refused
- Protocol to be devised and taken to Strategic Groups
- SENCO's to be advised of protocol
- Impact analysis of intervention measures

Chair asked John Russell to incorporate above suggestions and return to next Forum with amended recommendations to be agreed by Forum.

Decision : Resubmit at next meeting

4. DSG Formula Consultation

Dave Richards presented a report on the DCSF consultation on how school funding is allocated between authorities. The paper gives further details and considers a draft to the response that is due by 7th June.

Chair asked Dave Richards to confirm with the DfE if responses to the consultation were still required in the light of the new coalition government. Dave Richards to email Frankie Sulkie and Chair on decision.

Decision : The draft response was Agreed

5. Funding Formula Review

At the half day meeting of the Forum held on the 9 December 2009 it was agreed to set up a task group to review the funding formula although not to implement the changes until 2014. The task group would consider whether an activity led funding model would be

appropriate and to consider the way SEN is funded. Dave Richards presented a paper setting out a draft terms of reference for the group .

Forum agreed the following membership:-

2 headteacher representatives from secondary schools, nominated by Secondary Strategic

2 headteacher representatives from primary schools, nominated by Primary Strategic.

Chair agreed to represent secondary schools and Paul Moriarty to represent primary schools. The Primary and Secondary Consultative Groups to be asked to nominate a further member each.

Decision : The terms of reference were Agreed

6. Budget Monitoring – Estimated outturn position

Dave Richards provided an update of the current financial position on the Dedicated School Grant (DSG) and the latest forecast of the schools carry forward position.

The DSG is underspent at the year end by £239k. The Schools carry forward fell from £9.2m at the end of 2008/9 to £6.8m at the end of 2009/10

The Chair warned Forum to expect the DfE to reduce accepted surplus balances to 3% for secondary schools and 5% for primary schools.

Forum noted that Forest Hill School had a deficit balance of £600k. Dave Richards reported that he is currently working with the school to come up with a recovery plan. The School has made savings to ensure the in-year budget balances. Further work is being undertaken to ensure the current deficit is repaid.

Michael Wheeler raised concerns about the cost of the PFI scheme at Forest Hill School and said this was a contributory reason for the current deficit.

Alan Docksey commented that there were a number of schools with PFI projects. All the PFI contracts were agreed with the Governing Bodies prior to commencement of the contracts. All other schools are managing the costs within their current level of resources, although some may find it more difficult than others.

Decision : It was agreed that

i) Officers would bring a report to next forum to confirm whether any schools should be capped

ii) Officers would bring a report to next forum on how these will be addressed together with a summary of schools budget plans

7. Diploma Funding

Dave Richards presented a report on the impact on secondary schools of Diploma's and Young Apprenticeships and to set up a task group to consider changes to the schools funding system to ensure equity between schools and to consider a draft set of terms of reference. .

Forum agreed the following membership:-

- 3 representative of secondary school headteachers, nominated by Secondary Strategic
- 1 representative of governors, nominated by the governors executive
- 1 School Bursar or School Business Manager

Forum suggested 14-19 Partnership should set up task group, and that membership of task group should include someone from the Policy and Programme Steering Group and Lewisham College.

Decision : Agreed

8. Schools Forum Constitution

Dave Richards presented a report following an amendment to the School Forum Regulations which required the Academies in the Borough are represented on the Forum.

There was a choice either to increase the membership by one or to reduce the membership of one of the other representative groups. It was felt by the Forum that as the academies are all through schools and represented all sectors to reduce one sector would be inappropriate and the Academy representative should be an additional member

Dave Richards was asked by the Forum to contact the Academies governing bodies to nominate a representative

Decision : It was agreed

- i) The representation from Primary, Secondary and Special Schools stay the same
- ii) That the annual election of the chair and vice chair will take place at the meeting after the September meeting of the Forum

9. Review of Standards Fund Working Group

The number of standards funds is expected to decline over the next few years and also the workloads of Headteachers continue to grow. In the light of all the task groups now operating Dave Richards presented report asking the Forum to consider the future of the Standards Fund sub-group.

Decision : It was Agreed

- i) The Standards Funds Group becomes a Officer group

- ii) The Forum agree that any items that effect schools be reported back to the Forum through the regular budget monitoring paper.

10. Any other business

Forum asked Dave Richards to provide a report at the next meeting on the take-up and success of the Innovation Grant.

SCHOOL FORUM ACTION SUMMARY – from School Forum held on 20th May 2010

ITEM	ACTION TO BE TAKEN	OFFICER(S) RESPONSIBLE FOR ACTION	OUTCOME / CURRENT POSITION
3	Recommendations to be reviewed and brought back for agreement	John Russell	
5	A report be presented to the next forum to confirm whether any schools should be capped A report to be brought to the next forum on how these will be addressed together with a summary of schools budget plans	Dave Richards / Sue Tipler Dave Richards	
8	The academies to be contact to appoint a representative to the Forum.	Dave Richards	
AOB	Report on Innovation Grant	Dave Richards	

SCHOOL FORUM ACTION SUMMARY – from School Forum held on 17th November 2009

ITEM	ACTION TO BE TAKEN	OFFICER(S) RESPONSIBLE FOR ACTION	OUTCOME / CURRENT POSITION
7	Schools Statutory Maintenance Authorised list be drawn up from the 15 compliant schools.	Alan Docksey	Completed: included in Headteachers mailing dated 25 th Feb 2010

Children and Young People Directorate in-year savings and long term financial position

1. Purpose of the Report

This report looks at the in-year savings Local Authorities are required to make by central government and the likely budget reductions that will be required over the next three years. The report is intended to promote discussion amongst members to consider the longer term future of the role of the Local Authority, the direct impact on schools and the actions needed to be taken by schools and the Local Authority to provide the best outcomes for our children and young people under the economic restraints facing us.

2 Context

- 2.1 In the UK, the concern is with both the scale of public debt and its rate of growth. UK public debt is £156bn. The Coalition Government is in the process of developing a fiscal consolidation plan for the UK. One that reduces public spending and also raises tax revenues and is credible to the financial and investment markets. The precise scale of budget reductions required for Lewisham Council for the next three years is difficult to assess as the Coalition Government have yet to work through their full spending plans.
- 2.2 On 24 May the Government announced reductions of £6.243bn in public sector expenditure. £1.166bn of funding reductions relate to Local Authority grants in 2010/11 and includes both revenue and capital grants. In order to provide greater flexibility to councils in implementing the reductions, the Government also de-ringfenced some specific grants to assist Local Authorities in finding the savings. Included in this the Department for Education has asked Local Authorities to find £311m by reducing in year the Area Based Grant by some 24%. Lewisham's share of this is £2.271m out of grants totalling £9.4m. The full list of grants are shown in 3.2 of this report.
- 2.3 The assumptions that have been made for 2011-14 produce an expected reduction in the Council's revenue budget of some £60m over the next three years. This is on the working assumption that the public sector will most probably have to reduce its spending by up to 25 per cent over the next three years. Current Government statements at least suggest 30 to 40% over four years.
- 2.4 The Government has announced a two year pay freeze for all public sector workforces from 2011-12, but remains committed to honouring in full the three-year pay award recommended by the School Teachers' Review Body.

The teachers' pay uplift for this year will be implemented from September 2010, marking the last instalment of their three-year pay award.

- 2.5 Further announcements consider the speeding up of the Academies programme and creation of Free Schools. Academies are subject to a separate paper on the agenda.
- 2.6 Further details are expected in the comprehensive spending review, this will be announced in October.

3. In-year Announcements

- 3.1 The reduction to the Area Based Grant of £2.2m is detailed below

Grant	Total Grant	Reduction
	£	£
14-19 Flexible Funding Pot	53,348	12,804
Care Matters White paper	573,153	137,557
Choices Advisors	45,935	11,024
Child Death Review Process	91,826	22,038
Child Trust Fund	9,133	2,192
Children's Fund	876,978	210,475
Children's social care workforce	216,842	52,042
Connexions	2,787,305	668,953
Designated Teacher Fund	13,086	3,141
Education Health Partnerships	78,387	18,813
Extended Rights to free transport	14,128	3,391
Extended Schools start up costs	366,293	87,910
Positive Activities for Young People	1,394,146	334,595
Primary National Strategy - Central	158,237	37,977
School Development grant	1,729,122	414,989
School improvement partners	91,840	22,042
School Intervention Grant	60,600	14,544
Secondary National Strategy - Behaviour	68,300	16,392
Secondary National Strategy - Central	150,551	36,132
Sustainable Travel General Duty	17,184	4,124
Teenage Pregnancy	314,000	75,360
January Guarantee	27,419	6,581
LSC Staff Transfer	257,765	61,864
Other Directorates grants from DfE		
Young Peoples Substance Misuse	41,362	9,927
School Travel Advisers	26,000	6,240
	9,462,940	2,271,107

Although the above reductions were detailed by Government, it was left to Local Authorities to decide how the reduction applied across the range of Area Grants and some other specific grants.

3.2 Further to these reductions the coalition government has been announcing further reductions, included in this are

- £30m from Training and Development Agency for Schools(TDA)
- £16m from the National College
- £10m from abolishing BECTA
- £5m from DfE communications
- £33m from reducing Diploma Development
- £7m from not doing primary curriculum
- £7m from High Performing Specialist Schools
- £47m unallocated central funds from 1:1 tuition
- £100M Harnessing Technology (see below as this Will have a direct impact on schools)

3.3 Some of the grants mentioned above were due to end in March 2011, such as those relating to the national strategies and excellence in cities

3.4 The report on in year savings and actual budget reductions proposed has now been published on the website. Rather than provide all the details here the follow links enable you to access the reports

<http://www.lewisham.gov.uk/councilanddemocracy/councilmeetings/publicaccountsselectcommittee/meetings/public%20accounts%20select%20committee%20-%2013%20july%202010.htm>

Item 3 considers the in year savings. The detailed savings are contained in appendix b, while appendix c is the equalities statement. For ease the proposed in year savings are attached to this paper.

3.5 In coming up with the savings for this year it was identified that for the rest of the year only £3m of the total grant of £9.4m remains uncommitted. The total savings found within the ABG did not reach the target of £2.2m and three specific grants were further offered as potential savings under the new de-ring fencing proposals. The three grants are Think Families, Youth Opportunities Fund and Challenge and support.

3.6 The Mayor could either taking the savings as specified but may decide these areas are his priority for him and decide alternative savings either in the Directorate or other Directorates.

3.7 Mayor and Cabinet meet on the 14 July and the decisions of the Mayor will be tabled at the Schools Forum.

4 2011 -14 Savings

- 4.1 Officers have now worked through possible spending reductions both for the in year savings and reductions for 2011 to 2014. A paper for consideration of these will be presented to the Public Accounts Committee and Mayor and Cabinet on the 13 and 14 July 2010.
- 4.2 The budget reductions identified to date across the council total £32.9m and the Mayor will be asked for agreement to either consult the public and staff on certain savings (known as Phase 1 reductions) and to ask officers to develop further the proposals on the other reductions (known as Phase 2). The timetable then anticipates that for Phase 1 savings the Select Committee will consider them in October and November and provide the Mayor and Cabinet with recommendations together with new options to consult on. Phase 2 savings will then be considered in January and February with budget recommendations to Full Council on the 1 March.
- 4.2 The report on the on-going savings proposed has now been published on the website. Rather than provide all the details here the follow links enable you to access the reports

<http://www.lewisham.gov.uk/councilanddemocracy/councilmeetings/publicaccountsselectcommittee/meetings/public%20accounts%20select%20committee%20-%202013%20july%202010.htm>

Item 4 considers the in year savings. The detailed savings are contained in appendix 1 (Phase 1) and Appendix 2 shows the Phase 2 savings. For ease the proposed in year savings are attached to this paper.

- 4.3 Mayor and Cabinet meet on the 14 July and the decisions of the Mayor will be tabled at the Schools Forum.

5. Harnessing Technology Grant

- 5.1 On 18th June, the DfE website published an announcement about “Free schools” which includes the details of a fund that would be created by making a cut from Harnessing Technology Grant (HTG) in the current year of £50m. This represents 25% of the total grant the bulk of which is devolved to schools. On 6 July the DfE announced a further reduction of £50m making a 50% cut in total to the grant .
- 5.2 The grant is for capital spending on IT and so frees up in many schools, other funding to pay for broadband connectivity. In Lewisham this is secured through the LGFL. The DfE has stated that this reduction will enable schools to organise more sustainable arrangements. This would seem to imply the view that the current arrangements are to highly specified and costly. A scheduled impact of the reduction is in Appendix 3
- 5.3 In Lewisham the centrally managed 25% is used currently to support the Local Authority contract with LGFL which in turn provides the access to LGFL for all schools in the borough. This is believed to be a Value for

Money arrangement. If broadband suppliers are not paid there will be in breach of contract and schools would lose all broadband connectivity and associated services, including access to services. Not paying is therefore not a realistic option.

- 5.4 Schools, however, will have been expecting a certain level of grant and some may not have appreciated yet, that their devolved funding would be now less than expected. The initial issue is not simply managing this in year saving to March 2011. Beyond 2011 if HTG goes the model for continuing to secure the benefits of aggregated demand for broadband may need to be modified and although work is currently being undertaken on options post April 2011 that is for the future
- 5.5 There are two issues in how to manage the in-year position, what is the future shape of schools connectivity and how will this will be paid for.

6 The possible impact on schools.

- 6.1 The budget reductions currently under consideration relate mostly to central services, however these services support schools, some more than others. The reductions may have a direct impact on schools. For example funding may still go to schools this year for staff development in certain areas but there may not be any central coordination or in-school support from the central team.

- 6.2 Some of the bullet points below highlight possible changes

➤ School improvement transformation

The national strategies, which have been supporting a central team of teaching and learning consultants, is due to end next March. The previous government's plan was for all school improvement funding to be transferred to schools and schools to purchase support either through LA traded services or from private providers, or work collaboratively across schools. The current plan is to maintain School Improvement Partners (currently a statutory requirement) and a smaller internal team. We will know more in the Autumn Term. We will still deliver on SLAs.

➤ Charging full economic costs to schools for services

Currently the charges for services to schools does not always cover the full overheads costs. It is estimated that increased income from economic charges will be broadly equivalent to the level of corporate overheads not charged directly to those providing services or 15% – 20%

➤ An end to 'free' training?

There are a number of courses that are available for schools that are free of charge in the future this will not be possible. Generally but not always all the 'free' training has been funded by grants, including the cost of premises

etc. We will continue to offer SLA reductions, but unless there is specific external funding, all courses will be charged at full cost.

3 The response

It will be important to keep schools informed of changes and are planning courses on a termly basis and to respond to local need where we can and look for more cost-effective solutions.

The bullet points below are to aid discussions about the next steps for schools and the Local Authority

- Making best use of school funding through much tighter sharing of practice
- Maximising opportunity in times of change – making collaboration punch its weight
- Benchmarking your budgets
- SEN – changing the culture and getting spend down
- Leadership

There is plenty of new research which reveals that today's school leaders are more likely to work beyond their own schools in leadership development. This is seen as a next step from the successful running of one school to develop the skills to lead more than one school. This model seems to be most effective where there is a Headteacher for each school in post, who is fully responsible for the day-to-day running of the school, working with the executive Headteacher.

- Federations

Looking towards Academy status as a means of securing additional funding is a possibility, but there is currently no mention of additional provision of funding for executive headteacher roles within academies. Proposal is for a discussion at Schools' Forum to see if this is an area the forum wishes or is able to consider as a headroom strategy in the future.

6 Conclusion

Undoubtedly we are entering unprecedented times with the scale of reductions proposed in the public sector. We can be sure though that services will look very different in the future. The scale of the savings will mean that the utmost care will be needed as we re-shape services to ensure that the best possible outcomes are provided for the children of Lewisham.

Dave Richards

Group Finance Manager – Children and Young People
Contact on 0208 3149 442 or by e-mail at Dave.Richards@Lewisham.gov.uk

APPENDIX B

CHILDREN AND YOUNG PEOPLE

CYP IN-YEAR SAVINGS - June 2010

Reference:	Grant Description: Area Based Grant
CYP 30	14-19 Flexible Funding Pot
Grant : £53k	
Uncommitted : £10k	
Total number of staff employed: 0	Total number of posts deleted: 0
<p>This grant is used to introduce new innovative ICT projects into schools. It encourages schools to try out new ideas which they are unable to do from any other source. This grant has been used to test out new technology before being introduced into the mainstream. It has enabled the Local Authority to push the limits with secondary schools before they come into Building Schools for the Future and to support schools to introduce one pupil per device with the e-learning Trust.</p> <p>If the £10K uncommitted funding is ceased the Innovation Room in the City Learning Centre will not be completed. This is an essential element of a revised prospectus for the City Learning Centre, which will be necessary to market the centre's services from 2011-14, when grant is likely to be reduced or cease. AS a result no saving is proposed.</p>	

Reference:	Grant Description: Area Based Grant
CYP 31	Care Matters White paper
Grant : £573k	
Uncommitted : £68k	
Total number of staff employed: 5	Total number of posts deleted: 3
<p>The grant is used to improve services to Looked after children; it pays for placements, supported lodgings, the Children in Care Council, university bursaries for Care leavers, independent visitors</p> <p>Not making the appointment of the virtual head teacher (£45k) and not renewing the temporary staffing contracts for an assistant participation officer and a care leaver trainee would result in savings of £68k, equal to the total of grant not committed.</p>	

Reference:	Grant Description: Area Based Grant
CYP 32	Choices Advisors
Grant : £45k	
Uncommitted : £24.5k	
Total number of staff employed: 0.2	Total number of posts deleted: 0.2
<p>The Choice Advice grant currently runs until the end of March 2011 and no central government decision is expected to be made about future funding before</p>	

January 2011.

The Local Authority is required under section 86(1A) of the School Standards Framework Act 1998 to provide advice and information to parents when they apply for school places, and under the Admissions Code to provide Choice Advice (paragraphs 4.16, 4.31, Appendix 5). The Local Authority must provide an independent service focussed on supporting families who need the most help in navigating the admissions process. The project has a specific objective of making sure parents who do not submit an early application are encouraged to make an on-time application, and of providing support to parents who would otherwise find the secondary transfer process difficult to negotiate. The key times are during September/October and March/ April. In the absence of this provision, advice would be available from the Admissions team, primary schools and the Parent Partnership.

Ceasing the use of an external party to provide this service and finding an alternative way to do this using internal resources would save £24k.

Reference:	Grant Description: Area Based Grant
CYP 33	Child Death Review Process
Grant : £91.8k	
Uncommitted : £91.8k	
Total number of staff employed: 0	Total number of posts deleted: 0
The grant has been previously transferred to the Primary Care Trust to manage. The grant for 2009/10 was not fully spent. The grant is due to end 31 March 2011. There is some provision for this work in the PCT.	
The grant is in its final year. It enables the partnership to examine in detail the circumstances surrounding every death of a child in Lewisham.. The funding is passed to the PCT. Last year the budget was underspent by nearly £30K so there will be funding to reduce the activity this year and then to define how future work is prioritised in this area.	

Reference:	Grant Description: Area Based Grant
CYP 34	Child Trust Fund
Grant : £9.1k	
Uncommitted : £9.1k	
Total number of staff employed: 0	Total number of posts deleted: 0
This grant pays for Looked After Children to get their Children's Trust Fund	
The national scheme to pay money into a trust fund for children has been stopped. It is felt that this is important to continue for this financial year before the scheme ceases totally next year.	

Reference:	Grant Description: Area Based Grant
CYP 35	Children's Fund
Grant : £877k	
Uncommitted : £345k	
Total number of staff employed: 1	Total number of posts deleted: 1
<p>The Children's Fund funds a number of programmes within statutory and voluntary providers. The funding ends in March 2011 and many projects will already be expecting their funding to cease at that point.</p> <p>At the present time there is £345k of grant that could be released by giving early notice on contracts and staff, effective from November 2010. The staff saving would be £55k. Details of other areas of activity are set out below.</p>	
<p>Supplementary Schools</p> <p>Supplementary Schools provide extra curricular activities in support of raising standards at all key stages, and have a key focus on improving outcomes for underachieving and vulnerable groups. Original Allocation is £128k .</p> <p>The Supplementary schools were informed previously that the grants would end as at 31 March 2011 and should be prepared for this. Part of the grant support has been to encourage them to become sustainable and not reliant upon the grant.</p> <p>Terminating the grants from November rather than March 2011 would save £53k</p>	<ul style="list-style-type: none"> • Afghan Community Supp School • African Family Project • Ardhmeria Supp School • Ardhmeria Supp School • Association of Tamil Parishioners UK (ATP-UK) • Christ Family Assembly Supp Sch • Downham Tamil Association • Downham Tamil Association • Indo-china Refugee Grp Supp Sch • Lewisham Community Action for Integration • Lewisham Islamic Centre - Young Muslim Academy • Lewisham Somali Supp School • Lewisham Vietnamese Womens Ass Supp School • Mount Zion Supp School • Nouvelles Racines - New Roots • Rainbow Club Supp School • REM Educational Centre (REMEC) • Tamil Academy of Language and arts
<p>Voluntary Sector Contracts</p> <p>Funding projects supporting the delivery of services to children and young people in both education and home settings. Original Allocation £361k</p>	<ul style="list-style-type: none"> • LAMP (mediation service) • Ravensbourne Project provision of Saturday youth club and day care services for disabled children. • The Children's Society - Genesis Project (Supporting Transitions for feeder schools

<p>This grant support was programmed to end in March 2011. Bringing this forward to November 2010 would save £150k.</p>	<p>to Conisborough)</p> <ul style="list-style-type: none"> • Voluntary Action Lewisham (VAL) • Young People's Health Project - Mandiani (individual and group work with BME children and young people)
<p>Children and Adolescent Mental Health Service</p> <p>Funding supporting delivery of services to meet the mental health needs of children and young people in Lewisham education settings, who are presenting with mental health difficulties. Original Allocation £138k</p> <p>This grant support was programmed to end in March 2011. Bringing this forward to November 2010 would save £58k.</p>	<ul style="list-style-type: none"> • South London and Maudsley NHS Trust. Two support workers within the inclusion service providing mental health assessments and interventions.
<p>London Borough of Lewisham - YOS</p> <p>Funding supporting multi-agency support to divert children and young people from crime and/or anti-social behaviour. Original Allocation £69k</p> <p>This grant support was programmed to end in March 2011. Bringing this forward to November would save £29k.</p>	<ul style="list-style-type: none"> • Youth Offending Service (Two diversionary workers providing triage service.)

Reference:	Grant Description: Area Based Grant
CYP 36	Children's Social Care workforce
Grant : £216.8k	
Uncommitted : £118.3k	
Total number of staff employed: 5	Total number of posts deleted: 0
<p>At present the grant uncommitted totals £118k.</p> <p>Three of the five posts are people who support front line social workers in operating the ICS, they are employed to ensure the electronic case recording system and the new payments system are embedded. The other two staff are essential to the co-ordination of training for social workers.</p> <p>£24,000 of uncommitted budget could be saved by using Council premises rather than hiring external venues. The remaining resources need to be used to commission and deliver non-qualification and qualification courses for social workers in order to retain appropriately qualified social workers within Lewisham.</p>	

Reference:	Grant Description: Area Based Grant	
CYP 37	Connexions	
Grant : £2,787k		
Uncommitted : £291.5k		
Total number of staff employed: 6	Total number of posts deleted: 3	
<p>Background</p> <p>The Connexions grant is principally used for a contract to provide information and Guidance to young people. The contract is with VT Careers and has an annual value of £1.5m. The contract is due for renewal in July 2011. Until that point in time there is little flexibility in reducing the costs of the contract. The balance of the grant is used to commission services from the voluntary sector or other parts of the Council.</p> <p>The grant employs 49 staff in total split as follows: VT 36, voluntary sector 7, LBL 6. The impact of the reductions proposed is the following likely reductions: VT 7, Voluntary sector 4, and LBL 3.</p> <p>A saving of £291k would arise from notifying providers of the termination of their contracts from November 2010. Detailed implications are outlined below:</p>		
<p>Grant Substitution to Youth Service: 37a</p> <p>The Connexions grant has been used year on year as grant substitution supporting the Youth Services to make savings within its core work.</p> <p>The reduction would involve the withdrawal of funding from the named projects.</p>	£106,700	<p>Stopping all Youth Service Level Agreements with the voluntary sector as of November 2010. The staffing for those organisations are shown with the grant allocations.</p> <p>Bromley and Downham Youth Club 0.6 fte / £6,500 YPHP 0.5 / £12,500 Lewisham Way 0.4 fte / £10,000 LYWRP 0.5 / £ 9,500 Young Lewisham MV Project 0.3 fte / £10,000 St Andrews YC 0.4 fte / £12,500 Ilderton Motor Project 0.2 fte / £4,500 Artefacts Edutainment 0.3 fte / £7500 Silwood Inclusion Programme 0.6 fte / £17500 Youth Aid 0.4 fte / £12500 Metro – GaLLY GLBT 0.2 fte / £3500</p>
<p>37b Mental Health Specialist: A mental health support worker based within Child</p>	£20,833	<p>There would be no dedicated CAMHS support to Not in Employment, Education or Training (NEET) young people with mental</p>

and Adolescent Mental Health Services (CAMHS) specifically to work with referrals from Connexions.		health issues. NEET young people would have to access services via a General Practitioner (GP) referral. This part funds a post within the PCT.
37c Special Educational Need Young People Forum – Night Flights Looked after Children Celebration Event Day time provision for young people with complex needs	£1,010	Voluntary sector contract supporting young people with profound and complex needs. This would reduce some of the activities Night Flights would be able to offer, but would not seriously threaten provision.
37d Implementation of Information Sharing Tool (LISA)	£8,750	Implementation of information sharing tool within LISA. As part of other work, we are restructuring our early intervention services to provide efficiencies
37e LIVE Magazine: This is a magazine produced by young people that is circulated to schools and youth clubs	£19,809	There would be minimal impact on NEETs from this saving because, whilst a valued publication, it is not core to NEET reduction
37f CorePlus is the client caseload information system (CCIS) – London East Connexions Partnership (LECP) LECP manages the NEET database for all East London Boroughs and provide us with statistical reports and analysis	£11,000	Connexions cannot operate without this as we have no way of capturing our NEET figures. In discussion LECP have achieved an efficiency saving of £11,000.
37g Positive Activities for Young People – Rolling Sound BUS Project This is a contribution towards the running costs of a music bus that travels around the Borough providing information, advice and guidance (IAG) support and training to young people.	£6,250	An alternative way to ensure Information, advice and guidance reaches young people in local communities is to provide it through the Integrated Youth Support Services Locality Hubs. The bus has 526 young people registered who receive their IAG through this service.
37h Personal Advisor Cost – Rolling Sound BUS Project This is the information, advice and guidance delivery on rolling sound	£11,666	As above – 37g
37i Summer Uni: Bite size	£5,000	Other funders of the summer Uni

training courses for young people . Total funding from council sources was £25k.		have withdrawn their funding and as a result there will be no Summer Uni.
37j Connexions Community Personal Advisor x 2 - providing community based information, advice and guidance based in youth centres to target hard to reach young people.	£30,416	This work would be absorbed within the service and there would be the loss of one post.
37k Finance Officer	£35,020	Currently filled by an agency worker. If the post were deleted finance functions could be absorbed elsewhere in the Integrated Youth Support Service. (Integrated Youth Support Services).
37l Admin Cost	£14,021	Agency Worker providing admin support to Connexions. The saving would require deleting the post and rationalising admin support within IYSS.
37m Windsor Castle Coordinator: This is a planned new Information, advice and guidance (IAG) centre for Deptford. It has already been refurbished and fitted out with IT.	£15,000	The opening of the Deptford IAG centre could be delayed to 2011/12 subject to resources and priority within the overall Connexions grant. The building is currently being successfully used as "Girl's House", a young women's health and youth project that is meeting the needs of young women in the area. This usage could continue for the remainder of the year off setting some of the impact of the delay in opening the IAG centre.
37n Primary School IAG: Aspirational work with the school and the family Unit. Families experiencing intergenerational unemployment	£6,000	Planned development work not yet started. NEET hotspots around Bellingham and Downham would remain.
	£291,475	

Reference:	Grant Description: Area Based Grant
CYP 38	Designated Teacher Fund
Grant : £13.1k	
Uncommitted : £11.4k	
Total number of staff employed: 0	Total number of posts deleted: 0
<p>The Fund enables local authorities to provide training to Designated Teachers as required by 'Care Matters' and statutory guidance 'Promoting the Educational Achievement of Looked After Children'. The training covers their statutory role, and areas particularly relevant to Looked After Children such as attachment theory. The grant pays for specialised external training which it would be more difficult to provide in-house.</p> <p>We will seek to find resources with the ring fenced Sure Start grant to provide training up until March 2011. We will look to find alternative ways of delivering the service in 2011/12.</p>	

Reference:	Grant Description: Area Based Grant
CYP 39	Education Health Partnerships
Grant : £78k	
Uncommitted : £0k	
Total number of staff employed: 2.2	Total number of posts deleted: 2.2
<p>The Education Health Partnerships programme contains a multi disciplined team, covering healthy schools, drugs education, sex and relationships and promoting healthy weight. As part of their core work, the team address a large range of national indicators. These include reducing teenage conception, reducing obesity, substance misuse and mental emotional well being. In order to support this work, we received an 'uplift' grant of £69,600 last year, which supported the full salary and the training programme for the Healthy Schools team. The grant supports salaries of the Healthy Schools Team up to November 2010 and so all the grant is committed</p>	

Reference:	Grant Description: Area Based Grant
CYP 40	Extended Rights to free transport
Grant : £14.1k	
Uncommitted : £14.1k	
Total number of staff employed: 0	Total number of posts deleted: 0
<p>The Education and Inspections Act 2006 makes provision to reduce the impact of transport as a barrier to parents from low income groups choosing their preferred school. At present the only provision for free transport to meet this requirement is the SEN transport budget for pupils with statements. No expenditure is currently taking place against the grant however it is planned to use the grant to offset the anticipated overspend in SEN Transport.</p>	

Reference:	Grant Description: Area Based Grant
CYP 41	Extended Schools start up costs
Grant : £366k	
Uncommitted : £223.5k	
Total number of staff employed: 5.6	Total number of posts deleted:2.6
<p>The exit strategy for the Extended Schools central team has been in operation for last 18 months, with vacancies not being filled and remaining team taking up additional work. By August 2010 further reductions are due to take place leaving 2.6 fte Extended Services staff charged to this budget, plus 3 Assessment Mentors at Abbey Manor College. The College Principal is examining how the three Assessment Mentors might be accommodated within the school's existing resources. Plans were in place to stop providing this service before 31 March 2011 when the grant was due to end. Informal discussions have started with the team and a consultation document is being put together.</p> <p>Winding down the extended services team as set out above would save £223k.</p>	

Reference:	Grant Description: Area Based Grant
CYP 42	Positive Activities for young people
Grant : £1,394k	
Uncommitted : £755.7k	
Total number of staff employed 7	Total number of posts deleted: 0.5
<p>At the present time the grant sum uncommitted totals £756k.</p> <p>Stopping the use of agency staff in back office roles would save £7k. Re-negotiating the Positive Activities for young people (PAYP) / Positive Activities Fund (PAF) contracts with voluntary organisations could achieve a 12% efficiency saving which would yield £105k. Cutting back on the V Talent volunteer programme and stopping the Summer University would provide a saving of £88k. These measures would save £200k out of the £756k. Any further savings in this grant would mean stopping planned activity for young people, including during the summer period.</p>	

Reference:	Grant Description: Area Based Grant
CYP 43	Primary National Strategy – Central co-ordination
Grant : £158.2k	
Uncommitted : £103k	
Total number of staff employed: 6.6	Total number of posts deleted: 4
<p>At present the sum uncommitted is £103k.</p> <p>This grant funds a team of primary literacy and numeracy advisory teachers who run both universal and targeted training programmes and provide support to all schools in category 3b and 4.</p>	

Retaining one literacy advisory teacher and 1.6 fte numeracy advisory teachers would save £70k from the uncommitted grant and allow critical work to continue in lower performing schools.

Reference:	Grant Description: Area Based Grant
CYP 44(a)	School Development Grant – Excellence in Cities (EIC)
Grant : £417k	
Uncommitted : £206k	
Total number of staff employed: 6	Total number of posts deleted: 6
<p>The sum uncommitted currently is £206k.</p> <p>This grant was to cease in March 2011. Most of the activities being undertaken now are as part of an exit strategy moving responsibility for support and challenge to schools. The main funded part of the exit strategy is the development of documentation and resources to support provision for Gifted and Talented pupils and Case Studies of Local Good practice in Transition, so that schools can continue to develop their provision and capacity.</p> <p>Bringing forward the completion of the exit strategy and the ending of the above activities sooner than planned this would realise the full amount of the grant uncommitted.</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (b)	School Development Grant – Gifted and Talented Summer Schools
Grant : £15k	
Uncommitted : £15k	
Total number of staff employed: 0	Total number of posts deleted: 0
<p>This grant enables secondary schools to put on induction summer schools for their incoming Gifted and talented pupils. It enables a smooth transition and keeps high attaining pupils on an appropriate trajectory, avoiding the worst of the 'Year 7 dip'. Consequence of stopping - schools will have to cancel providers already engaged (with potential cancellation costs), Gifted and Talented pupils' abilities may go unrecognised in September leading to potential for their underachievement.</p> <p>Ceasing the activities or inviting schools to pay for them would save £15k.</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (c)	School Development Grant – School Support Staff Training & Development
Grant : £133k	
Uncommitted : £45k	
Total number of staff employed: 2.1	Total number of posts deleted: 1.1
<p>This grant promotes career progression opportunities for support staff through the offer of the Support Work in Schools (SWIS) qualification, Higher Level Teaching Assistants (HLTA), Certificate of School Administration (CSA) , Certificate of School Business Management (CSBM) and National Vocational Qualification (NVQ) 2 and 3 qualifications. Our provider Lewisham College has already enrolled 24 candidates. Further HLTA provision will have to cease.</p> <p>£9k will support staffing costs and so support Newly Qualified Teacher (NQT) development. If schools want further HLTA provision they will have to pay for it themselves. This would enable a saving of £36k from the sum uncommitted</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (d)	School Development Grant - SEN
Grant : £252k	
Uncommitted : £60k	
Total number of staff employed: 5	Total number of posts deleted: 1
<p>Grant Uncommitted is £60k</p> <p>This grant is to provide Specialist Teachers to deliver services into schools for identified children with complex and enduring Special Educational Needs and low incidence disability. Specialist Teachers provide consultation, modelling and coaching to develop good practice and build capacity to meet need locally.</p> <p>Expenditure ensures that, where possible children's needs are met locally and high cost out-borough provision is not required. Parents report they are happy with provision and this has prevented high cost tribunal or judicial reviews being sought by parents. One of the teachers has been trained to provide advice for children who are complex deaf/blind.</p> <p>One post for blind/deaf teacher is currently vacant and by not recruiting a saving of £50k saving could be achieved. Reduced use of SENSE, a charity providing specialist support for blind/ deaf children, now that the above mentioned post holder is fully qualified would save a further £10k.</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (e)	School Development Grant – Student Support
Grant : £25k	
Uncommitted : £4k	
Total number of staff employed: 0.2	Total number of posts deleted: 0.2
<p>Grant Uncommitted is £4k</p> <p>The majority of the grant is devolved directly to schools with the minimum amount retained centrally to support schools in developing quality study support and out of school hours learning. It is used to cover the 0.2full time equivalent of an Out of School Hours Learning Development Officer; Looked after Children residentials, Emergency accommodation hostel activities, and homework clubs.</p> <p>Ceasing the employment of the post holder from 1 November 2010 would realise the uncommitted sum as a saving. Links to 44f below.</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (f)	School Development Grant – Study Support
Grant : £35K	
Uncommitted : £15k	
Total number of staff employed: 0	Total number of posts deleted:0
<p>Grant uncommitted £15k</p> <p>This post (with a contribution from the Study Support and Excellence in Cities grant) co-ordinates the leaving care and Looked After Children residential holidays, develops provision for other vulnerable groups including those at emergency accommodation hostels, supports schools in developing quality study support provision and sourcing additional resources/partnerships for schools. It is an initiative that schools could mainstream.</p> <p>Ceasing the employment of the post holder from 1 November 2010 would realise the uncommitted sum as a saving (this is the same post described in grant 44e above).</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (g)	School Development Grant – Behavioural and Educational Support Team (BEST) and Behaviour Improvement Programme (BIP)
Grant : £533K	
Uncommitted : £150k	
Total number of staff employed:9	Total number of posts deleted: 1
<p>Grant uncommitted £150k</p> <p>This grant provides for a multi-agency team of professionals to work with schools, families and young people who are at risk of exclusion due to behavioural and mental health difficulties. Intensive work is carried out to rehabilitate the young person and rebuild relationships with the settings in which the child is educated. The team are an integral part of the team around the child approach. The team also includes one family support worker.</p> <p>The Restorative Approaches post is included in the proposals for 2011 - 14 savings but we are proposing that we could end this service earlier.</p> <p>Deleting the restorative approaches post in-year rather than waiting until April 2011 would save £25k. Reviewing how the team organises its work and links with other teams would secure a further saving of £30k, giving a total of £55k from the uncommitted sum of £150k.</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (h)	School Development Grant - ICT
Grant : £41K	
Uncommitted : £6k	
Total number of staff employed: 0 (see CYP 44i)	Total number of posts deleted: 0 (see CYP 44i)
<p>The e-Learning Team was established in March 2009. It brought together the ICT Consultants and the City Learning College (CLC) into one team. The team works with both primary and secondary schools to introduce new qualifications, support new curriculum developments and optimise the use of ICT to drive up achievement and attainment. The CLC provides an innovative environment where schools utilise high quality facilities not available in their schools.</p> <p>A reduction in the e-learning team staffing by 2 full time equivalents would save £6k. These are the posts described in 44i below. The grant also supports 67 schools (all except Building Schools for the Future Schools) with the implementation and development of the Managed Learning Environment (MLE).</p> <p>This action should enable the City Learning Centre to deliver an effective core service with an anticipated reduced level of grant funding, (and to respond more easily in the eventuality of any future complete halt to funding).</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (i)	School Development Grant – City Learning Centre (CLC)
Grant : £238K	
Uncommitted : £22k	
Total number of staff employed:7	Total number of posts deleted: 2
<p>The e-Learning Team was established in March 2009. It brought together the ICT Consultants and the City Learning Centre (CLC) into one team. The team works with both primary and secondary schools to introduce new qualifications, support new curriculum developments and optimise the use of ICT to drive up achievement and attainment. The CLC provides an innovative environment where schools utilise high quality facilities not available in their schools.</p> <p>The permanent reduction of the e-learning team staffing by 2 full time equivalents would save a further £22k (see 44h). This action should enable the CLC to deliver an effective core service with an anticipated reduced level of grant funding, (and to respond more easily in the eventuality of any future complete halt to funding). This would include supporting 67 schools (all except BSF Schools) with the implementation and development of the Managed Learning Environment (MLE) These posts are the same ones referred to in Grant 44h above and CYP 46 below.</p>	

Reference:	Grant Description: Area Based Grant
CYP 44 (j)	Advanced Skills Teachers Central Coordination
Grant : £533K	
Uncommitted : £10k	
Total number of staff employed:0	Total number of posts deleted: 0
<p>Grant uncommitted £10k</p> <p>This grant provides resources to support the outreach work of 40 Advanced Skills Teachers (ASTs) across the borough and supports their CPD</p> <p>Saving the total of £10k uncommitted could be achieved by reducing the activities for the rest of the year and spreading the work among other staff in the service.</p>	

Reference:	Grant Description: Area Based Grant
CYP 45	School improvement partners
Grant : £91.8K	
Uncommitted : 0	
Total number of staff employed: 0	Total number of posts deleted: 0
<p>Contracts to School Improvement Partners(SIPS) are issued over the academic year and we have firm commitments to July 2010. Contracts for the academic year 2010/11 have not yet been issued. This service is a statutory requirement.</p>	

Reference:	Grant Description: Area Based Grant
CYP 46	School Intervention Grant
Grant : £60.6K	
Uncommitted : £16k	
Total number of staff employed: 0	Total number of posts deleted:0
<p>£41K of the School Intervention Grant is required to top up e-learning consultant salaries as a result of the in-year withdrawal of the Harnessing Technology grant £41K of which is which currently used for this purpose.</p> <p>A permanent reduction of the of e-learning team staffing by 2 full time equivalents would save a further £16k. These are the posts described in 44i above. This action should enable the City Learning Centre to deliver an effective core service with an anticipated reduced level of grant funding, (and to respond more easily in the eventuality of any future complete halt to funding). This should include supporting 67 schools (all except Building School for the Future Schools) with the implementation and development of the MLE. This would realise the full amount of the uncommitted sum.</p>	

Reference:	Grant Description: Area Based Grant
CYP 47	School Travel Advisers
Grant : £26K	
Uncommitted : £26k	
Total number of staff employed: 1	Total number of posts deleted: 1
<p>The grant is managed within the Regeneration Directorate which has confirmed that the work could cease. Currently the post supports work advising on the production of travel plans with schools but the post is currently vacant.</p>	

Reference:	Grant Description: Area Based Grant
CYP 48	Secondary National Strategy – Behaviour Attendance
Grant : £68.3K	
Uncommitted : £44.7k	
Total number of staff employed: 0.4	Total number of posts deleted: 0.4
<p>Grant Uncommitted £45k:</p> <p>This funding is used to deliver the National Programme for Specialist Leaders of Behaviour and Attendance in schools targeted as a result of OfSTED findings. It is strategically important as part of our already existing exit strategy, as the programme develops capacity within schools, making them less reliant on external support. It also funds the secondary Social and Emotional aspects of Learning (SEAL) advisor, developing Social and Emotional aspects of learning in cross-curricular and discrete ways. The work of this adviser is to help schools to embed SEAL into their every day practice in a sustainable way.</p> <p>The September 2010 contract could be cancelled and the new cohort of training from Sept 2010 would not run or schools could pay. This would realise the total of the uncommitted sum.</p>	

Reference:	Grant Description: Area Based Grant
CYP 49	Secondary National Strategy – Central co-ordination
Grant : £150.6K	
Uncommitted : £88.1k	
Total number of staff employed: 4.5	Total number of posts deleted: 1.5
Grant Uncommitted £88k	
<p>The grant funds a small team of four secondary advisory teachers and 0.5fte admin support. The proposal is to retain 3 core subject advisory teachers to support schools until March 2010.</p> <p>Deleting 1.5fte posts from November 2010 would save £48k of the total £88k uncommitted. The service would try to cover all delivery internally and to maintain a service to schools. The planned courses programme would not run, Subject Leader development meetings would not take place and targeted subject support to schools would not continue.</p>	

Reference:	Grant Description: Area Based Grant
CYP 50	Sustainable Travel General Duty
Grant : £17.2K	
Uncommitted : £17.2k	
Total number of staff employed:0	Total number of posts deleted:0
<p>The grant supports the cost of producing the schools Sustainable Travel Plan at Borough Level. The work could be absorbed within the Directorate for the statutory duty to be met. This would allow the full amount of the annual grant to be saved .</p>	

Reference:	Grant Description: Area Based Grant
CYP 51	Teenage Pregnancy
Grant : £314K	
Uncommitted : £34.5k	
Total number of staff employed: 2	Total number of posts deleted: 1
<p>The grant is the source of funding for the Council's work on reducing teenage conceptions. The grant supports the cost of a co-ordinator and a series of projects run in conjunction with a range of partners. The current expenditure provides sessions for parents to raise confidence to discuss Sexual Relationship Education (SRE) with their children, increases the skills and knowledge of staff to support and deliver SRE and provides young people with free condoms in community sites which are more approachable, friendly and accessible than clinical settings</p> <p>There are two areas where spending plans could be adjusted. The first is to decommission boys and young men's work as of 1st of November with a saving</p>	

of £15k. This work could be absorbed by refocusing the Integrated Youth Support Service's Key working team's work. It was also planned to extend SRE clinic work across the Borough. Instead the resource for this could be halved reducing expenditure by £20k. The gap would need to be filled by better liaison and referral with family planning clinics and GP services. In this way the uncommitted sum of £35k would be achieved.

Reference:	Grant Description: Area Based Grant
CYP 53	January Guarantee
Grant : £27.4K	
Uncommitted : £27.4k	
Total number of staff employed:0	Total number of posts deleted:0
The grant provided a guarantee of a package of guidance and support in line with the September guarantee for those who are NEET. None of the money for this year has been allocated.	
This grant was stopped nationally in announcements on 17 June 2010.	

Reference:	Grant Description: Area Based Grant
CYP 54	Learning and Skills Council (LSC) Staff Transfer: Special Purpose Grant
Grant : £257.8K	
Uncommitted : £107k	
Total number of staff employed: 5	Total number of posts deleted: 0
Grant Uncommitted £107k	
<p>This grant provides funding for the posts transferred to the LA for its new 14 – 19 responsibilities.</p> <p>14-19 Strategic Lead - key strategic role in 14-19 Partnerships , Pathways Officer key strategic officer for 14-19 curriculum pathways, Partnerships Officer (vacant) Management of post 16 commissioning to the value of £32.2m, Partnership Support, Administration and Data Officer (temp post plugging a part time permanent vacancy demonstrated in the external committed fund) and supports the management of post 16 commissioning to the value of £32.2m (09/10).</p> <p>This is ring fenced funding for 3 years on Learning and Skills Council Transfer of Undertakings (Protection of Employment) Regulations (TUPE).</p> <p>It is difficult to identify savings in this area at the current time as the policy environment is not settled. Once there is greater clarity on this the position can be reviewed again.</p>	

DWP Grant in ABG

Reference:	Grant Description: Area Based Grant
CYP 52	School Gates Employment
Grant : £133.5K	
Uncommitted : £121.6k	
Total number of staff employed: 0.4	Total number of posts deleted: 0.4
<p>This grant is a DWP sponsored one with £121k uncommitted.</p> <p>Lewisham was selected as one of 25 local authorities to receive extra funding under the 'School Gates Employment Support Project' to involve local schools in efforts to increase parental employment. There is an inter-dependency with Job Centre Plus.</p> <p>This is a low priority project. There are a number of existing Lewisham wide initiatives that provide similar opportunities. It is not likely that funding for the initiative will be available in future years.</p> <p>Schools had received notification of funding in principle.</p>	

Specific DfE Grants now un-ringfenced

In the announcements made by the Government concerning grants a number of specific grants have been un-ring-fenced and it would be possible to make use of this facility to enable the ABG grant reduction to be achieved.

Reference:	Grant Description: Specific Grant
	Think Family
Grant : £487k	
Uncommitted : £110k	
Total number of staff employed: 1	Total number of posts deleted: 1
<p>Think Family is a specific grant where the ringfence has been removed. It pays for a range of parenting and family support work across the borough, providing targeted support to parents, children and young people using the 'whole family' approach. Although the future of the Think Family grant is unclear, the approach is still given support by the Coalition government.</p> <p>Saving of £110k could be achieved through a reduction in planned parenting programmes and associated support currently commissioned through the two external organisations listed below. In addition, one post from the commissioning team would be lost. These measures would allow the total sum uncommitted to be saved.</p>	
Parenting Programme Co-ordination and delivery of groupwork programmes	School Home Support – the provider would lose one post as a result of these proposals.
	Welcare - the provider would lose one post as a result of these proposals.

Reference:	Grant Description: Specific Grant un ring-fenced
	Youth Opportunities Fund
Grant : £398k	
Uncommitted : £20k	
Total number of staff employed: 1	Total number of posts deleted: 0.5
<p>This is a grant that is given to young people for them to administer their own youth activities. The guidance is that only young people can allocate and apply to run programmes. All the money has already been awarded to young people and contracts are signed. The money is released in retrospect once receipts for costs are received.</p> <p>Deleting the 0.5fte admin post would save the bulk of the uncommitted grant; applying a small top slice to the agreed grants would secure the balance. The total of the uncommitted sum could then be saved.</p>	

Reference:	Grant Description: Specific Grant un ring-fenced
	Challenge and Support Funding
Grant : £75k	
Uncommitted : £35k	
Total number of staff employed:	Total number of posts deleted:
A project delivered through Catch 22 that provides support to reduce the number of young people that offend and reoffend. It targets those committing anti social behaviour who may have not come to the attention of the Youth Offending Service.	

In-Year Budget Reductions – 2010/11

Community Services Directorate

Where possible savings have been identified against the specific grant funding stream that has been reduced.

Reference: COM60	Grant Description: Area Based Grant
Community Services	Name of Specific Grant: Stronger & Safer Communities Fund & Young Persons Substance Misuse
Total Grant : £529,699	Committed:£495,699
Uncommitted : £34K	
<p>This grant relates to two specific funding streams in Community Services - Stronger & Safer Communities Fund (SSCF)-£322k and Young Persons Substance Misuse (YPSM) £166k.</p> <p>£34k is currently available from the SSCF block as uncommitted expenditure relating to a project that was to be run by the Drug and Alcohol Action Team targeted at alcohol specific work. It is proposed to try and absorb this work into the Drug and Alcohol Action Team work without this additional funding and despite wider cuts in the DAAT as a whole.</p>	

Reference: COM61	Grant Description: Area Based Grant
Community Services	Name of Specific Grant: Preventing Violent Extremism
Total Grant : £225.8k	
Uncommitted : £68k	
<p>This grant is aimed at tackling violent extremism at a local level in order to build safer stronger and more resilient communities. At this stage of the year £68k of the grant is still to be allocated to specific voluntary and community group activities.</p>	

Reference: COM62	Grant Description: Area Based Grant
Community Services	Name of Specific Grant: Supporting People Admin Grant
Total Grant : £175.1K	
Uncommitted : £0	
<p>This grant funds the commissioning and contract monitoring staff for the Council's (ABG funded) £17m Supporting People Programme. Framework contracts have recently been put in place to achieve efficiencies on the overall SP programme. However considerable commissioning work will continue to be necessary to achieve these efficiencies and deliver the anticipated savings required for future years. Further in-house services lie outside the Framework and a major re-commissioning exercise is planned for internal services to make further cost reductions in these areas. With the level of work required it is not practicable, therefore, to disband the commissioning team at the current time.</p> <p>In time the Directorate aims to integrate the commissioning of SP with that of other services and it is anticipated that this will release savings. In the meantime, however, the cost of the team will need to be found from further contract efficiencies in-year. More specific proposals will be developed over the next 3 months to deal with the ongoing funding of the team.</p>	

Reference: COM63	Grant Description: Area Based Grant
Community Services Directorate:	Name of Specific Grant: London Involvement Network
Total Grant : £ 194.1K	
Committed : £ 185K	Uncommitted : £9.1k
<p>£9k is currently uncommitted from the funding from the DoH for Local Involvement Networks.</p>	

Working Neighbourhood Fund: Total Funding Reduction Required is £188k

Reference: WNF70a	Grant Description: Working Neighbourhood Fund (WNF)
Community Services	Name of Specific Grant: Community Cohesion Action Research
Total Grant : £150K	
Uncommitted : £70K	
<p>The funding is part of the late tranche of WNF that was awarded to Lewisham to top up the original allocation. The intention was to allocate the funding using an action research approach to complement the participatory budgeting exercise that has already been undertaken for Community Cohesion. The funding could have been used to strengthen community cohesion locally with partners but, as it is yet to be committed, its loss will have less community impact than any other SCPB WNF reduction.</p>	

Reference: WNF70b	Grant Description: Working Neighbourhood Fund (WNF)
Community Services	Name of Specific Grant: Community Safety-Perpetrator Programme
Total Grant : £40K	
Uncommitted : £38K	
<p>This is a programme targeted at men who have been violent or abusive towards a partner or ex-partner. This has been an important area of work for Lewisham over the past two years but this year's programme is currently uncommitted. This work could be discontinued.</p>	

Reference: WNF70c	Grant Description: Area Based WNF
Regeneration	Name of Specific Grant: Self Employment - Fresh Start
Total Grant: £60K	
Uncommitted: £11.8k	
<p>This project provides workshops, training and guidance services for residents who want to return to work as self employed.</p> <p>The uncommitted spend is from an 09/10 underspend. Saving this would not result in any job losses.</p>	

Reference: WNF70d	Grant Description: Area Based WNF
Regeneration	Name of Specific Grant/ Project Area: Town Centre Managers
Total Grant: £60K	
Uncommitted: £8,386	
<p>The Local Town Centre Manager is providing further support to town centres who previously did not have their own Town Centre Manager i.e. Leegate, Crofton Park and Ladywell.</p> <p>The uncommitted spend is from an 09/10 underspend. Saving this would not result in any job losses.</p>	

Reference: WNF70e	Grant Description: Area Based WNF
Regeneration	Name of Specific Grant: Business Growth Grant
Total Grant: £70k	
Uncommitted: £15k	
<p>This project provides circa 11 small capital grants (50% of eligible funding) for Lewisham businesses and 20 non matched test trading grants for pre start clients on the WNF Fresh Start self-employment programme. The grants will provide an additional incentive for capital investment by local businesses, helping them exploit opportunities as the economy emerges from recession creating new employment opportunities.</p> <p>The uncommitted amount of £15,000 could be saved by reducing the number of grants offered to businesses. This would not in job losses.</p>	

Reference: WNF70f	Grant Description: Area Based WNF
Regeneration	Name of Specific Grant: Housing Tenants RSL Pilot - Get Lewisham Working
Total Grant: £120K	
Uncommitted: £15k	
<p>To increase the number of social housing tenants in employment and decrease dependency on out of work benefits through targeted support to include outreach, IAG, non accredited training and referrals to other agencies. This project is led by Hyde in partnership with London and Quadrant, Family Mosaic Housing and Lewisham Homes.</p> <p>The uncommitted spend is from an 09/10 underspend. Saving this would not result in any job losses.</p>	

Reference: WNF70g	Grant Description: Area Based WNF
Regeneration	Name of Specific Grant: Hexagon & Broomleigh Academy
Total Grant: £71.5k	
Uncommitted: £3.5k	
<p>To increase skills and employability by extending the Hexagon Academy to more workless residents and NEET young people in partnership with Affinity Sutton. The project provides IAG, work placements and accredited training leading to job outputs and referrals to further education.</p> <p>The uncommitted spend is from an 09/10 underspend. Saving this would not result in job losses.</p>	

Reference: WNF70h	Grant Description: Area Based WNF
Regeneration	Name of Specific Grant: Remaining 3% Management Fee
Total Grant: £ 26.3k	
Uncommitted: £26.3k	
<p>A 3% management fee was taken from most Economic Development and Enterprise Partnership WNF projects and Sustainable Development Partnership projects.</p> <p>If taken Economic Development could cover the monitoring and management requirements with the existing staff structure.</p>	

In-Year Budget Reductions – 2010/11

Regeneration Directorate

Reference: REG80	Grant Description: ABG
Regeneration	Name of Specific Grant: Climate Change (Planning Policy Statement)
Total Grant: £22.5k	
Uncommitted: £22.5k	
<p>This work has been put on hold. However, the funding was to be used to take forward work on the delivery of district heating networks in relation to existing premises and new large mixed used developments. The lack of further work in this area is likely to impact on the ability of the Council to ensure delivery of sustainable solutions for these sites.</p>	

Reference:	Grant Description: Specific Grant
Regeneration	Name of Specific Grant: Local Authority Business Growth Incentive
Total Grant: £425k (provisional allocation)	
Uncommitted: £425k	
<p>Local Authority Business Growth Incentive has been allocated to deliver a range of initiatives supporting Lewisham businesses and residents. The LABGI allocation for 2010/11 has been cut at a national level and this will result in the reduction and closure of services that address inequalities in mainstream delivery of business advice, training and support from April 2011. The intention was to allocate this funding for services in Economic Development in 2011/12.</p> <p>The services affected are shown below, with descriptions of how LABGI funding has been allocated.</p> <p>Town Centre Management – funding both delivery & salary</p> <ul style="list-style-type: none"> • Business Advisory Service – providing individual and group business advice and training to potential and existing businesses • Community Business Support – providing bespoke outreach business support to BME communities • Local Labour Scheme – funding salary and delivery to engage with procurement and local labour opportunities as well as providing a job brokerage service, Jobnet at Opening Doors. <p>The previous allocation of LABGI will enable us to continue to offer the same level of services in 2010/11. This is already allocated to areas of Economic Development and any reduction will result in in-year redundancies and early closures to the services.</p>	

Children & Young People : Savings Proposals 2011/14

Reference	CYP01	Phase (1 or 2)		Phase 1
Service Division	Access			
Proposal	Early years central service re-organisation			
Savings £000's	2011-12	2012-13	2013-14	Total
	259			259
Brief description :- To review and to reduce the number of "back-office" staff supporting the 4 Children Centre Areas. Currently there are 18.5 posts providing administrative and premises support. The proposal is to reduce this by 5-6 posts. Following the review of the contracts currently held by Children Centres to stop those which are not providing Value For Money or delivering to the Childrens Centre targets. Total contracts budget £1.994m. Year 2 savings will form part of the Joint Commissioning Group review				

Reference	CYP02	Phase (1 or 2)		Phase 1
Service Division	Access			
Proposal	Child Care subsidy at Clyde			
Savings £000's	2011-12	2012-13	2013-14	Total
	20	50	26	96
Brief description :- This proposal is part of a 3 year plan to remove the childcare subsidy from all providers. They currently receive £96k per annum childcare subsidy from grant. It is planned to reduce this over a 3 year period. The school is currently working on the best way to achieve this in the 3 year period. The school will need the flexibility to charge appropriate fees, particularly the ability to charge a realistic rate for a baby place. They currently charge £175 week for a baby place which is not comparable with other providers in Lewisham.				

Reference	CYP03	Phase (1 or 2)		Phase 1
Service Division	Access			
Proposal	Reduction in Family Information Service			
Savings £000's	2011-12	2012-13	2013-14	Total
	10	10		20
Brief description :- The Family Information Service receives £200k Children Centre funding. It is proposed that they are set an efficiency target of 10% i.e. £20K.				

Reference	CYP04	Phase (1 or 2)		Phase 1
Service Division	Access			
Proposal	Reduction in costs of Lewisham Early Years Advisory Team (LEARN)			
Savings £000's	2011-12	2012-13	2013-14	Total
	24			24
Brief description :- The Learn Team receives £239k Children Centre funding. It is proposed that they are set an efficiency target of 10% i.e. £24K. Items CYP 01 to 04 are all grant substitution from Sure Start Grant where grant is proposed to meet expenditure in Family Support and Intervention which meets the criteria for grant eligibility.				

Reference	CYP05		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Lewisham onE card			
Savings £000's	2011-12	2012-13	2013-14	Total
	45			45
Brief description :- The Lewisham One card is a scheme to provide young people free access to a number of services. The take-up of this has been very low. The majority of young people are not happy to sign up for the scheme. Similarly we have not had many local businesses supporting the scheme. The card, when it is used, is a Youth Service membership card, a Library card and gives access to free swimming in Lewisham pools. When the scheme was introduced in the Youth Centres the club's small budgets for "trips" were removed. This has had a detrimental effect as there has been less activity in some clubs and young people will not join the Lewisham One scheme. There are proposals to develop a wider borough wide card scheme that covers all citizens. This proposal will result in the loss of one agency staff member.				

Reference	CYP06		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Youth service - vacancy			
Savings £000's	2011-12	2012-13	2013-14	Total
	50			50
Brief description :- This proposal is to delete the current vacant post for a senior Youth Worker. The post holder was responsible for borough wide initiatives e.g. accreditation, health and safety and property review and maintenance. These responsibilities have been re-distributed as the team has been re-organised into an Integrated Youth Support Service.				

Reference	CYP07		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Review of sessional youth work team - conditions of service			
Savings £000's	2011-12	2012-13	2013-14	Total
	90			90
Brief description :- There are two elements to this proposal: 1. to review and restructure the detached team to increase its capacity and to make it more fit for purpose. 2. to change the terms and conditions of service of the sessional workers. This would yield savings of about £180k although it is proposed that 50% of this be re-invested into increasing the capacity of the detached team. This would mean that the team could be more effective in forming the street based teams that are deployed to reduce serious youth violence and the effective dispersal of young people at peak times and places. The current conditions of service for the sessional workers states that they need to take annual leave during the school holidays. Previously, over-time has been paid for them to cover the school holiday period – which is the busiest time for the service. It is proposed that this condition of leave be negotiated out of their contracts. It would be the responsibility of the managers then to ensure that leave is managed in such a way as to ensure adequate cover				

Reference	CYP08		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Marketing of Positive Activities with Special Enterprise Group			
Savings £000's	2011-12	2012-13	2013-14	Total
	40			40
Brief description :- There is a statutory requirement to publicise information about positive activities for young people and this is currently done by a team of 2 staff. In parallel we have been working with local voluntary group Head for Business in developing a Young Persons Social Enterprise group this project has made use of the Future Jobs funding. As the social enterprise group becomes more sustainable we will be able to reduce the staffing we have available. This proposal would result in the deletion of one post.				

Reference	CYP09		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Inclusion rationalise admin – rationalise support			
Savings £000's	2011-12	2012-13	2013-14	Total
	10			10
Brief description :- This is an efficiency saving in the administrative requirements to the team				

Reference	CYP10		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Early intervention team			
Savings £000's	2011-12	2012-13	2013-14	Total
	20			20
Brief description :- A back office rationalisation of the support for the service as a whole. This proposal would delete a current vacancy.				

Reference	CYP11		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Education Access for Yr 11 students– reduction of costs			
Savings £000's	2011-12	2012-13	2013-14	Total
	60			60
Brief description :- This budget is used for making placements of pupils in year 11 who need provision outside mainstream which can be expensive. The saving is generated by making more cost-effective placements, with a better quality assurance regime, principally at Abbey Manor College.				

Reference	CYP12		Phase (1 or 2)	Phase 1
Service Division	Access			
Proposal	Integration of Restorative Justice (RJ) into Inclusion Team			
Savings £000's	2011-12	2012-13	2013-14	Total
	15			15
Brief description :- For several years we have had a comprehensive training programme to support the RJ initiative. We have now got a considerable number of staff who are trained to chair RJ conferences. The responsibility for RJ was transferred to the Inclusion team last year. This proposal involves deletion of one post. This is the full year effect of 2010/11 Area Based Grant item CYP44k. Grant Substitution				

Reference	CYP18		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Review support for Looked After Children (LAC)			
Savings £000's	2011-12	2012-13	2013-14	Total
	55			55
Brief description :- Delete Social Work Assistant for LAC This post is currently vacant. – the work has already been re-distributed. Costs of LAC Awards Ceremony Reduce costs of annual award ceremony to celebrate the educational achievement of Looked After Children by cutting the cost of venue and entertainment. The challenge is to find alternative ways to ensure achievements of Looked After Children are properly recognised.				

Reference	CYP19		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Reduction in 18+ asylum seekers which creates savings on accommodation			
Savings £000's	2011-12	2012-13	2013-14	Total
	40			40
Brief description :- Reduction in 18+ asylum seekers which creates savings on accommodation. Reflecting a decrease in the number of asylum seekers because of fairer distribution around London. The saving reflects the reduction in 2 asylum seekers.				

Reference	CYP20		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Increased use of low costs supported lodgings for care leavers			
Savings £000's	2011-12	2012-13	2013-14	Total
	70			70
Brief description :- Plan is to increase the number of supported lodgings which are cheaper and can be better for care leavers. Savings achieved by increasing the number of supported lodgings by 6. The challenge will be to ensure that supported lodging providers meet the needs of a slightly more challenging group.				

Reference	CYP21		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Reduction of Fostering Costs			
Savings £000's	2011-12	2012-13	2013-14	Total
	150			150
<p>Brief description :- Achieving consistency in allocation of additional expenditure. The budget will be managed by one Service Manager. £100k</p> <p>Foster carers receive a number of allowances, e.g. payments for additional equipment. It has come to light that some of these payments are paid routinely instead of in response to assessed need. These will be reduced in future. (£50k)</p>				

Reference	CYP22		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Reduction of 18+ (age) placement costs through use of housing benefit			
Savings £000's	2011-12	2012-13	2013-14	Total
	25			25
<p>Brief description :- Some of the most vulnerable and challenging young people leaving care don't complete HB forms resulting in the Council having to meet the costs. Children's Social Care and Housing Benefit will work together to ensure value for money.</p>				

Reference	CYP23		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Review of adoption management budget			
Savings £000's	2011-12	2012-13	2013-14	Total
	20		50	70
<p>Brief description :- Hitherto inter-country adoption assessments have been commissioned from external providers. In future, this work will be absorbed within the team.</p> <p>Reduction of 1 x Social Worker Adoption Support. Lewisham currently has a well resourced post adoption service. This will mean less support would be available to those who have adopted children (affects post adoption only).</p>				

Reference	CYP24		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Care Matters Grant substitution of placements costs			
Savings £000's	2011-12	2012-13	2013-14	Total
	200			200
<p>Brief description :- Using the Care Matter Grant for services currently provided by Revenue Support Grant. Risk – government cutting the grant. Not included in 2010/11 Area Based Grant reductions report.</p>				

Reference	CYP25	Phase (1 or 2)		Phase 1
Service Division	Childrens Social care			
Proposal	No Recourse			
Savings £000's	2011-12	2012-13	2013-14	Total
	30			30
Brief description :- Budget currently under spends due to robust assessment and previous change in law. Recent case law judgement may put this saving at risk. Vulnerable residents with no recourse to public funds who pass the Destitution Requirement and the Human Rights assessments will continue to be supported.				

Reference	CYP26	Phase (1 or 2)		Phase 1
Service Division	Childrens Social care			
Proposal	Reorganisation of portage service			
Savings £000's	2011-12	2012-13	2013-14	Total
	10			10
Brief description :- Team Manager post to be regraded when current post holder retires. This post will be amalgamated with another manager's post to create a larger team.				

Reference	CYP27	Phase (1 or 2)		Phase 1
Service Division	Childrens Social care			
Proposal	Reduce training budget .			
Savings £000's	2011-12	2012-13	2013-14	Total
	20			20
Brief description :- Total training budget (including grants) is £400k. This saving will be achieved by more efficient and targeted training arrangements.				

Reference	CYP28	Phase (1 or 2)		Phase 1
Service Division	Childrens Social care			
Proposal	delete 0.5 access to records officer			
Savings £000's	2011-12	2012-13	2013-14	Total
	11			11
Brief description :- The post was created to deal with a back log in requests. Back log now cleared. There are 3 posts together (some job share).				

Reference	CYP29	Phase (1 or 2)		Phase 1
Service Division	Childrens Social care			
Proposal	Reduce QA salaries budget			
Savings £000's	2011-12	2012-13	2013-14	Total
	31			31
Brief description :- This will require some internal redistribution of work.				

Reference	CYP30		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Reduce Placement & Procurement Support			
Savings £000's	2011-12	2012-13	2013-14	Total
	110			110
Brief description :- Delete a placement and procurement officer post – the post is vacant and work will be incorporated with the team. Delete 1 Business Support Officer (training). Work to be incorporated into the fostering team. The post was created as a temporary arrangement; the work has now been assimilated. The budget for fostering and Placements & Procurement includes a variety of small budgets which will be reduced appropriately to reflect value for money				

Reference	CYP31		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Delete 1.6 social worker in fostering			
Savings £000's	2011-12	2012-13	2013-14	Total
	56			56
Brief description :- Care UK now recruiting foster carers, which enables the rest of the statutory requirements to be met with a reduced team.				

Reference	CYP32		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Savings from legal budget			
Savings £000's	2011-12	2012-13	2013-14	Total
	100			100
Brief description :- Reflecting a decrease in the costs of making applications to Court from April 2011. This is a direct result of abolition of court fees from April 2011				

Reference	CYP33		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Family Group Conferences			
Savings £000's	2011-12	2012-13	2013-14	Total
	15			15
Brief description :- In the future to only hold Family Group Conferences when the local authority is in care proceedings or is considering initiating proceedings. At the present time we employ outside agencies to chair Family Group Conferences for a variety of cases. In the future we will only hold these conferences when it involves Court and will chair other meetings internally. We don't think this would result in more children being put in care.				

Reference	CYP34		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Parents' Advocate			
Savings £000's	2011-12	2012-13	2013-14	Total
	56			56
Brief description :- This is a project that Lewisham developed to support parents through the child protection process. It is non statutory and fairly unique amongst local authorities. This is not a statutory requirement. This service is commissioned from Barnados and the contract is due for renewal April 2011. It would be our intention to seek parents who have previously been through this process to take on this role.				

Reference	CYP35		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Hospital Social Work Team			
Savings £000's	2011-12	2012-13	2013-14	Total
	92			92
Brief description :- It is proposed to delete the Team manager and business support post. The proposal is to allocate the three social workers amongst the 5 teams at Laurence House. A duty presence will be kept at the hospital. Impact – unpopular with partner organisations and challenge to preserve good partnership working. Hospital Business Support Officer (BSO). BSO no longer required as hospital workers will be at Laurence House. Hospital work will be absorbed within R&A team.				

Reference	CYP36		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	To delete the 4 SWA posts in FSI.			
Savings £000's	2011-12	2012-13	2013-14	Total
	200			200
Brief description :- To reflect the fact that this service only deals with more complex work that is not suitable for unqualified work. New national guidance states that assessment of Children In Need must not be undertaken by unqualified social workers. The MUNRO review may change the requirement.				

Reference	CYP37		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Reduction in use of agency staff			
Savings £000's	2011-12	2012-13	2013-14	Total
		100	100	200
Brief description :- To restrict use of agency staff to supporting Look After Children and children with child protection plans.				

Reference	CYP38		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	Reduction in charges by Preferred Provider Framework providers			
Savings £000's	2011-12	2012-13	2013-14	Total
		655		655
Brief description :- Reduction in use of agency placements through recruitment of additional Lewisham foster carers through Care UK				

Reference	CYP46		Phase (1 or 2)	Phase 1
Service Division	Childrens Social care			
Proposal	ContrOCC implementation - reduction of 1 x BSO			
Savings £000's	2011-12	2012-13	2013-14	Total
		30		30
Brief description :- ContrOCC implementation - reduction of 1 x Business Support Officer. Introduction of new financial IT system will result in staff savings when fully embedded.				

Reference	CYP52		Phase (1 or 2)	Phase 1
Service Division	EDUCATION DEVELOPMENT			
Proposal	Not in Employment, Education or Training (NEET)			
Savings £000's	2011-12	2012-13	2013-14	Total
	8			8
Brief description :- The NEET Reduction in Primary Schools pilot will be restructured to use sessional staff to deliver and current managers to coordinate rather than continuing to recruit dedicated full-time staff to deliver this project. This is the full year effect of the proposed 2010/11 Area Based Grant reduction item 37g. Dependent on (extent of) continuation of Connexions grant.				

Reference	CYP53		Phase (1 or 2)	Phase 1
Service Division	EDUCATION DEVELOPMENT			
Proposal	Leaving Care personal advisor			
Savings £000's	2011-12	2012-13	2013-14	Total
	38			38
Brief description :- An element of the Connexions Commissioning budget will be used as grant substitution to pay for a Connexions Personal Adviser currently employed by the Leaving Care Service. The loss of resource to NEET Reduction Services will be recouped through closer partnership working with the Leaving Care Service, specifically through efficiencies from sharing the tracking function of 'EET status' of Care Leavers with VT (the core Connexions provider). Dependent on (extent of) continuation of Connexions grant.				

Reference	CYP54		Phase (1 or 2)	Phase 1
Service Division	EDUCATION DEVELOPMENT			
Proposal	Reduce main Connexions Contract 10% (7/12 in 2011/12)			
Savings £000's	2011-12	2012-13	2013-14	Total
	87	71		158
Brief description :- The current contact with the core Information Advisor Guidance provider, VT plc, runs until August 2011. There is a potential to make in-year saving through re-commissioning for the period from 1st August 2011 until 31st of March 2012. These savings would continue for the following two years. Reduce main Connexions Contract value by 10%. At contract renewal the budget available for the contract to be reduced by 10% with 7/12 of full year saving in 2011/12. Dependent on (extent of) continuation of Connexions grant. (NB actual reduction proposed is 20% of grant with 10% reused on central targeted provision).				

Reference	CYP55		Phase (1 or 2)	Phase 1
Service Division	EDUCATION DEVELOPMENT			
Proposal	YOS/ TP Grant substitution			
Savings £000's	2011-12	2012-13	2013-14	Total
	38			38
Brief description :- The loss of resource to NEET Reduction services will be recouped through closer partnership working with the Teenage Pregnancy service, specifically through efficiencies from sharing the tracking function of 'EET status' of teenage parents with VT (the core Connexions provider). This will lead to the loss of one post.				

Reference	CYP56		Phase (1 or 2)	Phase 1
Service Division	EDUCATION DEVELOPMENT			
Proposal	Head of service			
Savings £000's	2011-12	2012-13	2013-14	Total
		100		100
Brief description :- It is proposed for 2012-13 to delete the Head of Education Development Service post. The responsibilities of the post will be redistributed within the senior management team.				

Reference	CYP57		Phase (1 or 2)	Phase 1
Service Division	STRATEGY & PERFORMANCE			
Proposal	Data quality team			
Savings £000's	2011-12	2012-13	2013-14	Total
	13			13
Brief description :- Database team – data quality work which will come to an end and not be re-newed.				

Reference	CYP58	Phase (1 or 2)		Phase 1
Service Division	STRATEGY & PERFORMANCE			
Proposal	Merger of commissioning and strategy teams			
Savings £000's	2011-12	2012-13	2013-14	Total
	140			140
Brief description :- A restructure and merger of the strategy and commissioning teams is anticipated to produce efficiencies with a potential reduction of 4 posts.				

Reference	CYP59	Phase (1 or 2)		Phase 1
Service Division	STRATEGY & PERFORMANCE			
Proposal	performance team merger			
Savings £000's	2011-12	2012-13	2013-14	Total
	90			90
Brief description :- A restructure of the performance service to produce a staffing reduction of 2 posts.				

Reference	CYP60	Phase (1 or 2)		Phase 1
Service Division	RESOURCES			
Proposal	Schools HR			
Savings £000's	2011-12	2012-13	2013-14	Total
	20			20
Brief description :- Schools HR. To increase the charges for services to schools above the rate of inflation.				

Reference	CYP61	Phase (1 or 2)		Phase 1
Service Division	RESOURCES			
Proposal	EDO consultancy budget			
Savings £000's	2011-12	2012-13	2013-14	Total
	14			14
Brief description :- EDO consultancy budget. A reduction in the budget for hire of consultants.				

Reference	CYP62	Phase (1 or 2)		Phase 1
Service Division	RESOURCES			
Proposal	Student Support transfer to student loan company			
Savings £000's	2011-12	2012-13	2013-14	Total
	200			200
Brief description :- Student Support transfer to student loan company. On 1 April 2011 all responsibility for the processing of student loans for Lewisham residents will transfer to the Student Loans Company. All five of the current posts will cease to be required.				

Community Services : Savings Proposals 2011/14

Reference	COM01		Phase (1 or 2)	Phase 1
Service Division	Crime Reduction & Supporting People			
Proposal	Amalgamation of Community Safety Service and Community Wardens Service			
Savings £000's	2011-12	2012-13	2013-14	Total
	811			811
Brief description :- Officers recommend the amalgamation of the Community Safety Service and the Community Wardens Service to create three area based neighbourhood safety teams on a reduced staffing level. The amalgamated service will still be able to deliver against the requirements set out in legislation, maintain key aspects of the current provision and deliver in partnership with the safer neighbourhood teams. A restructure is anticipated to save approximately £791k plus a £20k saving against tendering of the home security service.				

Reference	COM02		Phase (1 or 2)	Phase 1
Service Division	Crime Reduction & Supporting People			
Proposal	Reduction in contribution to budget for Police Community Support Officers.			
Savings £000's	2011-12	2012-13	2013-14	Total
	125			125
Brief description :- Officers recommend that the Council's contribution to the budget for Police Community Support Officers is reduced to half its current amount: £125k (currently £250k). This reduction requires further discussion with the Police for them to identify its full impact.				

Reference	COM03		Phase (1 or 2)	Phase 1
Service Division	Crime Reduction & Supporting People			
Proposal	Reduction in YOS budget			
Savings £000's	2011-12	2012-13	2013-14	Total
	56	56		112
Brief description :- Officers recommend that a saving of £112k be identified from this budget (excluding the secure remand budget). This will be achieved in Year 1 through the deletion of two unfilled posts and a reduction in programme delivery which will require consultation with the third sector.				

Reference	COM04		Phase (1 or 2)	Phase 1
Service Division	Crime Reduction & Supporting People			
Proposal	Supporting People – procurement			
Savings £000's	2011-12	2012-13	2013-14	Total
	125			125
Brief description :- Officers recommend using the new Supporting People (SP) Framework to review all services to achieve procurement savings of approximately £125k in 11/12. This is in addition to the reduction of £180k made by central Government in 2010/11 for SP administration grant. Consideration needs to be given to the impact on service users and the impact on other service budgets of the withdrawal or change to any services currently funded by SP.				

Reference	COM05		Phase (1 or 2)	Phase 1
Service Division	Cultural Services			
Proposal	Libraries - restructuring			
Savings £000's	2011-12	2012-13	2013-14	Total
	830			830
<p>Brief description :- An overall saving of £830k is proposed.</p> <p>Around £80k will be achieved by reshaping service delivery in the Home Library Service with a proposed staff restructure and reduction in posts.</p> <p>The remainder of the saving will be achieved by reducing the number of libraries and associated restructure of staff. A public consultation will commence in the summer to seek views on a proposal to close 5 libraries (Sydenham, Blackheath, Crofton Park, Grove Park and New Cross). Proposals will include options as to how residents in affected neighbourhoods could access some library services. Library buildings should be considered as assets for the whole Council, the community and its partners. Service co-location, community management and asset transfer are all being considered as part of these proposals. This work is being undertaken jointly with Property Services.</p> <p>It should be noted that the existing lease on Blackheath Library runs until Jan 2013. We will be looking at an alternative use for the facility in the interim.</p>				

Reference	COM06		Phase (1 or 2)	Phase 1
Service Division	Cultural Services			
Proposal	Arts- Staffing			
Savings £000's	2011-12	2012-13	2013-14	Total
	43			43
<p>Brief description :- The saving will be found from a reorganisation of the Arts Service. The saving will be found from a reduction in 1 FTE post from a team of 4FTEs.</p>				

Reference	COM07		Phase (1 or 2)	Phase 1
Service Division	Cultural Services			
Proposal	Arts - One Lewisham Fund			
Savings £000's	2011-12	2012-13	2013-14	Total
	25			25
<p>Brief description :- This is part of the events budget and delivers grant support to a range of community events and festivals throughout the year. This saving amounts to 79% of the total budget but leaves a small residual amount to support the Big Lunch and the provision of training and support to those residents wanting to deliver events.</p>				

Reference	COM08		Phase (1 or 2)	Phase 1
Service Division	Cultural Services			
Proposal	Arts- other			
Savings £000's	2011-12	2012-13	2013-14	Total
	48			48
Brief description :-				
<p>Public Art: 50% reduction – Saving £2k. The remainder of the budget will cover maintenance of existing work.</p> <p>Small Grants: 100% reduction – Saving £9k</p> <p>Take Part Fund: 50% reduction – Saving £12.5k. This fund provides support to projects which specifically address participation and targets opportunity to least well served communities.</p> <p>Classical Music: 100% reduction – Saving £14.8k The Arts Service is looking to external funding (an Arts Council bid pending) to support the activities of a new consortium of classical music providers. The partnership with Lewisham Music Service will be strengthened to support an externally funded offer e.g. for early years. The 2012 offer will include music initiatives.</p> <p>Black History Month: 66% reduction – Saving £9.7k. The service delivery budget will be deleted but sufficient resources retained to badge and promote the community offer.</p>				

Reference	COM09		Phase (1 or 2)	Phase 1
Service Division	Cultural Services			
Proposal	Sports development -staffing			
Savings £000's	2011-12	2012-13	2013-14	Total
	117			117
Brief description :-				
<p>A reorganisation of the team will focus on ensuring ongoing delivery in the following areas:</p> <ul style="list-style-type: none"> • Developing more services to those who are economically disadvantaged through leveraging in external funding and ensuring value for money services from local providers - private, public and voluntary. • Supporting local sporting partnerships and giving local clubs and organisations the tools to lead on sport in the borough. • Making the most of the 2012 Olympic Games to ensure local people benefit and using it as a catalyst to improve health inequalities. • Ensuring a robust leisure client role with a focus on performance monitoring. <p>It is proposed that a reorganisation of the in house staffing will best enable delivery of the above key areas (expected savings £117k). The key impact of the loss of 3FTE posts will be that the Service will deliver some activities and initiatives via its leisure contractor, rather than directly. It will also promote services more efficiently via web based methods rather than by attendance at local events.</p>				

Reference	COM10		Phase (1 or 2)	Phase 1
Service Division	Cultural Services			
Proposal	Sports development - sport club funding			
Savings £000's	2011-12	2012-13	2013-14	Total
	20			20
Brief description :- £20k will be saved through streamlining Grant Aid to local sports groups. This represents 38% of the funding currently available. This is being reviewed in 10-11 in order to refocus local sporting priorities. The proposed reduction in funding to sports clubs should in part be mitigated by external funding sources and the service will continue to support groups to access any available funding sources.				

Reference	COM11		Phase (1 or 2)	Phase 1
Service Division	Cultural Services			
Proposal	Leisure contract			
Savings £000's	2011-12	2012-13	2013-14	Total
		100	100	200
Brief description :- Savings are expected to be achieved through the new contract which will be re-awarded from October 2011. The new facilities at Loampit Vale and Forest Hill will be cheaper to run than those they replace and, at this stage, there is also the option of reducing the scope of the contract. The precise details of these reductions are yet to be identified. The Lewisham Football Partnership has requested that Ladywell Arena be transferred to it. The proposal – received in March 2010 - is being actively investigated. Potentially a full year saving in the region of £100k could be achieved through the transfer. The Arena is however a designated Olympic training site and its maintenance in the run up to the Olympics will be a significant factor.				

Reference	COM12/COM13		Phase (1 or 2)	Phase 1
Service Division	Community & Neighbourhood Development			
Proposal	Divisional reorganisation (Year 1 – COM 14) (Year 2 –COM 15)			
Savings £000's	2011-12	2012-13	2013-14	Total
COM14	50			50
COM15		190		190
Brief description :- The first stage of the saving proposal (COM12) will seek further budgetary efficiencies and a small reorganisation to join up functions and operations across the Division. These savings will not impact on the local assembly co-ordinators' ability to retain a strong neighbourhood presence. This saving will be achieved by reducing the number of posts in the Division. In the second stage (COM 13) additional savings will be achieved through further amalgamation or re-alignment of neighbourhood and community functions both within the Division and across the Council.				

Reference	COM14	Phase (1 or 2)	Phase 1
Service Division	Community & Neighbourhood Development		
Proposal	Localities Fund		
Savings £000's	2011-12	2012-13	2013-14
	45		Total
			45
Brief description :- Each ward is currently allocated £10k per annum. Recommendations are made by the ward members on spend in consultation with the local assembly. This is separate to the Mayor's Fund which is not part of Community Services Directorate Budget. The allocation per ward could be reduced to £7.5k per annum providing a saving of £45k.			

Reference	COM15	Phase (1 or 2)	Phase 1
Service Division	Community & Neighbourhood Development		
Proposal	Local Assemblies running costs		
Savings £000's	2011-12	2012-13	2013-14
	31		Total
			31
Brief description :- The running costs for assemblies include training for members and coordinating group volunteers, communications budget, additional engagement budget, meeting production costs and overheads. A £31k saving equivalent to 24% could be achieved through a range of efficiencies across the budget.			

Reference	COM16	Phase (1 or 2)	Phase 1
Service Division	Adult Social Care		
Proposal	Reducing business support across the assessment and care management function		
Savings £000's	2011-12	2012-13	2013-14
	170		Total
			170
Brief description :- Reducing business support across the assessment and care management function. This can be achieved as the Social Care Advice and Information Team (SCAIT) – which deals with over 4000 calls per month - now inputs service user information at the first point of contact. The level of business support to social workers can be reduced by 6 FTE (out of a complement of 16) as social workers now enter additional information about care needs electronically onto the Integrated Adult System. All remaining business support functions will be brought together creating a generic based service.			

Reference	COM17		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Fully developing the re-ablement model of care.			
Savings £000's	2011-12	2012-13	2013-14	Total
	100	300		400
Brief description :-				
<p>Fully developing the re-ablement model of care. This model enables people with poor physical or mental health to live with their illness or condition by helping them to learn or re-learn the skills necessary for daily living. The re-ablement service would be provided to the majority of clients over a period of between one to six weeks.</p> <p>National evidence suggests that there are reductions in use of other ASC services following 'discharge' from a re-ablement service. For example, a client having initially been assessed as requiring 21 hours a week home care service would, following a re-ablement intervention, require fewer hours as they would have learned to undertake some activities independently.</p> <p>The service is currently running a pilot re-ablement project and this model will be rolled out across all new service users. By reducing the number of new service users moving to full assessment and therefore more costly care packages, the budget for care packages can be reduced.</p>				

Reference	COM18		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Redesign of the social care substance misuse functions			
Savings £000's	2011-12	2012-13	2013-14	Total
	90			90
Brief description :-				
<p>Redesign of the social care substance misuse function. These functions have been reviewed and are now being delivered in a different and more effective way and savings will be fully realised in 2011/12.</p>				

Reference	COM19		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Restructuring the adult social care staff structure.			
Savings £000's	2011-12	2012-13	2013-14	Total
	180	500		680
Brief description :-				
<p>Restructuring the adult social care staff structure. This will be implemented in two phases.</p> <p>The first phase will focus on realigning the social workers and occupational therapists who currently assess and review users for intermediate care, admission and discharge from hospital, as well as mental health assessments for older adults. This will allow for the standardisation of caseloads and ensure staff use their time more flexibly across the system with a proposed deletion of 6 FTE posts. This will require consultation with University Hospital Lewisham, South London And Maudesly (SLAM) and Primary Care Trust. An additional efficiency saving will be sought from the staffing budget in the commissioning unit.</p> <p>The second phase follows the full implementation of the reablement pathway and development of personal budgets. The personalisation agenda should require less social work input as service users will in general undertake supported assessments. Some of the support given to users in undertaking these assessments can be given in future by others and will not need to be provided by a social worker. However, this will entail a reshaping of the way in which care is provided and will therefore necessitate a full restructure of the service from which savings of £500k are anticipated.</p>				

Reference	COM20		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Reconfiguring ASC training			
Savings £000's	2011-12	2012-13	2013-14	Total
	150			150
Brief description :- Reconfiguring the delivery of ASC training. A review of ASC training is planned to seek further efficiencies in staffing and increased purchasing of external training.				

Reference	COM21		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Increasing the number of direct payments to existing and new clients.			
Savings £000's	2011-12	2012-13	2013-14	Total
	500			500
Brief description :- Increasing the number of direct payments to existing and new clients. In future, once an assessment of a client's needs has been completed, all new service users will be offered a direct payment to purchase elements of their care. Integrated into this approach will be the implementation of personal budgets for 30% of our users by March 2011. Encouraging new clients to purchase their care via a direct payment (thus in effect requiring them to purchase the care privately will achieve savings as the service user will not have to pay the same level of on costs as the Council.				

Reference	COM22		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Reconfiguration of Domiciliary Care service			
Savings £000's	2011-12	2012-13	2013-14	Total
	520			520
Brief description :- Domiciliary care services will be reconfigured to provide a reablement service (i.e. rehabilitation service) and take into account the further development of personal budgets. As estimated £520k saving will be achieved through this process. Detailed proposals will be drawn up for consultation in September.				

Reference	COM23		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Decommissioning some day care services.			
Savings £000's	2011-12	2012-13	2013-14	Total
	450			450
Brief description :- Decommissioning some of our day care services. Currently users with learning disabilities and some older adults are provided with day services at one of the six day centres across the borough, run by the Council. In Year 1 the intensive day care provision will be re-commissioned from the private and voluntary sector, releasing savings of £450k. A second phase of reviewing day care will look at further decommissioning and developing alternative provision in the community.				

Reference	COM24		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Retendering of the learning disability supported living contracts			
Savings £000's	2011-12	2012-13	2013-14	Total
	150			150
Brief description :- This saving will be achieved by completing the retendering of the learning disability supported living contracts.				

Reference	COM25		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Efficiencies from the SLAM contract.			
Savings £000's	2011-12	2012-13	2013-14	Total
	200			200
Brief description :- This saving will be achieved by seeking further efficiencies from the SLAM contract value.				

Reference	COM26		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Review of highest cost placements			
Savings £000's	2011-12	2012-13	2013-14	Total
	100			100
Brief description :- Review of highest cost placements – Officers will continue to address unit costs through appropriate balance of spot/ block contracts.				

Reference	COM27		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Increasing charges for non-residential services.			
Savings £000's	2011-12	2012-13	2013-14	Total
	200			200
Brief description :- There is little scope for increasing charges for residential services as these are subject to detailed government guidance (Charging for Residential Accommodation Guidance). However, there is scope for increasing charges for non-residential services where guidance (Fairer Charging) is less prescriptive. A proposal to increase charges last year was rejected but new proposals are being developed.				

Reference	COM28		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Increasing the charge for Meals on Wheels.			
Savings £000's	2011-12	2012-13	2013-14	Total
	50			50
Brief description :- The current cost of a hot meal is £5.50 and the charge to users is £3.10. Officers propose that the charge be increased to £3.50 which should generate additional income of around £50k.				

Reference	COM29		Phase (1 or 2)	Phase 1
Service Division	Adult Social Care			
Proposal	Reducing the costs of general supplies and services			
Savings £000's	2011-12	2012-13	2013-14	Total
	50	50	50	150
Brief description :- Reducing the costs of general supplies and services by £150k. The budget for general supplies and services is £600k				

Reference	COM30		Phase (1 or 2)	Phase 1
Service Division	Strategy & Performance			
Proposal	Strategy & Performance			
Savings £000's	2011-12	2012-13	2013-14	Total
	120	119	39	278
Brief description :- The saving will be found from budgetary efficiencies, a reorganisation (resulting in a reduction in posts) and an associated review of the functions provided by the Strategy & Performance Division.				

Customer Services : Savings Proposals 2011/14

Reference	CUS01		Phase (1 or 2)	Phase 1
Service Division	Strategic Housing and Regulatory Services			
Proposal	Housing Needs Restructure			
Savings £000's	2011-12	2012-13	2013-14	Total
		50	50	100
Brief Description:				
<p>There is little scope to make savings in the Housing Options Centre in the first year. The service needs to reduce costs / make savings of £415k to stay within the agreed budget. An initial look at the current structure means it will need to reduce by 10 or 11 posts by March 2011 to achieve this. 7 posts within the structure are fixed term and are there to help embed the restructure and will cease at the end of March 2011. Work is now being undertaken to identify the remaining 3 to 4 post. As the changes post restructure take effect and the failure demand reduces, it is anticipated that it will be possible to reduce the service by a further 4 posts between 2012 – 14.</p>				

Reference	CUS02		Phase (1 or 2)	Phase 1
Service Division	Strategic Housing and Regulatory Services			
Proposal	Redesign Re-housing and Lettings Service			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	50			50
Brief Description:				
<p>Work is underway to redesign the re-housing and lettings service. There is a strategy for moving many of the current services to CallPoint and the front office. This will release savings of £50K.</p>				

Reference	CUS04		Phase (1 or 2)	Phase 1
Service Division	Strategic Housing and Regulatory Services			
Proposal	Restructure Regulatory Services			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	100	25	25	150
Brief Description:				
<p>We have carried out a transformation review of the Building Control, Licensing and Private Sector Housing, the three services that make up Regulatory Services and this has identified savings of £150k which can be achieved through a combination of the following:</p> <ul style="list-style-type: none"> • 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 				

Reference	CUS05		Phase (1 or 2)	Phase 1
Service Division	Strategic Housing and Regulatory Services			
Proposal	Restructure Housing Strategy and Development			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	84			84
Brief Description: The end of the stock transfer programme, coupled with 2 vacant posts has given the opportunity to restructure the team.				

Reference	CUS06		Phase (1 or 2)	Phase 1
Service Division	Public Services			
Proposal	Public Services – supplies and services rationalisation			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	50			50
Brief Description: A consolidation exercise after the changes in the Revenues and Benefits services has realised a saving in the supplies and services budget.				

Reference	CUS07		Phase (1 or 2)	Phase 1
Service Division	Public Services			
Proposal	Registrars - Transformation Review			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	50	50		100
Brief Description: The review has identified new ways of working that realises a saving of 4 posts from the existing 13 in the current structure through multi-skilling and better integration into AccessPoint for births and marriages.				

Reference	CUS08		Phase (1 or 2)	Phase 1
Service Division	Public Services			
Proposal	ServicePoint - Reducing the number of Team Leaders			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
		100		100
Brief Description: This will be achieved by increasing the span of control of team leaders. Currently there are 8 team leaders and this will reduce down to 5.				

Reference	CUS09	Phase (1 or 2)	Phase 1
Service Division	Public Services		
Proposal	ServicePoint - Automated Switchboard		
Savings £000's	2011-12	2012-13	2013-14
		100	TOTAL
			100
Brief Description:			
The proposal is to use an automated switchboard. This is not interactive voice recognition rather a system which allows callers to state the name or number they are calling and be put through automatically.			

Reference	CUS11	Phase (1 or 2)	Phase 1
Service Division	Public Services		
Proposal	Benefits Transformation Project		
Savings £000's	2011-12	2012-13	2013-14
	50	150	150
			TOTAL
			350
Brief Description:			
The service was reviewed and restructured during 2009/10, as the changes to the service take effect and the failure demand reduces, it is possible to reduce the benefits assessors by a further 10 posts over the next three years. The first 2 would be removed in 2011/12, followed by 4 more in 2012/13, with the remaining 4 going in 2013/14.			
It should be noted however that the Department of Works and Pensions (DWP) will also be reducing their budgets by 25% and a likely route will be to cut the Housing Benefit (HB) admin grant to local authorities. If this reduction is applied it is likely to impact on the deliverability of the savings set out here. For example a 10% reduction in HB admin grant by the DWP would equate to £400K.			

Reference	CUS12	Phase (1 or 2)	Phase 1
Service Division	Public Services		
Proposal	Benefits - Overpayment of Debtors		
Savings £000's	2011-12	2012-13	2013-14
	100		
			TOTAL
			100
Brief Description:			
This saving will be achieved by transferring the overpayments function to the Debtors Team in the Revenues Service. This will result in a reduction of 3 posts.			

Reference	CUS13	Phase (1 or 2)	Phase 1
Service Division	Public Services		
Proposal	Benefits- Introduction of Pre-Paid Cards		
Savings £000's	2011-12	2012-13	2013-14
	25	25	
			TOTAL
			50
Brief Description:			
A business case has been developed to switch the existing HB claimants from receiving cheques to being issued a prepay card and having their benefits transferred on to the card each month. By transferring claimants on to prepay a saving of £50K can be realised.			

Reference	CUS14		Phase (1 or 2)	Phase 1
Service Division	Public Services			
Proposal	Revenues - Transformation Project			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
		60	115	175
Brief Description:				
The service was reviewed and restructured during 2009/10. As the changes to the service take effect and the failure demand reduces down it is possible to reduce the Revenues Officers by a further 6 posts over the next three years. The first 2 would be removed in 2012/13, followed by 4 more in 2013/14. This phasing is important as the service needs to embed the current changes and improve the Council Tax collection rate.				

Reference	CUS15		Phase (1 or 2)	Phase 1
Service Division	Public Services			
Proposal	Revenues- Efficiencies in National Non-Domestic Rates (NNDR)			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	50			50
Brief Description:				
The service is being reviewed during 2010/11 and it is anticipated that a saving of 1 post can be realised in 2011/12.				

Reference	CUS17		Phase (1 or 2)	Phase 1
Service Division	Public Services			
Proposal	Revenues - Transfer 14 day letters to Bailiffs			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
			50	50
Brief Description:				
Currently the service sends 25,000 14 day notices per year and handles the customer enquiries that the letters generate. Benchmarking with other authorities suggests that transferring this function (at zero cost) to the Bailiffs to send the letters should assist in improving collection and release a saving of 1.5 FTE.				

Reference	CUS18		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Cease Night Time Collection Service			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	123			123
Brief Description:				
Cease night-time refuse collection service. This service clears trade waste & waste from flats above shops in main streets and shopping areas supporting street sweepers. This will slow-down the time taken to return streets to an acceptable standard each morning.				
The night time crews operate between 10 pm and 6am and collect from main areas in Lewisham, Catford, Ladywell, Honor Oak, Sydenham, Forest Hill, Blackheath, Lee and New Cross, operating 5 days a week (Wednesday to Sunday) with a driver and two loaders.				
This service is current staffed with agency workers.				

Reference	CUS19	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Cease Bulking & Transportation of Recyclables		
Savings £000's	2011-12	2012-13	TOTAL
	190		190
Brief Description: To reduce the use of a private waste transfer station for the bulking and transportation of recyclable materials. This will increase 'down-time' and reduce the efficiency of our recycling collection service, as collection vehicles will need to drive further, and wait for admission to the materials Recycling Plant in Greenwich. There are no staffing implications.			

Reference	CUS20	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Delete 2 Management Posts		
Savings £000's	2011-12	2012-13	TOTAL
	93		93
Brief Description: Reduce manager posts within the refuse service. This should be achieved without a detrimental impact on the service, through using management responsibilities within the refuse driver posts.			

Reference	CUS21	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Delete Waste Advisors		
Savings £000's	2011-12	2012-13	TOTAL
	63		63
Brief Description: Reduce educational activity with residents in support of our waste minimisation and recycling work. This will impact on performance and progress in these areas. The 3 posts are currently filled by temporary staff contracted until March 2011.			

Reference	CUS22	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Charge Residents for Replacement Bins		
Savings £000's	2011-12	2012-13	TOTAL
	90		90
Brief Description: This is currently a free service, it is proposed to charge residents for replacement bins at cost (currently around £20) plus admin and delivery. This charge will cover the replacement costs for lost and stolen wheelie bins, however it is likely to increase complaints and casework.			

Reference	CUS23		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Trade Waste Income increase			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	20			20
Brief Description: This proposal is to increase enforcement and actively market the service to bring in new customers which will increase income by 3% above the annual inflation increase. It could also generate increased casework and complaints as over-producing businesses are shown less tolerance.				

Reference	CUS24		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Street Scene Management Restructure			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	144			144
Brief Description: This saving relates to restructuring / streamlining the management of the cleansing service to accommodate the closing of the Old Road depot.				

Reference	CUS25		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Delete Night Broom Service Operatives Post			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	43			43
Brief Description: The night broom service is operated using heavy duty cleaning machines which are particularly used at times when roads are quieter so that central reservations etc can be cleaned. They operate across a wide type of roads (residential and commercial). There will be a reduction of one post.				

Reference	CUS26		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Reduce Johnson 600 Mechanical Brooms to only one and delete one drivers post			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	95			95
Brief Description: These are heavy duty cleaning machines (they include power jetting and leaf vacuum equipment). They operate across a wide type of roads (residential and commercial). This will have a detrimental impact on the standards of street-cleaning, with increased levels of detritus. There will be the loss of one post.				

Reference	CUS27	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Delete Scarab Drivers post and do not operate this mechanical sweeping service		
Savings £000's	2011-12	2012-13	2013-14
	65		TOTAL
			65
Brief Description:			
These are lighter duty cleaning machines, used to sweep car parks, estate roads and some wider pathways. This will have a detrimental impact on the standards of street-cleaning, with increased levels of detritus. There will be a reduction of one post.			

Reference	CUS30	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Stop weed spraying on streets and pavements		
Savings £000's	2011-12	2012-13	2013-14
	50		TOTAL
			50
Brief Description:			
The use of chemicals is the most cost and time effective way of preventing weed growth the alternative to using them would be to remove them by hand. This is a labour intensive activity that would reduce the street sweepers' capacity to keep their beats clean.			

Reference	CUS31	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Close all the Boroughs Automated Public Toilets		
Savings £000's	2011-12	2012-13	2013-14
			TOTAL
		126	126
Brief Description:			
The proposal to close the automated portable toilets throughout the borough would need to be explored further as there are a number of units supplied free of charge as part of the Council's highways advertising contract with J.C. Decaux. There may also be penalties for early termination of the contract.			

Reference	CUS32	Phase (1 or 2)	Phase 1
Service Division	Environment		
Proposal	Annual efficiency in Glendale contract		
Savings £000's	2011-12	2012-13	2013-14
	84	84	TOTAL
		84	252
Brief Description:			
The controllable budget for Green Scene is £4.9m. £3.5m relates to the Green Space Management Contract parks contract which has just been awarded. However the contract was let with a requirement to deliver a 3% annual efficiency saving to the council which equates to £84K per annum.			

Reference	CUS34		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Reduce annual floral bedding			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
		30		30
Brief Description:				
It is possible to remove the requirement from the Glendale Contract to provide some services by way of formal variations and amendments - for example the contract currently requires Glendale to stock park flowerbeds annually at a total cost of £60k. It would be possible to reduce this cost by identifying and removing selective beds from the contract.				

Reference	CUS36		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Deletion of Contracts Officer Post			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
			42	42
Brief Description:				
The letting of the Beckenham Place Park (BPP) contract will involve the transfer of 9 directly employed staff to the new contractor and reduce the disproportionate amount of time the parks client team spend managing the parks facilities. The removal of these duties from the team would allow for the deletion of 1 Client Officer Post. It is proposed that this post is deleted in April 2013 to ensure that the client team have sufficient resources to ensure the effective monitoring of both the BPP Management Contract and Green Space contract in the early years.				

Reference	CUS37		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Deletion of Pest Control Officer Post			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	32			32
Brief Description:				
The introduction of charges for pest control services has seen demand for these services drop significantly. This means that 1 pest control officer post can be deleted.				

Reference	CUS38		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Increase Cremation Fees			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	16			16
Brief Description:				
Increase in Cremation fees of £11 per cremation over and above the cost of inflation. This will keep Lewisham's cremation fees in line with surrounding crematoria and therefore not adversely affect use of the service.				

Reference	CUS39		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Reorganisation of Posts in Crematoriums and Cemeteries			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
		18	18	36
Brief Description: This saving will be achieved by the flexible retirement of two postholders – one in 2012/13 and one in 2013/14. No redundancy implications.				

Reference	CUS40		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Marketing Compliance			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	13			13
Brief Description: It is possible to use market income towards the funding of a post to ensure compliance with trading standards on markets.				

Reference	CUS41		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Deletion of Trading Standards Posts			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
		57	43	100
Brief Description: In 2012/13 delete a Principal Trading Standards Officer post. In 2013/14 delete a Trading Standards Enforcement Officer post.				

Reference	CUS42		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Catford Market income Generation			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	50			50
Brief Description: Operation of Catford Precinct Market under the Food Act 1984. Income generation is estimated based on 15 pitches @ £100 per pitch per week and full occupancy. An estimated allowance has also been made for likely additional cleansing requirements.				

Reference	CUS43		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Environment Admin Review			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	68		25	93
Brief Description: In 2011/12 undertake a reorganisation of the Admin Team (deletion of 2 x SC6 Customer Services Officer) = £68,428 saving (incl. on costs) . In 2013/14 delete Leaving Care Trainee Post within the Division = £25,000 saving (incl. on costs) .				

Reference	CUS44		Phase (1 or 2)	Phase 1
Service Division	Environment			
Proposal	Environmental Enforcement			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	100	175	150	425
Brief Description: Work is beginning on further reorganisations in Environmental Enforcement to deliver savings of £425K. Details of this proposal will be set out in the autumn.				

Reference	CUS45		Phase (1 or 2)	Phase 1
Service Division	Strategy & Performance			
Proposal	Restructure of Integrated Support, Service Development and Service Transformation			
Savings	2011-12	2012-13	2013-14	TOTAL
	90	40	25	155
Brief Description: This saving is based on restructuring the Customer Service transformation team within Strategy and Performance, the integration and support team within ServicePoint and the Service Development team within Public Services to deliver efficiencies and sustain the customer service strategy and improvements into business as usual. The reorganised service will sit within the Strategy and Performance division. Work is being undertaken to determine the exact number of posts affected by the restructure.				

Regeneration : Savings Proposals 2011/14

Reference	REG02	Phase (1 or 2)		Phase 1
Service Division	Programme & property Management			
Proposal	Merge Asset Strategy and Property Management			
Savings £000's	2011-12	2012-13	2013-14	Total
	500	700		1200
Brief description :-				
<p>Given the proposed reductions in the size of the corporate estate it is necessary to examine the scale of the support to this function. To date this has been provided via 61 posts in Property Services and 17 posts in Asset Strategy.</p> <p>It is proposed to reorganise the two services into a single Asset Strategy & Property service that will provide asset strategy and facilities management for the estate with the majority of services outsourced and overseen by a small strategic contract management team. Property data management, mapping and budget management will be rationalised and it is proposed will be overseen by the Performance and Programme Manager. These changes would imply a reduction of 24 posts (30% of the staff) and it is estimated would save £500k in 2011-12 and a further £700k in 2012-13.</p>				

Reference	REG03	Phase (1 or 2)		Phase 1
Service Division	Programme & property Management			
Proposal	Reduce support for programme management			
Savings £000's	2011-12	2012-13	2013-14	Total
	200			200
Brief description :-				
<p>It is proposed to retain a strategic Programme Management function to provide oversight of what is likely to be a reducing Capital Programme albeit with new and differing demands of managing a significant organisational change programme across the Council. A reduction of up to 5 posts is proposed saving £200k (£100k in 2011-12 and a further £100k in 2012-13).</p>				

Reference	REG05	Phase (1 or 2)		Phase 1
Service Division	Planning & Economic Development			
Proposal	Reduce Economic Development to core service			
Savings £000's	2011-12	2012-13	2013-14	Total
	528			528
Brief description :-				
<p>Economic Development would be reorganised and significantly reduced in scale to provide a core strategic, partnering and commissioner model, with the budget reduced from £0.93m to £0.4m. A minimum structure, likely to comprise 4 – 6 staff, would primarily maintain a strategic lead on business, worklessness and unemployment for the council. The service would no longer provide town centre management and events, a tourism lead or Thames Gateway funding. It would have a reduced ability to secure and deliver external funding streams. Opening Doors and the Business Advice Service will reduce in scale and, together with the Local Labour post, would continue only if external funding streams (such as S106 and London Development Agency) are available in future years.</p> <p>Local Authority Business Growth Initiatives (LABGI) has already been subject to national cuts. These cuts would be likely to impact disproportionately on the most vulnerable of the borough's residents. The reorganisation would result in the loss of up to 18 permanent posts and 12 fixed term posts.</p>				

Reference	REG07	Phase (1 or 2)		Phase 1
Service Division	Transport			
Proposal	Outsourcing transport design service			
Savings £000's	2011-12	2012-13	2013-14	Total
	125	125		250
Brief description :- Lewisham receives about £4.5m of Transport for London funding each year to implement transport schemes. Of that figure, about £3m is currently designed by in-house staff, on which we can recover 10% or £300k. There are currently ten staff who are wholly employed on design, with a cost of approximately £550k including on costs for external advice software etc. Design has been the subject of a business process review. It is proposed to externalise this design function and reduce the amount of design carried out – giving more discretion to setting out on site. To achieve a saving of £250k to align costs with income would require a reduction of 5 posts. There would be a direct impact on the public consultation exercises carried out and non- statutory consultation would be reduced.				

Reference	REG09	Phase (1 or 2)		Phase 1
Service Division	Transport			
Proposal	Remove parking Pay and Display equipment			
Savings £000's	2011-12	2012-13	2013-14	Total
		200		200
Brief description :- Pay and Display bays are used throughout the controlled parking areas of Lewisham. Approximately £2m of cash in coins goes through machines on the highway and in car parks. These machines cost around £3,000 each and require repair and replacement. Pay by phone parking has been introduced as an option in some areas and works well. Removing the option to pay cash will reduce cash handling costs. This has been done in Westminster. There will be no effect on Lewisham staff as this function is carried out by our contractor NSL but consultation by them will be required. The contract is due for renewal in August 2011. Based on cash handling, banking and machine maintenance costs in the contract a saving of £200,000 is possible but the cost of removal of machines, pay by phone fees, and any costs of mitigation measures – e.g. scratchcards would need to be calculated. There will be a reduction in service to the public.				

Reference	REG10	Phase (1 or 2)		Phase 1
Service Division	Transport			
Proposal	Integrate the Parking Shop with Access Point			
Savings £000's	2011-12	2012-13	2013-14	Total
		200		200
Brief description :- Lewisham's parking shop is provided by NSL our parking contractor. It currently costs about £300,000 per year to operate but this cost includes some processing and data functions. It is proposed to close the parking shop when the current contract ends in August 2011 and bring the functions in house in Access Point. This will remove a significant premises cost and allow a reduction in staff numbers as work can be shared amongst Access Point staff. In the longer term, new technology may allow the replacement of paper permits with virtual ones removing further cost but this has not been assumed at this stage. The change of the parking shop location to Catford from Lewisham will make it slightly less convenient for users, as this is less central to the controlled parking zone area. A saving of £200,000 out of the £300,000 current cost is estimated but this requires refinement. There will be a staff issue for NSL which will require consultation				

Reference	REG11	Phase (1 or 2)		Phase 1
Service Division	Transport			
Proposal	Review of transport customer processes			
Savings £000's	2011-12	2012-13	2013-14	Total
	50			50
Brief description :- Currently transport deals with a large volume of casework – about 700 items a month. In addition many of the projects require significant and varied public consultation. It is proposed to implement the findings of the Highway Business Process Review to integrate customer contact with Customer Services Call Point and Customer Relationship Management platform. A reduction of one post is assumed from this improved efficiency saving £50k.				

Reference	REG12	Phase (1 or 2)		Phase 1
Service Division	Transport			
Proposal	Reduce Staff Travel Planning Function			
Savings £000's	2011-12	2012-13	2013-14	Total
	50			50
Brief description :- Lewisham's staff travel plan is well regarded and has enabled a reduction in car use and increases in walking and cycling. However, unlike school and business travel planning it has been funded by Lewisham from the proceeds of staff parking permits. It is proposed to cease further activity on staff travel and ensure that any such activity is wholly funded by external grants. This will allow the reduction of one post – staff travel advisor – currently filled by an agency member of staff - at a saving of £50k				

Reference	REG13	Phase (1 or 2)		Phase 1
Service Division	Strategy & Performance			
Proposal	Deletion of Equalities Officer post			
Savings £000's	2011-12	2012-13	2013-14	Total
	48			48
Brief description :- Demand for equalities support has decreased since the function was brought into the Division in 2002 – the Regeneration Directorate is significantly smaller now and this has had an impact on demand for support, for example, on undertaking Equalities Impact Assessments. Corporately and within the Directorate the focus has been on mainstreaming and integrating equalities work into day to day management of services and people, and effective systems for advice, support and monitoring are now in place in Regeneration. The deletion of this post will impact on availability of support and direct resources for undertaking equalities work; this will be mitigated by the support offered by the Head of Service, who also has expertise in equalities issues and is a member of the Corporate Equalities Board, and by senior managers within services direct taking responsibility.				

Resources : Savings Proposals 2011/14

Reference	RES 01		Phase (1 or 2)	Phase 1
Service Division	Audit & Risk			
Proposal	Internal Audit Contract			
Savings £000's	2011-12	2012-13	2013-14	Total
	50	50	55	155
Brief description :-				
<p>The proposal is to reduce the Internal Audit budget by a total of £155k spread over the three years. 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. The risk of not meeting the savings proposal target is low as this can be achieved by simply purchasing less internal audit, however without also achieving the efficiency improvements there is a risk that insufficient internal audit will have been undertaken in any one year to enable the Head of Audit and Risk to issue an annual report with a positive assurance opinion on the effectiveness of the Council's system of internal control. This could then lead to the external auditors needing to undertake additional work as part of their audit of the financial statements at additional cost to the Council.</p>				

Reference	RES02		Phase (1 or 2)	Phase 1
Service Division	Audit & Risk			
Proposal	Anti Fraud & Corruption Team (A-FACT)			
Savings £000's	2011-12	2012-13	2013-14	Total
	86		57	143
Brief description :-				
<p>The proposal is to reduce the A-FACT budget by £143k over the three years. The savings will be achieved through reviewing processes to identify operational efficiencies, and by reducing the number of fraud investigators employed by the Council, by two in 2011/12 and by a further post in 2013/14. This will result in fewer fraud investigations being carried out by the section and there is a risk that not all allegations of potential fraud will be investigated. However the national fraud initiative matching process has helped to identify and target more efficiently where investigations need to take place.</p>				

Reference	RES 03		Phase (1 or 2)	Phase 1
Service Division	Audit & Risk			
Proposal	Health & Safety Team			
Savings £000's	2011-12	2012-13	2013-14	Total
	128			128
Brief description :-				
<p>This option will need more detailed work during the summer to produce a firm and workable proposal for consultation. The proposal will involve the realignment and restructure of the Health and Safety function throughout the Council.</p>				

Reference	RES 04		Phase (1 or 2)	Phase 1
Service Division	Audit & Risk			
Proposal	Other Minor Proposals			
Savings £000's	2011-12	2012-13	2013-14	Total
	20			20
Brief description :- The proposal is to reduce the Audit and Risk Division budget by a further £20k in 2011/12 by reducing the training and development budget by £5k; saving a further £5k by cancelling a software licence and the associated maintenance agreement; and increasing revenue by £10k by passing on the full cost of the Financial Management Standards in Schools (FMSiS) assessments to the Council's schools.				

Reference	RES 05		Phase (1 or 2)	Phase 1
Service Division	Finance			
Proposal	Finance Reorganisation			
Savings £000's	2011-12	2012-13	2013-14	Total
	485	500		985
Brief description :- We propose to reorganise accountancy and financial support services into three teams providing: <ul style="list-style-type: none"> • Directorate Support – financial management support for all Directorates (including CYP, although Schools will be supported by a separate, self-financing team) • Strategic Finance – including Budget Strategy, Treasury and Pension Fund, Capital Programme support • Financial Services – accounting, systems and financial processing (including payroll and pensions administration and income) In designing the teams and their roles we will seek to eliminate duplication, promote accountable budget management across the Council and take a responsible, risk management approach to financial monitoring and control. We will review staffing at all levels, ensuring appropriate management tiers and spans of control are in place across the divisions. We anticipate a reduction in overall staffing costs by £985k (23% of current budget). We would endeavour to complete the reorganisation as quickly as possible. However, given its scale and complexity we have assumed at this stage that savings will be spread over two years.				

Reference	RES 06		Phase (1 or 2)	Phase 1
Service Division	Finance			
Proposal	Financial Assessment & Payment Team Reorganisation			
Savings £000's	2011-12	2012-13	2013-14	Total
	150		50	200
Brief description :- The Adult Social Care Financial Assessment, Income & Payments Team carry out financial assessments of clients receiving a service, determine charges payable and raise invoices accordingly. It also pays invoices to care providers, makes direct payments to clients and administers the finances of 500 clients. Following the recent implementation of a new IT system (CONTROCC) we will be able to realise significant process efficiencies, restructuring the team to secure savings of £200k (25% of current budget) over three years – without a negative impact on clients or care providers. A number of posts have been held vacant in anticipation of these changes and, as a result, expect to be able to deliver these savings with limited redundancies.				

Reference	RES 07		Phase (1 or 2)	Phase 1
Service Division	Finance			
Proposal	Audit & Other Contracts			
Savings £000's	2011-12	2012-13	2013-14	Total
			100	100
Brief description :- We anticipate that there is scope to negotiate a reduction in Audit Fees charged by the Audit Commission. We currently estimate this scope to be £100k, although the final figure will be dependent on negotiation over grant audits and on the recently announced changes in the Comprehensive Area Assessment inspection regime. We therefore propose this as a year 3 saving.				

Reference	RES 09		Phase (1 or 2)	Phase 1
Service Division	Human Resources			
Proposal	Staff Fora			
Savings £000's	2011-12	2012-13	2013-14	Total
		42		42
Brief description :- Not run a Pride Awards event and reduce employee fora support to a minimum, the Pride Awards could be replaced by an annual recognition ceremony allied to a formal meeting of the Council or linked to People's Day.				

Reference	RES 10		Phase (1 or 2)	Phase 1
Service Division	Human Resources			
Proposal	Learning & Development			
Savings £000's	2011-12	2012-13	2013-14	Total
	140			140
Brief description :- The contract is currently being retendered, it is possible that the value of the contract could be reduced by approximately 15% by managing attendance and the supply of training more effectively, a further 10% reduction is anticipated in the demand for people attending training over the next three years. Possibilities for jointly procuring the service with the London Borough of Greenwich are being pursued.				

Reference	RES 11		Phase (1 or 2)	Phase 1
Service Division	Human Resources			
Proposal	Occupational Health & Employee Assistance Programme			
Savings £000's	2011-12	2012-13	2013-14	Total
	22	22	22	66
Brief description :- The possibilities for procuring these two services jointly are being explored and could lead to some rationalisation.				

Reference	RES 12	Phase (1 or 2)	Phase 1
Service Division	Human Resources		
Proposal	Agency Clienting		
Savings £000's	2011-12	2012-13	2013-14
		41	Total
			41
Brief description :- It is anticipated that agency staff numbers will reduce hence reducing the size and complexity of the contract. Integrating the clienting function with other recruitment functions are likely to achieve economies of scale.			

Reference	RES 13	Phase (1 or 2)	Phase 1
Service Division	Human Resources		
Proposal	Recruitment Unit		
Savings £000's	2011-12	2012-13	2013-14
	109		Total
			109
Brief description :- The Unit normally provides support to appointing 600 jobs across the Council, this number has reduced in the last three months. It is also possible to change the way the Council recruits to lower graded posts and relies less on openly advertising every vacancy. This, along with the bringing together of the agency and the recruitment function into a resourcing function is likely to increase efficiency.			

Reference	RES 14	Phase (1 or 2)	Phase 1
Service Division	Human Resources		
Proposal	Human Resources Advisory Service		
Savings £000's	2011-12	2012-13	2013-14
			120
			Total
			120
Brief description :- The service provides support to 15 reorganisations at any one time and over 160 formal employee relations cases, plans are in place to streamline Human Resources (HR) processes as well as reducing manager dependency on HR in order to reduce the reliance on advisers supporting casework.			

Reference	RES 15	Phase (1 or 2)	Phase 1
Service Division	Policy & Governance		
Proposal	Reconfigure Policy & Partnerships Unit		
Savings £000's	2011-12	2012-13	2013-14
	100	60	Total
			160
Brief description :- This salaries saving would be delivered across 2011/2012 and 2012/2013. It is proposed that a saving could be achieved through the reconfiguration of the Policy & Partnerships Unit. The function provides support to policy development (including co-ordination of council wide equalities work), performance management, consultation & engagement, statistical research, intelligence & review. Ten staff are currently employed in the function and the saving would represent 30% of existing salaries. The saving is scheduled over two years to ensure effective management of the transition to a new balance of work within the Unit and to support delivery of savings elsewhere in the budget impacting on consultation and ICT savings.			

Reference	RES 16		Phase (1 or 2)	Phase 1
Service Division	Policy & Governance			
Proposal	Reconfigure Scrutiny and Business & Committee			
Savings £000's	2011-12	2012-13	2013-14	Total
	50	100		150
Brief description :- In year 1, the saving will be delivered on salaries by reviewing the balance of support to the Scrutiny function (£50k). Year 2 savings (£100k on salaries) would look to reconfigure the Business & Committee function which provides support to full Council, Mayor & Cabinet, Business Panel and range of Council statutory committees (including Education Appeals, Adoption & Permanence Panel, Secure Accommodation Panel, Lewisham Safeguarding Board), International Partnerships and Civic Events. Currently ten officers (excluding one political assistant) are employed across the function and a reconfiguration would seek to deliver the saving proposed.				

Reference	RES 17		Phase (1 or 2)	Phase 1
Service Division	Policy & Governance			
Proposal	Member Development			
Savings £000's	2011-12	2012-13	2013-14	Total
	15	40		55
Brief description :- This service area is responsible for the development of the Member Development Programme and the co-ordination of its delivery. The budget area is supported by a part-time post (0.6FTE) and operational budget of £60k. In year 1 a saving of £15k is proposed on the £60k operational budget. In year 2, the opportunity may exist to take advantage of the preceding two years of investment in member development and to reconfigure the function with options to be explored for saving a further £40k across the total budget (staffing and operational budgets). Consideration will need to be given to the potential impact on 'Member Development Charter' status and aspirations for attaining 'Charter Plus' status of any options pursued to effect the delivery of the second year proposal.				

Reference	RES 18		Phase (1 or 2)	Phase 1
Service Division	Policy & Governance			
Proposal	Consultation & Engagement			
Savings £000's	2011-12	2012-13	2013-14	Total
	25			25
Brief description :- It is proposed that this saving can be achieved, in year 1, through the rationalisation of surveys and the negotiation of a block contract for future surveys.				

Reference	RES 19		Phase (1 or 2)	Phase 1
Service Division	Policy & Governance			
Proposal	Other Minor Proposals			
Savings £000's	2011-12	2012-13	2013-14	Total
		25		25
Brief description :- Proposed that a saving can be achieved in the Policy & Partnerships Unit through the renegotiation and reappraisal of various software contracts and a reduction in supplies & services.				

Reference	RES 20	Phase (1 or 2)	Phase 1
Service Division	Procurement		
Proposal	Procurement Team delete vacant 0.5 post		
Savings £000's	2011-12	2012-13	2013-14
	20		Total
			20
Brief description :- The deletion of this 0.5 post in the Procurement Team will affect our ability to provide services to colleagues throughout the Council. The post is that of a Procurement Officer (SO2) and they would be engaged in both general procurement activity and supplier management, in line with the requirements of the Procurement Review. Procurement is a major focus in the efficiency programme and this reduction will mean that the workloads of the remaining team members will be stretched. It also was a post earmarked to assist in the succession planning of the team and development of a skilled procurement resource for the future.			

Reference	RES 22	Phase (1 or 2)	Phase 1
Service Division	Strategy		
Proposal	Reduce Publications		
Savings £000's	2011-12	2012-13	2013-14
	97		Total
			97
Brief description :- Reduce the annual number of Lewisham Life issues from ten to six; reduce one corporate 'signature campaign' probably Regeneration; reduce promotion of activities such as Fair Trade, Black History Month and other festivals.			

Reference	RES 23	Phase (1 or 2)	Phase 1
Service Division	Strategy		
Proposal	Young Mayor		
Savings £000's	2011-12	2012-13	2013-14
	30		Total
			30
Brief description :- Reduce use of consultants and use in-house expertise more effectively.			

Reference	RES 24	Phase (1 or 2)	Phase 1
Service Division	Strategy		
Proposal	Mayor and Cabinet Office		
Savings £000's	2011-12	2012-13	2013-14
	70		Total
			70
Brief description :- Delete three posts and create a new generic Administrative Assistant post.			

Reference	RES 25	Phase (1 or 2)	Phase 1
Service Division	Strategy		
Proposal	Sustainable Energy		
Savings £000's	2011-12	2012-13	2013-14
	50	50	50
Brief description :-	Restructure the team to bring together the various strands of work which have evolved over time – lose two posts (50k) and reduce the Climate Change Innovations Fund by 100k over the two years 2011/12 and 2012/13.		

Reference	RES 26	Phase (1 or 2)	Phase 1
Service Division	Technology & Transformation		
Proposal	Information Communication Technology (ICT) Service Contract		
Savings £000's	2011-12	2012-13	2013-14
	500		500
Brief description :-	The contract represents over 60% of divisional expenditure, currently mid-procurement with tendered prices expected at the end of summer 2010. Joint procurement with Bromley and strong likelihood of 'shared service', with demonstrable savings over sole client arrangement. New contract effective April 2011, lasting for 5+2+2 years. In the event that £500k saving is not achieved solely through the re-procurement (whilst maintaining current quality), there will be a need to negotiate quality compromises in the contract. These could seriously affect response times, general quality of service, and drive us to severely restrict the range of available systems and devices, introducing stronger regulation etc.		

Reference	RES 27	Phase (1 or 2)	Phase 1
Service Division	Technology & Transformation		
Proposal	Data Centre Contract		
Savings £000's	2011-12	2012-13	2013-14
	65		65
Brief description :-	As per RES27. Currently mid-procurement with tendered prices expected at the end of summer 2010. No joint procurement with Bromley as they have their own Data Centre. This service is currently included within the main ICT Service Contract and although there is a likelihood of a saving for this element it will have to be measured against the total cost of ICT services including the main contract. The new contract will be effective from April 2011, lasting for 5+2+2+ 1 years.		

Reference	RES 28		Phase (1 or 2)	Phase 1
Service Division	Technology & Transformation			
Proposal	Photocopier Contract			
Savings £000's	2011-12	2012-13	2013-14	Total
	85	85		170
Brief description :- Reprocurement of multi-function devices (MFD) services due October 2011 becomes possible as various existing lease contracts come to an end, and consolidation of contracts becomes viable. Market is highly competitive, but real savings will be achieved only by reducing numbers of devices and reducing printing volumes. Printing and photocopying facilities will often be located at greater distances from users. Queuing likely to develop unless print and copying volumes reduce with more large jobs laid off to LBL Print Room. Need to severely curtail amount of printing across the organisation, and rely more on soft copy presentation at meetings, effective use of Sharepoint etc. However, this in turn generates 'green' benefits, and encourages more efficient information sharing and electronic communication.				

Reference	RES 29		Phase (1 or 2)	Phase 1
Service Division	Technology & Transformation			
Proposal	Staffing Reorganisation			
Savings £000's	2011-12	2012-13	2013-14	Total
	250			250
Brief description :- Savings will focus on project management and associated areas. As job descriptions will have changed, with more generic briefs, this will not necessarily point to loss of staff with project management qualifications, but certainly to loss of staffing in the middle PO grades where project management staff are currently positioned. Also some smaller savings in staffing working on imaging and records management activities. There will be an impact on the capacity of Technology & Transformation to offer 'free' project management capacity to support directorate or corporate change. This accepts, however, that we will have, at April 2011, concluded most of the current programme of major corporate ICT projects and as such, there will be a period of some years of consolidation of corporate systems, rather than introduction of new ones. However, where there is any call to introduce such new systems, provide change management support, or support directorate change, it will not be possible to resource such activity without increased spend. This will lead to a period when 'transformational change' is inhibited.				

Reference	RES 30		Phase (1 or 2)	Phase 1
Service Division	Technology & Transformation			
Proposal	Phase out Anite Care systems			
Savings £000's	2011-12	2012-13	2013-14	Total
	55			55
Brief description :- Reflects phasing out of Northgate/Anite systems, which must therefore be fully achieved by 1/4/2011. New systems from Liquid Logic have replaced the Anite systems ('Swift' etc.), so there should be no significant service impact arising from this saving.				

Reference	RES 31	Phase (1 or 2)		Phase 1
Service Division	Technology & Transformation			
Proposal	Care Systems Development			
Savings £000's	2011-12	2012-13	2013-14	Total
	25			25
Brief description :-				
The Care Systems Development Fund totals £172k and is used to support minor system improvements and reporting from Liquid Logic systems and CONTROCC. It often pays for contractors with 'Business Objects' (high level reporting) skills.				
We propose a £25k reduction in this fund, representing a 15% reduction in the budget. The ICT reorganisation proposals, for 2011 onwards, will support development of 'Business Objects' skills among a larger number of staff, to mitigate the impact of this reduction.				

Reference	RES 32	Phase (1 or 2)		Phase 1
Service Division	Technology & Transformation			
Proposal	Savings on Information Communications Technology (ICT) Staffing			
Savings £000's	2011-12	2012-13	2013-14	Total
		150	150	300
Brief description :-				
This further £300k saving on the Technology & Transformation Division staffing budgets, when added to the £250k already taken in 2011-12, represents a full 25% saving on overall staff costs, based on the current Technology & Transformation budget. It would mean a reduction of a further eight posts. There are three assumptions here:				
<ul style="list-style-type: none"> We complete a council-wide rationalisation of all ICT staff job descriptions during quarter 3/quarter 4 of this financial year (2010-11), We complete reorganisation of all staff resources under centralised management during financial year 2011-12, bringing all the 'key system teams' (who support local 'line of business' systems) under centralised management. The key system team budgets are transferred to the centre in 2011 without any further staffing cuts to their current establishment prior to that transfer. At present we are not aware of any reductions proposed in staffing of the teams in question. 				
These measures will mitigate the impact of these reductions, by introducing a more flexible structure allowing for support between teams that are currently locally isolated. Nonetheless, these represent large reductions and there will inevitably be a compromise to the capacity to extend and improve existing systems, and system reporting capabilities.				

Children & Young People : Phase 2 Savings Proposals 2011/14

Reference	CYP13	Phase (1 or 2)		Phase 2
Service Division	Access			
Proposal	JCG 2 Early Years Universal			
Savings £000's	2011-12	2012-13	2013-14	Total
		695	1,000	1,695
Brief description :- Within 24 months the partnership will provide targeted provision for children, young people age 0-19, and their families, across Lewisham's four children's services areas and all settings. Services will interface seamlessly with universal services based on robust and holistic assessments of need, ensuring no wrong door, and providing interventions as a team around the child/family. This will improve outcomes and prevent needs escalating to a specialist level. Improved needs assessment and targeting of resources will both improve the efficiency and effectiveness of local services and reduce costs.				

Reference	CYP14	Phase (1 or 2)		Phase 2
Service Division	Access			
Proposal	JCG 2 Early Years Universal – Part of CYP13			
Savings £000's	2011-12	2012-13	2013-14	Total
Brief description :- Part of CYP 13				

Reference	CYP15	Phase (1 or 2)		Phase 2
Service Division	Access			
Proposal	Grouped expenditure project Early Childhood centres			
Savings £000's	2011-12	2012-13	2013-14	Total
	729	739	712	2,180
Brief description :- There are 4 Early Years Centres: Rushey Green, Honor Oak, Amersham and Ladywell. They provide full day care for children 0-5. The introduction of the extended free provision for 3/4 year olds and the change in the economic climate has resulted in a decline in demand for childcare. 900 providers closed last year nationally. The 4 centres provide the following places: Amersham - 100 places 38.5 filled (at time of the review) Honor Oak - 68 places 54 filled (some specialist SEN places) Ladywell - 80 places 39 filled (vacancies kept temporarily to accommodate closure of MSDN) Rushey Green - 60 places 56 filled (SEN specialist places available) 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 price in Lewisham PVIs is £120 – 250 per child per week. On average most providers charge 12% higher rates for an under 2 place. This proposal is to close one EYC in Year 1 based on efficiency and concerns. To reduce the budgets of the remaining three centres so that there is a clearer match between expenditure and income. This will enable an alternative management arrangement to be secured in Years 2 and 3 – either a third party provider or management buy out.				

Reference	CYP16		Phase (1 or 2)	Phase 2
Service Division	Access			
Proposal	Grouped expenditure proposal IYSS			
Savings £000's	2011-12	2012-13	2013-14	Total
		100	100	200
<p>Brief description :- To increase the efficiency of the IYSS service by ensuring that there is a Young People's hub in each of the 4 areas providing a range of high quality service and activities for young people. To increase the efficiency of the service by cutting activities that are high cost and only attract a small number of young people.</p> <p>Rationalise claims based workers and review staffing ratios. Re-structure the Youth and Adventure Playground management structure. Consider finding a third party provider possibly the RSL to run the new APG in Ladywell.</p>				

Reference	CYP17		Phase (1 or 2)	Phase 2
Service Division	Access			
Proposal	JCG Training project grant funded activity early years. Grant substitution.			
Savings £000's	2011-12	2012-13	2013-14	Total
		55	60	115
<p>Brief description :-</p> <ol style="list-style-type: none"> To explore the possibility of creating a reduced number of training venues (and ideally a single site) with integrated administration that will co-ordinate the delivery of all training for staff who work with children in Lewisham. To develop an integrated competency based training programme for 2011/12, split between purchased services and in-house provision. To deliver from an aggregated budget, a minimum of 10% saving in training delivery costs to all contributing agencies. Organisations included in the initial scoping exercise: <ul style="list-style-type: none"> <input type="checkbox"/> Council, PCT, UHL, Metropolitan Police, voluntary sector, Probation, Lewisham College and Goldsmith's College staff. 				

Reference	CYP39		Phase (1 or 2)	Phase 2
Service Division	Children Social care			
Proposal	Reduction in children BLA age 14+			
Savings £000's	2011-12	2012-13	2013-14	Total
		100	100	200
<p>Brief description :- Achieved through increased use of Family Support commissioned services. This saving is dependent on the partnership being able to meet the needs of 14+ children through partnership working using the Team Around a Child to keep children in their family.</p>				

Reference	CYP40	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	Reduction of 5x Social Work Assistants (SWA) in Referral and assessment. The MUNRO review may change the requirement.			
Savings £000's	2011-12	2012-13	2013-14	Total
		70	70	140
Brief description :- The new Working Together guidance makes it clear that only qualified workers can complete assessments. As this group of workers carry out this work their work will reduce. New national guidance states that assessment of CIN must not be undertaken by unqualified social workers. It is also intended that CIN work is relocated to children's centre.				

Reference	CYP41	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	Merge services across: 1. R&A and CIN and Child Protection; 2. LAC, FSI (care planning), Adoption and Kinship; 3. Reduce 1 X SM; 4. Reduce 1 x BSO			
Savings £000's	2011-12	2012-13	2013-14	Total
		50	75	125
Brief description :- Merge services across 1. R&A and CIN and CP; 2. LAC, FSI (care planning), Adoption and Kinship 3. Reduce 1 X SM 4. Reduce 1 x BSO				

Reference	CYP42	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	Reduction in referrals through lo-location 1.6 x BSO			
Savings £000's	2011-12	2012-13	2013-14	Total
			60	60
Brief description :- Work with the Police will reduce the number of contacts that take up a considerable amount of admin time.				

Reference	CYP43	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	Reduction in Section 17.			
Savings £000's	2011-12	2012-13	2013-14	Total
		375		375
Brief description :- 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. Thus reduction in S17 payment. But note that this budget is also used for expert assessment pre-proceedings. Impact – reduce S17 may lead to increase in children into care				

Reference	CYP44	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	Removal of CAMHS Social Workers			
Savings £000's	2011-12	2012-13	2013-14	Total
			160	160
Brief description :- Therapeutic help to be provided by other services within CAHMS rather than social workers.				

Reference	CYP45	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	Reduction of external consultants for complaints, SCRs, mediation & etc.			
Savings £000's	2011-12	2012-13	2013-14	Total
		60	60	120
Brief description :- As a result of having to undertake serious case reviews in the last 12 months the C & YP directorate has had to employ consultants who have been commissioned to undertake investigative work. Savings can be realised if this work is undertaken by existing staff with no involvement in the cases. This would be a development opportunity for staff; there is an issue of capacity of course. We also have to employ independent people in the second stage of the complaints process; we are seeking through a change in practice to reduce the number of independents involved which will realise a saving				

Reference	CYP47	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	Review Business Support with the intention of reducing 2 posts			
Savings £000's	2011-12	2012-13	2013-14	Total
		60		60
Brief description :- Review Business Support with the intention of reducing 2 posts. To identify where savings can be made across the Children's Social Care Division.				

Reference	CYP48	Phase (1 or 2)		Phase 2
Service Division	Children Social care			
Proposal	JCG Training and Development			
Savings £000's	2011-12	2012-13	2013-14	Total
		15	15	30
Brief description :- <ol style="list-style-type: none"> To explore the possibility of creating a reduced number of training venues (and ideally a single site) with integrated administration that will co-ordinate the delivery of all training for staff who work with children in Lewisham. To develop an integrated competency based training programme for 2011/12, split between purchased services and in-house provision. To deliver from an aggregated budget, a minimum of 10% saving in training delivery costs to all contributing agencies. Organisations included in the initial scoping exercise: Council, PCT, UHL, Metropolitan Police, voluntary sector, Probation, Lewisham College and Goldsmith's College staff. 				

Reference	CYP49		Phase (1 or 2)	Phase 2
Service Division	SCHOOL STANDARDS			
Proposal	Strategic Leadership			
Savings £000's	2011-12	2012-13	2013-14	Total
	239	74		313
<p>Brief description :- 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 of the service.</p> <p>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 (£146k). At this stage the planned saving in costs will be £488k. In addition there will be proposals for staffing reductions related to loss of grants in the ABG. These are estimated in the region of 12 posts.</p>				

Reference	CYP50		Phase (1 or 2)	Phase 2
Service Division	SCHOOL STANDARDS			
Proposal	JCG School Support Traded services -ICT			
Savings £000's	2011-12	2012-13	2013-14	Total
		70	75	145
<p>Brief description :- Project Aim: In three years Heads in Lewisham will regularly contribute their leadership skills to the work of the Children's Trust and schools pay economic rates for their goods and services that are value for money to secure the potential of children and young people in the borough. It is estimated that increased income from economic charges will be broadly equivalent to the level of corporate overheads not charged directly to these providing services or 15% – 20%</p>				

Reference	CYP51		Phase (1 or 2)	Phase 2
Service Division	SCHOOL STANDARDS			
Proposal	JCG Training			
Savings £000's	2011-12	2012-13	2013-14	Total
		15	15	30
<p>Brief description :- Project Aim:</p> <ol style="list-style-type: none"> To explore the possibility of creating a reduced number of training venues (and ideally a single site) with integrated administration that will co-ordinate the delivery of all training for staff who work with children in Lewisham. To develop an integrated competency based training programme for 2011/12, split between purchased services and in-house provision. To deliver from an aggregated budget, a minimum of 10% saving in training delivery costs to all contributing agencies. Organisations included in the initial scoping exercise: Council, PCT, UHL, Metropolitan Police, voluntary sector, Probation, Lewisham College and Goldsmith's College staff. 				

Reference	CYP63	Phase (1 or 2)		Phase 2
Service Division	RESOURCES			
Proposal	Estates - consultancy			
Savings £000's	2011-12	2012-13	2013-14	Total
	20			20
Brief description :- Estates - FM consultancy. To introduce a service level agreement with rebuilt PFI schools for a proportion of the costs of monitoring the contract with the Facilities Management providers.				

Reference	CYP64	Phase (1 or 2)		Phase 2
Service Division	RESOURCES			
Proposal	PA/ Secretarial support re-organisation			
Savings £000's	2011-12	2012-13	2013-14	Total
	20	60	80	160
Brief description :- 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.				

Reference	CYP65	Phase (1 or 2)		Phase 2
Service Division	RESOURCES			
Proposal	JCG School Support Traded services			
Savings £000's	2011-12	2012-13	2013-14	Total
		35	35	70
Brief description :- In three years Heads in Lewisham will regularly contribute their leadership skills to the work of the Children's Trust and schools pay economic rates for their goods and services that are value for money to secure the potential of children and young people in the borough. It is estimated that increased income from economic charges will be broadly equivalent to the level of corporate overheads not charged directly to these providing services or 15% – 20%				

Customer Services : Phase 2 Savings Proposals 2011/14

Reference	CUS03		Phase (1 or 2)	Phase 2
Service Division	Strategic Housing and Regulatory Services			
Proposal	Review of Temporary Accommodation			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	50	250	200	500
Brief Description:				
This saving would be achieved by changes to the way in which temporary accommodation is procured and managed. This will release savings through more efficient procurement and management.				

Reference	CUS16		Phase (1 or 2)	Phase 2
Service Division	Public Services			
Proposal	Revenues - Close Cashiers to the Public			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	75	75		150
Brief Description:				
By closing the cashiers office to the public a saving of 5 posts can be made. The saving will be phased over 2 years to accommodate restructuring of the remaining back office functions. This will include realigning management responsibility for the back office functions and handling cash and other forms of income collected by Council departments.				
This is a common approach being taken by Local Authorities to make savings, but it is recognised that the service will have to work with customers to ensure smooth transition towards other methods of payment.				

Reference	CUS28		Phase (1 or 2)	Phase 2
Service Division	Environment			
Proposal	No provision of service to designated streets and the Town Centres on Sundays			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
		430		430
Brief Description:				
This saving can be made by ceasing the Sunday sweeping service to the Town Centres, main roads and other smaller centres. There would be no redundancy implications as the service is run by agency staff. This will, however, have a significant impact on the standards of street-cleaning.				
There will be an impact on the sweeping for the rest of the week. The sweeping on a Sunday morning includes cleaning up litter from the night life on Saturday. In addition these areas are zone1 to which we have an obligation under the EPA.				

Reference	CUS29		Phase (1 or 2)	Phase 2
Service Division	Environment			
Proposal	Stop street recycling service			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	168	-	-	168
Brief Description:				
The cessation of the street litter recycling service would have an impact on the councils recycling targets as since introducing the service in July 2009, 132,450kg of recyclable waste has been sent for recycling.				

Reference	CUS33		Phase (1 or 2)	Phase 2
Service Division	Environment			
Proposal	Reduce Parks investment programme			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	132	132	132	396
Brief Description:				
There is a budget of £397k for parks and open space improvements including funding for the Green Flag park programme. This budget could be reduced annually over the next 3 years.				
This would mean scaling back the number of Green Flag Parks and ending the provision of civic pride planting schemes and the boroughs participation in London In Bloom.				

Reference	CUS35		Phase (1 or 2)	Phase 2
Service Division	Environment			
Proposal	Beckenham Place Park management contract			
Savings £000's	2011-12	2012-13	2013-14	TOTAL
	41			41
Brief Description:				
The tendering process for the contract for the management of Beckenham Place Park is currently underway and while it is difficult to predict the level of savings to be made it is reasonable to assume a saving of 6% of current spend.				

Regeneration : Phase 2 Savings Proposals 2011/14

Reference	REG01	Phase (1 or 2)		Phase 2
Service Division	Programme & property Management			
Proposal	Reduce size of corporate estate			
Savings £000's	2011-12	2012-13	2013-14	Total
		500	500	1000
Brief description :-				
<p>The budget for the corporate estate totals £8m. This budget supports all the premises costs for the circa 170 buildings that comprise the core operational estate, and vary in size from Laurence House to a small community centre on an estate.</p> <p>It is proposed to halve the size of the corporate estate focussing on those buildings with high running costs, high future repair requirements, relatively low levels of use and as a result reduce costs by £1m. This is a very large programme of work with a preparatory phase still in progress, it will involve proposals to close and dispose of buildings and, potential service relocation to alternative premises. Options for asset transfer will also be considered providing revenue costs do not fall on the Council. Savings will take more than a year to generate with £0.5m considered potentially deliverable in 2012-13 and a further £0.5m in 2013-14. Given that proposed closures are likely to include office buildings, libraries, adult education and community centres they are considered to be contentious and therefore high risk.</p>				

Reference	REG04	Phase (1 or 2)		Phase 2
Service Division	Planning & Economic Development			
Proposal	Move from Development Control to Development Management			
Savings £000's	2011-12	2012-13	2013-14	Total
		100		100
Brief description :-				
<p>The business process review of development control and land charges identifies that, in addition to the 2010/11 saving of £50k, around a further £100k could be saved through changes focused mainly on the approach to the core business of processing planning applications. This will be achieved by a reorganisation of the service to move from a reactive development control approach to a proactive development management structure. This would be likely to result in the loss of between 1 and 5 posts.</p>				

Reference	REG06	Phase (1 or 2)		Phase 2
Service Division	Transport			
Proposal	Review transport management structure			
Savings £000's	2011-12	2012-13	2013-14	Total
	125			125
Brief description :-				
<p>Lewisham's Head of Transport retires in August 2010. It is assumed that an interim will be appointed for a short period to manage change. Given transport's age profile other changes are possible in the next year or so. This offers the opportunity to review the structure to move functions within Lewisham or to consider joint arrangements with another authority. It is assumed that the savings would be equivalent to the loss of one Head of Service post, or £125k, though the saving might be achieved in alternative ways.</p>				

Reference	REG08	Phase (1 or 2)	Phase 2
Service Division	Transport		
Proposal	Highways Network management collaborative working		
Savings £000's	2011-12	2012-13	2013-14
		175	25
			Total
			200
Brief description :-			
Network Management maintains 400km of roads and other highway assets, manages utilities and manages traffic. It includes street lighting – due to pass to a Private Finance Initiative [PFI] in 2011. It has also been subject to a business process review and is a prime candidate for joint working with another Council. This could be an adjoining Council or another with whom we have a relationship such as Croydon – our lighting PFI partner. Complete integration of the function could allow the number of posts to be reduced by up to 50%, but a more cautious assumption would be 25% or 5 posts. This would reduce costs by £200k			

Resources : Phase 2 Savings Proposals 2011/14

Reference	RES 08	Phase (1 or 2)		Phase 2
Service Division	Human Resources			
Proposal	Corporate & Business Partners			
Savings £000's	2011-12	2012-13	2013-14	Total
			150	150
Brief description :- The employee relations function to be aligned with the advisory services function with a rationalisation of overall management and business partner support as well as a reduction in management development.				

Reference	RES 21	Phase (1 or 2)		Phase 2
Service Division	Strategy			
Proposal	Communications Reorganisation			
Savings £000's	2011-12	2012-13	2013-14	Total
		284		284
Brief description :- Restructure the Communications Unit deleting nine posts. Merge Marketing and PR functions to create a team of Communications Officers jointly responsible for securing the reputation of the Council, promoting our services and the borough to citizens and engaging with residents.				

Reference	RES 33	Phase (1 or 2)		Phase 2
Service Division	Technology & Transformation			
Proposal	Reduced Volumes			
Savings £000's	2011-12	2012-13	2013-14	Total
			400	400
Brief description :- Reduce numbers of end-user devices, accounts, licences, servers and to some extent, data volumes. Also take 'licence holiday' from Microsoft Enterprise Agreement, worth a net £125k per annum. This assumes a 20-25% reduction in staffing achieved across the Council, reducing the demand for 'desktops' and user accounts and some possible device sharing.				

Reference	RES 34	Phase (1 or 2)		Phase 2
Service Division	Technology & Transformation			
Proposal	Application Rationalisation			
Savings £000's	2011-12	2012-13	2013-14	Total
			150	150
Brief description :- Assumes saving on software maintenance and other external costs [development etc] achieved through retiring line-of-business systems that can be supported on corporate platforms. This will require a process of aggressive software portfolio rationalisation and, wherever possible, achieving savings on software costs through tactical system replacements with shared service and 'cloud' offerings. User preparedness for change, and acceptance of generic solutions, is a prerequisite for this saving.				

Reduction in Harnessing Technology Grant 2010/11 through withdrawal on Central Government Grant

	As at April 2010	50% reduction
Budget	811,527	405,764
Retained centrally 25%	202,882	101,441
Balance to devolve to schools	608,645	304,323

	Total allocation April 2010 £	50% reduction	
		Revised budget £	£ reduction
TOTALS	608,645	304,323	304,323
Nursery			
Chelwood Nursery School	2,719	1,360	1,360
Clyde Nursery School	2,510	1,255	1,255
Primary		0	0
Adamsrill Primary School	6,968	3,484	3,484
All Saints' Church of England Primary School VA	3,969	1,985	1,985
Ashmead Primary School	4,452	2,226	2,226
Athelney Primary School	5,654	2,827	2,827
Baring Primary School	4,103	2,051	2,051
Brindishe Primary School	4,424	2,212	2,212
Brockley Primary School	4,299	2,149	2,149
Childeric Primary School	6,186	3,093	3,093
Christ Church Church of England Primary School VA	4,028	2,014	2,014
Cooper's Lane Primary School	7,485	3,743	3,743
Dalmain Primary School	5,864	2,932	2,932
Deptford Park Primary School	7,653	3,827	3,827
Downderry Primary School	6,982	3,491	3,491
Edmund Waller Primary School	7,052	3,526	3,526
Elfrida Primary School	6,689	3,344	3,344
Eliot Bank Primary School	7,248	3,624	3,624
Fairlawn Primary School	8,059	4,029	4,029
Forster Park Primary School	7,066	3,533	3,533
Good Shepherd RC School VA	4,368	2,184	2,184
Gordonbrock Primary School	8,296	4,148	4,148
Grinling Gibbons Primary School	4,173	2,086	2,086
Haseltine Primary School	5,291	2,646	2,646
Hither Green Primary School	7,863	3,931	3,931
Holbeach Primary School	7,332	3,666	3,666
Holy Cross Roman Catholic Primary School VA	4,738	2,369	2,369
Holy Trinity Church of England Primary School VA	3,393	1,696	1,696
Horniman Primary School	3,865	1,933	1,933
John Ball Primary School	7,430	3,715	3,715
John Stainer Primary School	4,075	2,037	2,037
Kelvin Grove Primary School	7,360	3,680	3,680
Kender Primary School	4,131	2,065	2,065
Kilmorie Primary School	6,088	3,044	3,044
Launcelot Primary School	5,403	2,701	2,701
Lee Manor Primary School	6,577	3,288	3,288
Lewisham Bridge Primary School	5,640	2,820	2,820
Lucas Vale Primary School	5,067	2,534	2,534
Marvels Lane Primary School	5,906	2,953	2,953
Merlin Primary School	5,347	2,673	2,673
Monson Primary School		0	0
Myatt Garden	7,723	3,862	3,862
Our Lady and St Philip Neri Roman Catholic Primary School VA	5,891	2,945	2,945
Perrymount Primary School	4,145	2,072	2,072
Rangefield Primary School	6,367	3,184	3,184
Rathfern Primary School	6,283	3,142	3,142
Rushey Green Primary School	7,807	3,903	3,903

Reduction in Harnessing Technology Grant 2010/11 through withdrawal on Central Government Grant

Sandhurst Infant School	5,375		2,687	2,687
Sandhurst Junior School	5,179		2,590	2,590
Sir Francis Drake Primary School	3,879		1,940	1,940
St Augustine's Roman Catholic Primary School and Nursery VA	4,368		2,184	2,184
St Bartholomews's Church of England Primary School VA	5,329		2,665	2,665
St James's Hatcham Church of England Primary School VA	4,206		2,103	2,103
St John Baptist Southend Church of England Primary VA	4,161		2,081	2,081
St Joseph's Catholic Primary School VA	4,797		2,399	2,399
St Margaret's Lee CofE Primary School VA	4,546		2,273	2,273
St Mary Magdalen's Catholic Primary School VA	4,058		2,029	2,029
St Mary's Church of England Primary School VA	5,019		2,509	2,509
St Michael's Church of England Primary School VA	5,433		2,716	2,716
St Saviour's Catholic Primary School VA	4,546		2,273	2,273
St Stephen's Church of England Primary School VA	4,487		2,243	2,243
St William of York Roman Catholic Primary School VA	4,679		2,339	2,339
St Winifred's Catholic Infant and Nursery School VA	3,629		1,815	1,815
St Winifred's Catholic Junior School VA	3,703		1,852	1,852
Stillness Infant School	5,361		2,680	2,680
Stillness Junior School	5,389		2,694	2,694
Tidemill Primary School	5,822		2,911	2,911
Torridon Primary School, Infant Department	5,417		2,708	2,708
Torridon Primary School, Junior Department	5,962		2,981	2,981
Turnham Primary School VA	8,507		4,254	4,254
Secondary			0	0
Addey and Stanhope School VA	9,837		4,919	4,919
Bonus Pastor Roman Catholic School VA	11,966		5,983	5,983
Catford Girls' School	11,972		5,986	5,986
Prendergast Ladywell Fields (Crofton) School	11,427		5,714	5,714
Deptford Green School	16,766		8,383	8,383
Forest Hill School	20,652		10,326	10,326
Northbrook Church of England School VA	8,167		4,084	4,084
Prendergast Hilly Fields College VA	12,498		6,249	6,249
Sedgehill School	23,965		11,982	11,982
Sydenham School	21,505		10,752	10,752
LEA Maintained 16-19 School			0	0
Crossways Academy	8,967		4,484	4,484
Specials			0	0
Brent Knoll School	2,803		1,402	1,402
Greenvale School	2,230		1,115	1,115
Meadowgate School	1,992		996	996
New Woodlands School	2,607		1,304	1,304
Pendragon Secondary School	2,607		1,304	1,304
Watergate School	2,160		1,080	1,080
Other			0	0
Abbey Manor Centre	3,093		1,547	1,547
St. Matthews Academy	11,989		5,995	5,995
Haberdasher Askes Hatcham Academy	24,146		12,073	12,073
Haberdasher Askes Knights Academy	14,171		7,086	7,086
Haberdasher Askes Temple Grove	5,301		2,651	2,651
Total				
Notes:				
Non-maintained schools funded at same level as 2009/10 as pupil data not available at time of calculations				
VA schls funded @ 90% + VAT rate 17.5% = 1.0575				

Committee	Schools Forum 15 July 2010
Title	SEN Monitoring
Class	Part 1

1. PURPOSE OF THE REPORT

The report summarises the response to the SEN audit carried out with ten Lewisham schools in order to establish whether resources for special needs were being used effectively.

2. POLICY CONTEXT

The authority's Strengthening Specialist Provision review set out arrangements for reshaping the provision of places for children with special educational needs. Prior to the review the decision had been taken to devolve additional funds to schools to support pupils with SEN, intended to give sufficient resources for them to provide timely support without needing to issue statements for pupils who were previously supported at Matrix levels 3, 4 and 5. Statements with levels of support from Matrix level 6 and above continue to be issued by the authority. The Children and Young People's Plan 2009-12 emphasises the importance of early intervention to address needs.

3. BACKGROUND

- 3.1 Forum considered a report on the 20th May which set out the results of the audit on ten schools designed to obtain better information about the use of SEN resources.
- 3.2 Among the recommendations agreed were those about sharing good practice, improving monitoring and making effective use of Annual Reviews.
- 3.3 A key recommendation was that a protocol should be drafted, setting out expectations for schools in terms of how assessments are applied for, and how resources should be used to support pupils. The protocol should also set out expectations on the Local Authority in terms of attendance at annual reviews and provision of information.
- 3.4 The recommendations were drafted in the context of a significant overspend in the SEN budget overall in 2009/10, and particularly in the Matrix budget. Over the period since January 2010, 195 assessments have been requested (27 per month), and 69 were agreed, a rate of 35%. Since the start of the current financial year 127 assessments have been requested (32 per month), and 42 have been agreed, a rate of 33%. Advice from the National Strategies team is that this suggests

a mismatch between the expectations of schools and of the Local Authority.

- 3.5 14 statements carrying a matrix have been issued in the period up to the 30th June. The total cost of these is £127,125. Continuing to issue statements at a similar rate would carry a risk of further pressure on the budget, given previous experience of a 'spike' in requests for assessments in the latter part of the year.

4. PROTOCOL

- 4.1. The draft protocol is attached at annex A. It has been discussed at Primary Strategic and will be discussed at Secondary Strategic on 16 July. If all parties agree, the aim is that the protocol should start to operate from the start of the autumn term 2010.

- 4.2 The protocol covers processes before an assessment is requested, the information that should accompany a request, the agencies that should be involved, the resources that schools should use even when a pupil has a statement, the time that should elapse before a request for further resources is made and the entrance arrangements for ceasing statements. It also covers the regular information that the Local Authority will provide to assist everyone in the partnership to monitor the situation and the ways in which annual reviews will be used.

- 4.3. The protocol does not attempt to supercede anything in the Code of Practice and parents' rights remain unchanged. There may need to be structured arrangements for briefing parents about the protocol as appropriate.

5. EQUALITIES IMPLICATIONS

There are no specific implications arising from the report. Pupils with special needs are among the most vulnerable in the population and their needs are of paramount importance in the assessment process.

6. LEGAL IMPLICATIONS

These are contained in the report.

7. FINANCIAL IMPLICATIONS

These are contained in the report.

8. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from the report.

9. APPENDICES

Draft SEN protocol attached.

Background papers

*John Russell, Service Manager, SEN and Educational Access, 3rd Floor
Laurence House, 1 Catford Road, SE6 4RU, telephone 020 8314 6639, email
john.russell@lewisham.gov.uk*

SEN PROTOCOL 21.6.10

This is Lewisham's protocol for the assessment of pupils' special educational needs and the implementation of statements. The protocol seeks to complement the SEN Code of Practice in setting out how the arrangements are locally implemented. The protocol is subject to agreement between schools (which throughout the document is taken to include academies), and is guided by the following **principles**

- Children only require statements when their needs cannot be met within the devolved resources for low level/high incidence needs that are readily available to all schools
 - It is expected that requests for assessment should only be submitted for high level/low incidence complex and enduring needs
 - Meeting pupils' needs should be met in the most effective way, involving the most efficient use of resources and good value for money
 - Direct support should take precedence over bureaucratic processes
 - Access to services should be possible without the need for a statement
 - Our processes should be transparent
 - The aim is always to work in partnership with schools and parents..
1. The local authority will update and regularly review the 'Statutory Assessment Criteria' which have informed decisions about assessment for a number of years. The current document is available on the Lewisham website. Evidence suggests that the current arrangements encourage requests for assessment of low level, high incidence needs. The revised criteria should include what is expected from schools, from the monies available to them, e.g. AEN, AWPU, devolved funding for School Action and School Action Plus.
 2. Schools, including academies, need to set out clearly, when they make requests for statutory assessment:
 - a) why the needs cannot be met through resources and services available to them;
 - b) why the statutory assessment is required;
 - c) why the desired outcome cannot be achieved without the assessment process being undertaken;
 - d) the outcomes of interventions carried out, within school and involving other agencies (see 4 below).
 3. Schools, including academies, **MUST** provide with every request for assessment
 - a) details of the strategies used to address the pupil's needs
 - b) evidence of the impact these have had

- c) up to date reports;
- d) details of the agencies used, including those on the 'Minimum List';
- e) the school's provision map, indicating where the child fits into it
- f) the amount spent on that pupil in the current financial year (to date and a full-year equivalent).

Failure to provide any of these details will result in the assessment being refused. It is also important to emphasise that the assessment must be prompted by concerns about the child's learning. If the main issues are social, schools should refer to the locality Family Support Panel.

4. The **Minimum List** of professionals or agencies to be consulted prior to an application for assessment is as follows:
 - a) Inclusion Service (e.g. Communication and Interaction Team, Early Intervention Team, Educational Psychologist, BEST)
 - b) New Woodlands (in cases where the pupil's behaviour presents significant problems)
 - c) SALT (in cases where the pupil's verbal communication presents significant issues)
 - d) Health (e.g. school nurse, GP, consultant, CAMHS)
 - e) ASD Outreach team (in cases where the pupil is on the ASD spectrum).

NB – a) and c) most times will cover ASD.

OT & physio for physical needs.

VI or HI team if sensory.

A full assessment will involve consulting most of the agencies again, so schools need to be clear about what will be achieved by this additional process.

5. When an application for assessment has been refused, the application should not be resubmitted before a further six months has elapsed. The only exception to this is where the Panel has asked for it to be resubmitted sooner, with additional evidence.

Parents retain the right under the Code of Practice to appeal against refusal of an assessment, but schools should advise and support them appropriately in terms of waiting for interventions to take effect and on the required next steps.

6. Following the issue of a statement, there will be an expectation that the school will run with it for a minimum of a year. No requests for increases in hours or matrix level will be considered during this time. If the school is of the view that extra hours are needed, they should provide the funding themselves.
7. There will also be an expectation that when a statement is issued, schools will provide a certain amount of funding from their own

resources to supplement the matrix money. The school amount will be geared to the matrix amount via a formula.

8. It is the expectation that schools use resources in a way that supports pupil progress. Statement resources are provided in order to enable a pupil to make *academic and developmental progress.* That progress will continue to be monitored by the school and local authority at annual review and schools should obtain updated professional advice as part of this. Formal statutory reassessment will therefore not be necessary unless there is a significant change in needs.

**For a large number of ASD pupils this is more crucial for social intervention i.e. play and lunch times (independent individuals)

9. Schools, including academies, and the local authority will monitor the impact of interventions, and if satisfactory progress has been made and targets reached, the pupil should move to School Action Plus and the statement will become eligible for ceasing. This expectation is backed up by a 'Cease to Maintain' policy. (all schools need to see this.
10. There will be regular monitoring of the impact of interventions in an annual sampling exercise by the local authority; among other things, this will focus on the effectiveness of individual support from TAs.
11. SEN Senior Caseworkers will be given targets to identify instances where statements can be ceased. They will be aware of the Cease to Maintain policy and will use the Annual Review process to do this. Schools with high numbers of statements for low level needs should also set targets for the number of statements to be ceased. The team will prioritise attendance at annual reviews for years 5 and 9, and for cases identified through consideration at panel and identified as high priority by schools.
12. The SEN Assessment and Placement Panels will include at least one head teacher representative (as distinct from a SENCO, who may also attend). Heads and SENCOs who attend should also be fully informed about the authority's policies and procedures.
13. Where appropriate, the pre-panel work will include a sifting process which will identify instances where requests relate to pupils who do not have complex and/or enduring needs. These cases will be dealt with outside of panel.
14. All schools, including academies, will be sent a termly monitoring report via schools' mailing. This report will include the number of new requests for assessment made, how many have been agreed, and the implications for the budget of new statements issued. It will also detail which schools have requested assessments and which have had

statements issued. Regular reports will also be made to Schools Forum. We like this one!!!!

15. Information will be available to the Panel about individual schools' budgets, in terms of AEN/SEN spend, etc. It should also include an overview of what services are provided to the schools.
16. Where there is evidence that particular schools have applied for more assessments than can be reasonably expected (taking into account FSM, mobility, etc), training will be arranged for the Head, SENCO and other staff as necessary. The training will be on SEN matters and will be provided and monitored by the School Effectiveness Team.
17. If the number of statements issued means that the SEN Matrix is overspent, or likely to be overspent, Schools Forum will consider whether the financial impact of this should be spread across all schools, or just across those schools where the number of statements exceeds the average. The current arrangements act as a perverse incentive for schools to apply for statements, because the financial impact is borne by all schools. My Inclusion Manager is not sure about this as she feels that schools good at managing SEN without statements will be penalised.
18. Information will be available for parents about the operation of the protocol, its principles and rationale.
19. Mediation will take place as necessary with parents, to explain processes and provision, and to enhance partnership. (before tribunal? If so then good step).
20. There will be regular opportunities to share good practice between schools, facilitated by the LA, and informed by the audit process.
21. Schools will be expected to attend the Tribunals in partnership with the LA. They should clearly demonstrate how they are planning to support pupils going forward (through training etc)
22. Transport arrangements should be kept under review and there is an expectation that wherever possible, pupils should receive training and encouragement in terms of independent travel. (excellent idea. We need to know who provides this).

School Budgets - Capping of school carry forwards and schools in deficit

1. Purpose of the Report

The purpose of this report is to consider whether any schools carry forward should be capped and to update members on the progress those schools with deficit budget have made to rectify the situation.

2. Recommendation

- 2.1 The Forum agree to cap the excess balance at Adamsrill and Holy Trinity.
- 2.2 The Forum agree to allow Grinling Gibbons to carry forward their excess balance but that it must be spent by the end of the 2010/11 financial year or else will be capped.
- 2.3 The sum clawed back (178k) is set aside to assist with the cost pressures created by the bulge classes

3 Background

- 3.1 At the last meeting of the Forum a list of school carry forwards at 31 March 2010 was presented. A number of Primary schools had exceeded the capping limit of 8%. The vast majority of these had either pre-authorisation to exceed the limit or had only exceeding the 8% limit as they were holding funds attributable to other schools via collaborative arrangements or as they are more commonly known they are operating as a "banker" school. No Secondary or Special School had exceeded the 5% cap.
- 3.2 The Schools Forum asked officers to provide further information about the three schools who did not fall into categories mentioned above and bring a report back, in order for the forum to make a decision on whether the schools should be capped.
- 3.3 The carry forward listing also highlighted that a number of schools had deficits, officers were asked to provide details of the schools predicting deficits at the end of 2010/11 financial year together with the progress being made to address the situation.

4. Excess carry Forwards

4.1 The three schools concerned are Adamsrill, Grinling Gibbons and Holy Trinity.

4.2 Adamsrill

The school have requested that they are allowed to exceed the cap and the details below show the planned expenditure they wish to undertake to utilise the balance.

Description	Amount £'000
Playground Equipment	50
Water Tanks	15
Security cameras and electronic gates	25
Classroom furniture	20
Decoration / Refurbishment	10
Staff Salaries	42
Total	162

The carry forward details are as follows

Carry Forward	Amount £'000	Exceeds Cap	Exceeds cap by £'000	School Budget £'000
2009/10	240	Yes	96	1,854
2008/09	167	Yes	29	1,731

The school forecast carry forward at the end of 2010/11 is £98k

4.3 Grinling Gibbons

The school have requested that they are allowed to exceed the cap and the details below show the planned expenditure they wish to undertake to utilise the balance.

Description	Amount £'000
Pension Payment and single status	19
Late payment by Local Authority to support federation in the following financial year.	35
Premises Improvement health and safety	15
Additional Staff	11
Total	80

The carry forward details are as follows

Carry	Amount	Exceeds	Exceeds	School
-------	--------	---------	---------	--------

Forward	£'000	Cap	cap by £'000	Budget £'000
2009/10	133	Yes	38	1,216
2008/09	82	No	0	1,177

The school still has to provide a forecast carry forward at the end of 2010/11. The school has been written too.

4.4 Holy Trinity

The school have requested that they are allowed to exceed the cap and the details below show the planned expenditure they wish to undertake to utilise the balance.

Description	Amount £'000
Refurbishment of foyer and admin officers	23
Upgrade of radiators in new buildings	4
Upgrade of toilets	10
Refurbishment of school entrance	20
Secondary glazing in old building	25
Total	82

The carry forward details are as follows

Carry Forward	Amount £'000	Exceeds Cap	Exceeds cap by £'000	School Budget £'000
2009/10	154	Yes	82	937
2008/09	107	Yes	36	886

The school forecast carry forward at the end of 2010//11 is £42k assuming the 2009/10 carry forward is not capped.

4.5 Each of the three schools above, were invited to make comment to the Forum on their excess balance. At the time of writing this report two schools have responded. These are attached.

4.6 The scheme is quite clear that if a school has an excess carry forward for two years running then the school will be capped. Minutes of the meeting on the 29 September 2009 read *“Forum agreed if a school has excessive balance at the start of the year, provide plans to spend the sum, but still has an excess at the end of the year, this will be automatically capped. This is to be effective from the end of this financial year.”*

- 4.7** The latter does not apply to Grinling Gibbons but Adamsrill and Holy Trinity have exceeded the cap for two years running, it is recommended that with this in mind the schools have their excess balance capped.
- 4.8** Grinling Gibbons only exceeded the cap as they received a significant amount of funding late in the financial year from the Local Authority that relates to the Federation. The expenditure for which will take place this year. It would seem inappropriate to cap the school only to provide them with more funds. In the light of this it is recommended not to cap Grinling Gibbons.
- 4.9** When determining how to apply the funds that have been clawed back from schools with excessive balances the Scheme of Delegation provides that the Local Authority will consider the school improvement needs of all schools and how best they can be met, when determining how to apply the funds that have been clawed back from schools with excessive balances.
- 4.10** At the Forum meeting in March the need to accommodate between 450 and 510 extra pupils was considered. As, these pupils were not in school on the count date, no funding has been received for them. They will only attract funding from 2011/12, at that meeting extra revenue funding was set aside to meet the cost. The capital element will be met centrally. The funding is held in a contingency. It now seems more classes will open in September than anticipated and extra budgetary pressure will be experienced by schools. While the capital works are paid for there maybe a need in certain cases to provide additional works. It is proposed that any clawback is used to fund the costs mentioned above.

5 Schools with deficit budgets

- 5.1** There are a number of schools that now have budget deficits, where these come to light support is given to the school through the School Improvement Team, Schools Human Resources Team and the Schools Finance Team. If a school is in deficit the normal expected course of action is to require the school to recover the deficit in-year and that it should not roll forward to the following year. The school Improvement Team work closely with finance colleagues to ensure there is a balance between budget savings and the impact on standards.

If a school is in deficit they have to apply to the Local Authority for a Licensed Deficit agreement.

- 5.2** The current schools in deficit are

School	Deficit £'000	Year budget balances	

Forest Hill	500	2012/13	
<p>There are three main issues that have caused the budget difficulty, the sport centre, playing fields consortium and the fact there had not been a long term adjustment for the PFI costs due to the high recoverable sums in the first years of the contract. Negotiations regarding a licensed deficit has been on-going with officers for sometime and has now been agreed. The main areas of reductions have been teaching staff, leadership team, learning support assistants and a reorganisation of the administration staff within the school. It is planned that Leisure Services will manage the sports centre and the Council are looking at alternative arrangements for managing the playing fields.</p>			
Northbrook	164	2010/11	
<p>The current deficit arose very late in the 2009/10 financial year and was unexpected, it was already known that 2010/11 would be challenging. The school is planning to re-organise its year 7 from 4 to 3 year groups, not replacing a member of the teaching staff and a reduction in the learning resources budget.</p>			
Crossways	241		
<p>The College has been working on their recovery plan but still more work is needed. Currently a reorganisation of the leadership is underway.</p>			
Greenvale	43		
<p>The school are working with finance and personnel officers to see where staff savings can be found by utilising the benefits of the federation with Watergate.</p>			
St Joseph's	20	2012/13	
<p>The school has had a licensed deficit agreement since 2005/6. A substantial amount was saved in 2009/10 by re-organising the school to one form of entry. The budget is closely monitored with the school through the partnership board. However there is a concern about the current standards within the school</p>			
St James Hatcham	14	2011/12	
<p>The school has applied to the Local Authority and reductions will involve staff changes.</p>			

6 Conclusion

The number of schools above the cap has fallen from 29 in 2007/8 to the current 6 (3 being pre-authorized to exceed the cap). This is good progress and compares well with the position across London. Nevertheless it is important that the Balance Control Mechanism is applied. The creation of excess balances has already deprived the pupils who attracted the funding the benefit of it. It's application to bulge classes will ease the funding burden in relation to pupils we have not been funded for.

While it is possible that schools will have a deficit in periods of transition it is not inevitable. There is a concern that schools may enter a period of relative restraint with a deficit. A further concern is that more budget challenges are emerging from Secondary Schools.

Dave Richards

Group Finance Manager – Children and Young People
Contact on 0208 3149 442 or by e-mail at Dave.Richards@Lewisham.gov.uk

Grinling Gibbons - School Comment on excess carry forward

Grinling Gibbons had a large carry forward as £35,000 was allocated to our budget at the end of March for the Partnership with Lucas Vale School. Payroll had not deducted pension from a member of staff which will total £9,000.

Health & Safety audit required a number of improvements to be made which were not completed by the end of the financial year. All these expenditure will be completed in 2010/11.

HOLY TRINITY C.E. SCHOOL



Dartmouth Road, London SE23 3HZ
Tel: 0208 699 9023
Fax: 0208 291 4461



Headteacher : Mrs Marcia Crow, B.Ed. (Hons)

Web: www.holytrinity.lewisham.sch.uk

Email: admin@holytrinity.lewisham.sch.uk

7.7.10

FAO: Mr Dave Richards

Dear Mr Richards,

The £81K funds have already been allocated and contractors are in place to commence targeted work from the 23rd July 2010. Governors and I are concerned that this delay will lead to a further postponement with this money being withdrawn permanently.

These funds were set aside for the following works:

- Refurbishment of the toilets for our youngest pupils due to serious health and safety concerns. The lino on the floor of the 4 units has become saturated with urine. Over the years this has proved to be hazardous for pupils with the risk of them slipping or tripping where the lino has lifted up;
- With the flooring now saturated cleanliness and hygiene is a major issue to health. The toilet pans and seating are old. The flushing mechanisms are worn and need to be replaced. Low cost solutions such as changing cleaning products, a rigorous cleaning regime and improved flushing mechanisms have all proved inadequate. The only alternative is to replace these.

The administrator's office area has been identified as a health and safety matter which governors are legally obliged to rectify. This work was earmarked to be completed some time ago, but problems with contractors led to a delay. The issues identified were that:

- The present situation does not allow for enough natural light or air for two workers to comfortably spend all day working in this environment. The solution found has been authorised by the SBDE and appointed architects. This work is due to be completed in July 2010.
- Lewisham's Estate Management concurred security needed to be improved for pupils and staff. This has led to the plans for the entrance foyer to be remodelled at the same time as the work on the office, ie starting 23rd July. This will make the area more welcoming and secure;
- It was also noted that the senior administrator needed to have a secure area to work



HOLY TRINITY C.E. SCHOOL



Dartmouth Road, London SE23 3HZ
Tel: 0208 699 9023
Fax: 0208 291 4461



Headteacher : Mrs Marcia Crow, B.Ed. (Hons)

Web: www.holytrinity.lewisham.sch.uk

Email: admin@holytrinity.lewisham.sch.uk

with a greater level of confidentiality and calmness.

I also understood that these were key 'condition' premises actions which needed to be addressed immediately. I trust that the committee will ensure such works are given authorisation as a matter of urgency. Many thanks!

Yours sincerely,

M. Crow

Headteacher

•

Progress on the implementation of the early years pilot

1. Purpose of the Report

The purpose of this report is to update members on the progress of the Early Years pilot.

2. Recommendation

2.1 The Forum note the report

3 Background

- 3.1 In June 2007, the previous Government announced that Local Authorities will be required to use a single local formula for funding Early Years provision in the maintained and private, voluntary and independent (PVI) sectors from April 2010. The Early Years Single Funding Formula (EYSFF) is intended to support the extension of the free entitlement for 3 and 4-year-olds from 12.5 hours to 15 hours per week, as well as to address inconsistencies in how the offer is currently funded across the maintained and PVI sectors. This will help to ensure that decisions about funding for maintained and PVI providers are transparent, and based on the same factors. While funding levels and funding methodologies do not have to be exactly the same for all providers, any differences must be justifiable and demonstrable. It has been common practice in PVI settings to charge parents for hours above the free entitlement are provided. Each PVI sets its own level of charging.
- 3.2 The Schools Forum set up a task group to consider the detail of the proposals for implementing the single funding formula and asked them to consider the possibility of charging for hours provided by maintained settings over and above the free entitlement. The group had representatives from the private, voluntary and independent sectors as well as primary and nursery schools. Officers supported them in their work.
- 3.3 Under the new proposals it is possible for maintained schools to charge parents if they wish to take up extra provision over and above the 15 free hours providing there is capacity.

4. Extension of the free entitlement – staffing Structures

- 4.1 In order to assess the impact on staffing structures schools were asked if they would be willing to volunteer to be part of a Pathfinder Group to

trial various approaches and to test out how it would work for their individual schools. The schools who were part of the group were

- Chelwood
- John Stainer
- Hither Green
- Kelvin Grove
- Clyde Early Childhood Centre
- St William of York
- John Ball
- Rathfern
- Tidemill
- Myatt Garden

- 4.2 Early on in the pilot it was obvious that it was going to be virtually impossible to come up with one staffing model that would deliver what was required, because of the many variables that are specific to individual schools.
- 4.3 The pilot schools were chosen to provide a range of types of school to give as wide a view point as possible. The remit of this group was to trial what worked and what didn't, putting together the methodology that they have decided to use.
- 4.4 This work was collated and model staffing structures sent out to schools on 27 May 2010 so they could select the most appropriate to fit their circumstances.
- 4.5 The models may not be an exact fit for every school as each school is individual and has differences in staffing, financial restraints, opening times etc. The examples should be sufficient for schools to establish its direction of travel/.
- 4.6 The attached appendix show the different types of provision trialled by the pilot school. Another part of the agreement was that if a school chose to follow a particular model and wanted advice or to clarify how the system worked, they could call the contact from that school.

5. Full Time Places

- 5.1 The impact of the reforms on full time provision for 3 and 4 years olds has been the focus of much of the development locally. The Schools Forum Early Years sub-group has explored the options for the continuation of full time provision or additional free hours, and to aid decision making identified the following principles:
- Full time education for under 5s is beneficial and should continue
 - Provision should be targeted at those children with greatest need

- The principle of equity of access to full time places across the sectors should be adhered to
- Any changes will have an impact upon the maintained sector and robust transitional arrangements are needed.
- The LA should only commission places where there is an assured level of quality.

5.2 Two rounds of Additional Free Hours offers have now taken place. In the first round 376 places were offered over 29 settings (21 schools and 8 PVI's). A letter was also sent to those schools that had not been offered places as well as a letter regarding the protection of existing full time place providers.

5.3 The second round of offers increased the total number of places offered to 545 across 45 providers (26 schools and 19 PVI's).

5.4 At the time of writing only the deadline for the first round of offers had been reached. Of the 21 responses received 13 settings had accepted 203 places between them whilst 8 settings had declined 90 places between them. Of this 90, 21 places have already been offered and accepted by an alternative provider.

6. Charging for services above the free entitlement

6.1 The Mayor and Cabinet will consider a report on the maintained sector charging for provision over and above the 15 hours free entitlement on the 21 July 2010.

6.2 The working group set up by the Forum discussed charging at length and the debate has been around what rate schools should charge and whether there should be a common charging policy across the maintained sector in the authority or whether schools should make individual decisions. It is their work the report to the Mayor is based upon.

6.3 The Mayor will consider three basic options in setting a charge:-

- at a rate that would contribute to costs,
- a rate set to cover costs
- allow a free market with allow schools setting their own policy.

The following arguments will be considered

6.4 Charging Fees set at a rate that would contribute to costs (The basic rate provided by the formula - £4.41 per hour)

6.4.1 The calculation of the charge is simple

6.4.2 It provides a standard charge across Lewisham. It would seem inherently logical for a Local Authority to be charging the same fee for the same service across the Borough.

6.4.2 The main conceptual disadvantage to this is that it appears that a subsidy is being provided, as the charge by the school maybe lower than cost. However it is actually selling surplus places that would not have otherwise have been used, so is in essence a contribution to costs that would have already have been incurred. Indeed any level of fee will be beneficial in comparison to an empty place. The only real disadvantage is if the paying places led to extra staff being required, resulting in extra costs that are not fully covered.

6.5 Charging fees set at the level of funding provided to the school (Currently £4.41 to £6.15 per hour)

6.5.1 The disadvantage is that each school receives within their formula allocation top up funding which varies depending on the school circumstances such as the local level of deprivation and the outcome of the Ofsted inspection. This will result in every school having a different level of funding. The current range of funding is from £4.41 to £6.15 per hour. It could lead to a circumstance whereby a parent may perceive that they were receiving the same service but having to pay more for it in some schools. This goes against standard charging policy across borough.

6.5.2 The advantage with charging at a rate that is the same as the funding level provided is that it will be near or at the level of costs. In setting the charging rate at the funding received by the school it would avoid being accused of either making a profit or providing a subsidy.

6.6 No policy

6.6.1 The schools would have complete freedom to set their own charge and this would bring them more into line with the way PVI's and Academies can operate.

6.6.2 It is difficult to assess the risks this will have on the long term sustainability of free entitlement.

6.7 The issues above raise a number of points :

- The charging policy of one provider may make its provision sustainable but the impact of these charges may destabilise the provision of another provider by drawing away customers.
- to make sure within the Borough there is always sufficient capacity to deliver the free entitlement. The risk is that a school would sell full time places and leave insufficient places for those children entitled to the free hours

- it would seem from a parent's perspective difficult to understand why two schools in the same locality should charge two different rates for the same service. All schools are funded on the same principles commonly so should charge commonly.

6.8 The recommendation to the Mayor is a standard charge is applied across the maintained sector and this is set at £4.50

7 Conclusion

Currently early intervention for young children and their families is provided through Children Centres who are able to signpost families to appropriate childcare. The Coalition Government have signalled that they intend to change the Sure Start Children Centre programme but the full extent of the changes are unlikely to be known until the Comprehensive Spending review has been concluded. It is likely that the programme will no longer be a universal offer. If this is the case the free entitlement will be the major universal offer for young children and we will need to encourage increased uptake. The implementation of the reforms have been more complex and involved than anybody first thought. The progress will be continued to be monitored and if necessary reports brought back to the Forum.

Dave Richards

Group Finance Manager – Children and Young People
Contact on 0208 3149 442 or by e-mail at Dave.Richards@Lewisham.gov.uk

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: Chelwood Nursery School **Proposal Not yet implemented			
School details BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places		Places	
Full time equivalent:	90	Full time equivalent	90
Morning places:	30	Morning places:	42
Afternoon places:	30	Afternoon places:	42
Fulltime Places:	60	Fulltime Places:	48
Number of children on roll	120	Number of children on roll	132
Hours		Hours	
Morning session:	9.15-11.45am	Morning session:	9.00-12.00am
Afternoon session:	12.45 – 3.15pm	Afternoon session:	12.30 -3.30pm
Fulltime:	9.15-3.15pm	Fulltime:	9.00-3.15pm
Other: eg. After school club:	3.15-5.45pm	Other: eg. After school club:	3.30-5.45pm
How is the provision staffed?			
Sessions: Staffing BEFORE extension: (Including qualifications) Nursery teacher (x3) Nursery Nurses Level 3 (x6) Adult child ratio: 1:10		Sessions: Staffing AFTER extension: (Including qualifications) Nursery teacher (x3) Nursery Nurses Level 3 (x6) NVQ 2 or training (x3) Adult child ratio: 1:8	
Lunch time: 60 children Staffing BEFORE extension: (Including qualifications) 6 staff (3x Meals supervisors and 3 class staff/Level 3+) Adult child ratio: 1:10		Lunch time: 48 children Staffing AFTER extension: (Including qualifications) 6x (Meals supervisors Level 2 & 3) Adult child ratio: 1:8	

How are you delivering the 15 hours in a flexible way?
Currently limited to 5 mornings or 5 afternoons. Many families want full time and would pay. We are looking at this as an option for future. After-school club also available for families to increase hours.
How do you allocate flexible places?
Not yet flexible, but families can choose am or pm session and add After-school club.
Have there been any impacts on caretaking, cleaning or security?
Not at present
What happens over lunchtime?
Lunches will no longer take place in the familiar classroom space, but will instead we will be relocating a room to become a designated lunch-room for full time children to eat. This will free the classroom to be used for the extended core sessions which, will overlap with lunchtime provision of meals. Class staff will no longer be rota'd at lunch-time to eat with the children which is a big disadvantage. 3 more meals supervisors will need to be recruited to supervise lunch and provide cover for class staff to take breaks. Staff are very concerned about not participating in lunchtime as this is an imported area of learning in the curriculum and we are working on a solution.
How do you cater for children needing a rest/quiet time?
The classes plan for quiet areas to be available all the time as part of EYFS provision for enabling environments reflecting children's different learning styles and emotional and physical needs.
How do you plan the curriculum and avoid duplication for full day children?
This is already planned for ~ No impact on current systems
How do you ensure quality and monitor children's attainment?
This is already planned for ~ No impact on current systems except there will now be larger numbers of part-time children. Class teams will have 44 children on roll in a class per day rather than 40. This will impact on recordkeeping systems and we have already trained a member of the admin staff to input data onto the pupil tracking system as means of supporting record keeping.
Are you developing any partnerships with other providers?
Yes investigating partnership working with PVI re transitions and before and after-school wrap around.

Have you identified any benefits for the school/parents/children?

Not yet.
Currently parents are most concerned about the changes to the full time offer. Families know that there are changes afoot, and that there is a possibility that their child will not get a full time place, they are constantly asking what is going to happen and we are unable to give them a clear and final answer so they can plan.

What has been the impact on the provision?

We wait to see... planning and setting-up times have been reduced to facilitate an extension to the morning and afternoon sessions by 30 mins each. To compensate we plan to increase the class team and PPA allocations.
Classes will no longer have to dismantle at end of morning session to set up lunch so this could be positive...but staff will need to ensure they are not tempted to limit the change of provision as a consequence.

What has been the most challenging aspect of the implementation?

The main concern has been to focus on meeting children's needs whilst the move to 15 hours focuses very heavily on what parents/ work need.

We are trying to ensure the class team work and planning and preparation time as a class team are preserved to ensure high quality provision.

We are having to compromise and will have a 2 sitting lunch time due to the limited accommodation in our building . We will be seeking to expand the site and room space at the earliest opportunity, this of course will need funding... another big question!

The lack of final decision from the LA re. full time places has made planning provision very difficult. We are having to increase our staffing to accommodate the 15hours at a time the financial climate is one of shrinking resources...and with no LA decision on the future of fulltime places forthcoming we will be trying to recruit meals supervisors of 7.5 hours per week on a temporary 1 year contract.

We also need an urgent response on whether we can charge for additional hours. We have some parents who are keen to pay for additional hours if this is available. We do not want to create a situation where children will need to attend another setting to complete their full time hours. This would not be positive for their emotional development and raises concerns about safeguarding.

Key Contact Details:
(Name & Phone number) Nikki Oldhams (Headteacher) 020 7639 2514

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: Clyde Early Childhood Centre			
School details		School details	
BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places		Places	
Full time equivalent:	87	Full time equivalent:	87
Morning places:	21	Morning places:	21
Afternoon places:	21	Afternoon places:	21
Fulltime Places:	66	Fulltime Places:	66
Hours		Hours	
Morning session:	9.15-11.45am	Morning session:	9.00-12.00am
Afternoon session:	12.45 – 3.15pm	Afternoon session:	12.15 -3.15pm
Fulltime:	9.15-3.15pm	Fulltime:	9.00-3.15pm
Other: eg. After school club:	3.15-5.45pm	Other: eg. After school club:	3.15-5.45pm
How is the provision staffed?			
Sessions: Staffing BEFORE extension: (Including qualifications)		Sessions: Staffing AFTER extension: (Including qualifications)	
Nursery teacher (x3) Level 3 (x6)		Nursery teacher (x3) Level 3 (x6)	
Adult child ratio: 1:10		Adult child ratio: 1:10	
Lunch time: Staffing BEFORE extension: (Including qualifications)		Lunch time: Staffing AFTER extension: (Including qualifications)	
7 (Nursery Teachers/Level 3)		7 (Nursery Teachers/Level 3)	
Adult child ratio: 1:9		Adult child ratio: 1:9	

How are you delivering the 15 hours in a flexible way?
Whilst we are using only one model to deliver the 15 hours, our wrap-around care gives parents flexibility to tailor hours to their needs. In theory they should be able to build extended morning, afternoon, core or extended day provision through the services we offer.
How do you allocate flexible places?
See above
Have there been any impacts on caretaking, cleaning or security?
N/A
What happens over lunchtime?
Eg: Arrangements for staff breaks/cover: Where do children eat? (classroom or another separate space) We have our own dining room, which helps. Lunch breaks have been reorganised and this is not popular with staff – particularly the new early break. However the staff team have been very flexible and understanding. The most difficult time of day is during the lunch period, Whilst they are in ratio, they do find it a stressful time, and it can be problematic if a child becomes upset, needs additional support, or needs changing. We are currently exploring the possibility of employing another meal-time supervisor.
How do you cater for children needing a rest/quiet time?
We plan for quiet group sessions and the end of morning and afternoon, and can make arrangements for children to sleep as required.
How do you plan the curriculum and avoid duplication for full day children?
No impact on current systems
How do you ensure quality and monitor children's attainment?
No impact on current systems
Are you developing any partnerships with other providers?
N/A

Have you identified any benefits for the school/parents/children?
See section below
What has been the impact on the provision?
We plan for a quiet session at the end of the morning and start of the afternoon, where children still have autonomy to choose activities, but are working in a smaller group. This has been beneficial, and the start of the afternoon session is actually an improvement on the previous arrangement.
What has been the most challenging aspect of the implementation?
<p>See lunchtime section above.</p> <p>Whilst we have fully implemented the 15 hours, we have serious concerns about the allocation of full time places, and long-term sustainability. We urgently need to know how many full time places we will be able to offer as additional hours, and how this will be managed (criteria, decision/making, process)</p> <p>We also need an urgent response on whether we can charge for additional hours. We already offer day care, and have a commitment to our parents to provide full time care and education. We have some parents who need to know that they buy additional hours from September 2010. We do not want to create a situation where children will need to attend another setting to complete their full time hours. This would not be positive for their emotional development and raises concerns about safeguarding.</p> <p>Offering all part time places is not an option for parents, or for the centre. We would struggle to fill such a large number of places, and would be competing hard with other local provision. This would almost inevitably lead to a loss of money.</p>
Key Contact Details: (Name & Phone number) David Westmore (Headteacher) 0208 692 3653

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: John Ball Primary Option 1			
School details		School details	
BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places 50 P/T		Places 50 P/T	
Full time equivalent:		Full time equivalent:	
Morning places:	25	Morning places:	25
Afternoon places:	25	Afternoon places:	25
Fulltime Places:	0	Fulltime Places:	0
Hours		Hours	
Morning session:	2.5	Morning session:	3
Afternoon session:	2.5	Afternoon session:	3
Fulltime:	N/A	Fulltime:	n/a
Other: eg. After school club:	N/A	Other: eg. After school club:	n/a
How is the provision staffed?			
Sessions: Staffing BEFORE extension: (Including qualifications) 1 teacher 1 Nursery nurse NNEB 1 TA or nursery nurse (depending on rotation within unit) Adult child ratio: 1:8/9		Sessions: Staffing AFTER extension: (Including qualifications) As before plus 15 hours level 3 qualified staff Adult child ratio: 1:8/9	
Lunch time: Staffing BEFORE extension: (Including qualifications) N/A Adult child ratio:		Lunch time: Staffing AFTER extension: (Including qualifications) N/A Adult child ratio:	

How are you delivering the 15 hours in a flexible way?
Each session will be extended by ½ hour 8.45 to 11.45 and 12.30 to 3.30 There will be some flexibility to the start and finish times to enable parents to pick up and drop other siblings.
How do you allocate flexible places?
All children will be made the same offer using the normal criteria for offering nursery place.
Have there been any impacts on caretaking, cleaning or security?
No major impacts. Room will be available for cleaning slightly later
What happens over lunchtime?
Eg: Arrangements for staff breaks/cover: Where do children eat? (classroom or another separate space) No lunches provided. Staff will have a very short lunch break. (1/2 hour)
How do you cater for children needing a rest/quiet time?
Soft area/reading corner can be used if necessary
How do you plan the curriculum and avoid duplication for full day children?
N/A
How do you ensure quality and monitor children's attainment?
Early years manager will monitor quality and attainment as before. One impact of the change is less cohesion of the team due to new member of staff "covering" for established staff taking time back. This will make communication and information sharing more difficult and impact on quality.
Are you developing any partnerships with other providers?
No
Have you identified any benefits for the school/parents/children?
Increased nursery education of half hour per day for children but no real benefit for parents.
What has been the impact on the provision?
Not implemented yet

What has been the most challenging aspect of the implementation?

- 6 hours contact time during one day is far greater than teachers or support staff in the rest of the school. Nursery staff already have no break apart from lunchtime.
- Staff lunch is very short ½ hour and while this may suit the current staff may not be acceptable to staff who rotate into nursery. For the teacher this is very different to the rest of the school.
- Quality: the time back will be covered by level 3 practitioner but likely to be less experienced and with less hours, not so much part of the team. The children will not have the consistency that they are used to and which they need. Could be 'bitty' and communication more difficult. Issues of cover supervision and staff ratios when teacher not present.
- Staff morale, stress, good will, capacity (i.e. the ability to go the extra mile if needs be – if we feel stretched all the time how will this impact?

Key Contact Details:

(Name & Phone number)

Janet Morris Foundation stage Manager John Ball 02083189163

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: John Ball Primary Option 2			
School details		BEFORE Extension to 15 hours:	
BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places	50	Places	40
Full time equivalent:		Full time equivalent:	
Morning places:	25	Morning places:	20
Afternoon places:	25	Afternoon places:	20
Fulltime Places:	0	Fulltime Places:	0
Hours		Hours	
Morning session:	2.5	Morning session:	2.5
Afternoon session:	2.5	Afternoon session:	2.5
Fulltime:	N/A	Fulltime:	Children would be offered 1 morning or afternoon to make one full day but with out lunch.
Other: e.g. After school club:	N/A	Other: e.g. After school club:	n/a
How is the provision staffed?			
Sessions: Staffing BEFORE extension: (Including qualifications) 1 teacher 1 Nursery nurse NNEB 1 TA or nursery nurse (depending on rotation within unit) Adult child ratio: 1:8 24 per session		Sessions: Staffing AFTER extension: (Including qualifications) As before No change Adult child ratio: 1:8 24 per session	
Lunch time: Staffing BEFORE extension: (Including qualifications) N/A Adult child ratio:		Lunch time: Staffing AFTER extension: (Including qualifications) N/A Adult child ratio:	

How are you delivering the 15 hours in a flexible way?
<p>Children would be offered 1 morning or afternoon to make one full day but without lunch.</p> <p>The additional session will be allocated after discussions with parents to choose the best session taking into consideration work commitments/availability of other childcare and children's friendship groups</p> <p>We will be exploring options to provide opportunities for lunchtime care e.g. lunch club managed by school or private provider and links with known registered childminders.</p>
How do you allocate flexible places?
<p>All children will be made the same offer using the normal criteria for offering nursery place.</p> <p>Additional session will be allocated as described above.</p>
Have there been any impacts on caretaking, cleaning or security?
No
What happens over lunchtime?
Children go home or parents share minding/childminding to give a full day
How do you cater for children needing a rest/quiet time?
How do you plan the curriculum and avoid duplication for full day children?
Will need to make some changes to provision and plan appropriately for two different story/group times.
How do you ensure quality and monitor children's attainment?
<p>Early years manager will monitor quality and attainment as before.</p> <p>We feel this option offers an opportunity to improve the quality of provision as the same staff will be working with a smaller number of children overall but for a longer period.</p>
Are you developing any partnerships with other providers?
Intend to investigate options of working with registered childminders and other childcare providers who may be able to offer lunch provision. Childminders
Have you identified any benefits for the school/parents/children?
<p>Increased nursery education of additional session per week.</p> <p>Improved quality of provision due to overall lower child numbers</p> <p>Potentially parent could have one full day per week which may enable them to work (if provision could be made for lunchtime)</p>

What has been the impact on the provision?

Not implemented yet

Would overall reduce nursery places in an area of very high demand. Very young children may find the additional session confusing as only once per week. Needs to be carefully managed and child should have some friends in that group.

What has been the most challenging aspect of the implementation?

Very young children may find the additional session confusing as only once per week. Needs to be carefully managed and child should have some friends in that group.

Avoiding duplication of afternoon provision.

Key Contact Details:

(Name & Phone number)

Janet Morris Foundation stage Manager John Ball 02083189163

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: Kelvin Grove Nursery			
School details			
BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places 100		Places 100	
Full time equivalent:	50	Full time equivalent:	50
Morning places:	32	Morning places:	32
Afternoon places:	32	Afternoon places:	32
Fulltime Places:	18	Fulltime Places:	18
Hours		Hours	
Morning session:	9 -11.30am	Morning session:	8.45- 11.45am
Afternoon session:	9 -11.30am	Afternoon session:	12.30-3.30pm
Fulltime:	9am – 3.15pm	Fulltime:	8.45am – 3.30pm
Other: eg. After school club:		Other: eg. After school club:	
How is the provision staffed?			
Sessions: Staffing BEFORE extension: (Including qualifications) Teacher BEd Nursery Nurse L3 TA Adult child ratio:		Sessions: Staffing AFTER extension: (Including qualifications) Teacher L5 EQUIV (unqualified teacher) Nursery Nurse TA Adult child ratio:	
Lunch time: Staffing BEFORE extension: (Including qualifications) 2 MMS 1 Nursery Nurse Adult child ratio: 1:6		Lunch time: Staffing AFTER extension: (Including qualifications) 3 MMS Adult child ratio: 1:6	

How are you delivering the 15 hours in a flexible way?
We are not able to offer flexibility at present. We will review trial period and also consult with parents to find out need and then consider if there are more flexible options we could offer.-
How do you allocate flexible places?
NA
Have there been any impacts on caretaking, cleaning or security?
All current arrangements will be appropriate.
What happens over lunchtime?
Eg: Arrangements for staff breaks/cover: Where do children eat? (classroom or another separate space) Lunchtime is 11.30am – 12..45pm Children are escorted to main school building for lunch in the dinner hall. They then return to nursery where they play outside for the remainder of lunchtime. The rest of the nursery are usually on site. Staff have 45 minutes for lunch.
How do you cater for children needing a rest/quiet time?
How do you plan the curriculum and avoid duplication for full day children?
<ul style="list-style-type: none"> • At set times the full-time children have focus activities • Provision in each room is varied • Areas well used are changed in the afternoon • Areas decided upon according to interest
How do you ensure quality and monitor children's attainment?
<ul style="list-style-type: none"> • Weekly and daily planning meetings with all staff • Tracking, sample, observations, target setting & adult focuses • Regular discussions with parents and other professionals
Are you developing any partnerships with other providers?
Links with other school nurseries
Have you identified any benefits for the school/parents/children?
Not known yet
What has been the impact on the provision?
Not known yet

What has been the most challenging aspect of the implementation?

- Shorter setting up times before each session
- Not all staff are able to be involved in daily planning meeting
- Second evening meeting to discuss targets, moving on and adult focuses
- Change in contact hours
- Additional hours for support staff
- Changes in support staff contracts
- Changes to the daily routines & timetables
- Managing the lunchtimes
- Understanding all the financial implications

**Key Contact Details: Louise Bryan
(Name & Phone number)**

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: Myatt Garden Primary School			
School details		School details	
BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places		Places	
Full time equivalent:	50	Full time equivalent	43
Morning places:	50	Morning places:	43
Afternoon places:	50	Afternoon places:	43
Fulltime Places:	0	Fulltime Places:	0
Hours		Hours	
Morning session:	9.00 – 11.30am	Morning session:	9.00 – 11.30am
Afternoon session:	12.45 – 3.15pm	Afternoon session:	12.45 – 3.15pm
Fulltime:	N/A	Fulltime:	N/A
Other: eg. After school club:	Available if required from 3.15-6pm	Other: eg. After school club:	Available if required from 3.15-6pm
How is the provision staffed?			
Sessions: Staffing BEFORE extension: (Including qualifications) 2 teachers (QTS) 2 Nursery Nurses (Level 3) 2 TA's Adult child ratio: 1-8		Sessions: Staffing AFTER extension: (Including qualifications) 2 teachers (QTS) 2 Nursery Nurses (Level 3) 2 TA's Adult child ratio: 1-9	
Lunch time: Staffing BEFORE extension: (Including qualifications) N/A Adult child ratio:		Lunch time: Staffing AFTER extension: (Including qualifications) N/A Adult child ratio:	

How are you delivering the 15 hours in a flexible way?
Every child will be offered either one am or pm session to make up their 15 hours. Parents/carers will have to collect the children and take them home for lunch and then bring them back.
How do you allocate flexible places?
Parents/Carers have been offered an extra session of 2 ½ hours. They have a 1 st , 2 nd and 3 rd preference day for their extra session and we will try to accommodate their preference.
Have there been any impacts on caretaking, cleaning or security?
No
What happens over lunchtime?
Eg: Arrangement for staff breaks/cover: Where do children eat? (classroom or another separate space) In the summer term the nursery leavers (rising 5's) will be offered the 15 hours and lunch cover 1 day a week, this will actually give the children 16 ¼ hours in school. This provision will be part of our transition. The children will eat in school dining hall and due to the numbers of nursery staff a lunchtime rota for nursery nurses and TA's will operate. Staff will have a set day so they are always with the same children at lunchtime. Staff will take their breaks, on that one day, during the end of the morning session and the beginning of the afternoon.
How do you cater for children needing a rest/quiet time?
Other than the older children who will be full-time one day a week and other children will be going home for lunch. We have provision for children who need a rest e.g. quiet reading club, where we have books and large cushions.
How do you plan the curriculum and avoid duplication for full day children?
We are a 2 class nursery. Different activities are planned to fulfil the shared learning intentions. Children are targeted now to access different carpet/class activities and this will continue.
How do you ensure quality and monitor children's attainment?
As we do now through observations, evaluation provision and assessments.
Are you developing any partnerships with other providers?
No
Have you identified any benefits for the school/parents/children?
Extra hours will be of benefit to children and enhance our transition provision and develop their stamina in preparation for full-time school. The school benefits from receiving into the reception class children who are prepared and have experienced lunchtime.

What has been the impact on the provision?

We feel that our decision to provide the extra 2 ½ hour by offering either an extra am or pm session has enabled us to maintain quality provision.

What has been the most challenging aspect of the implementation?

The challenge has been to maintain high quality provision. We decided to reduce the number of children this will mean that we will lose revenue but the cost of extra staffing and the possibility of introducing shifts counter balances this. We also feel that if there is a problem to get the full numbers in the nursery we might find ourselves in the position of having high numbers of staff but not the numbers of children to afford the salaries.

Key Contact Details:

(Name & Phone number) Liz Stone 0208 691 0611

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: Rathfern					
School details		BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places 50				Places 50	
Full time equivalent:	25	Full time equivalent	25		
Morning places:	25	Morning places:	25		
Afternoon places:	25	Afternoon places:	25		
Fulltime Places:	0	Fulltime Places:	0		
Hours 2.5			Hours 3		
Morning session:	9.00 – 11.30	Morning session:	8.45 – 11.45		
Afternoon session:	12.45 – 3.15	Afternoon session:	12.30 – 3.30		
Fulltime:	-	Fulltime:	-		
Other: eg. After school club:		Other: eg. After school club:			
How is the provision staffed?					
Sessions: Staffing BEFORE extension: (Including qualifications) 1 teacher (QTS) 1 nursery nurse (NNEB) Adult child ratio: 1: 12.5			Sessions: Staffing AFTER extension: (Including qualifications) 1 teacher (QTS) 1 nursery nurse (NNEB) 1 teaching asst. (level 3) Adult child ratio: 1: 8.3		
Lunch time: Staffing BEFORE extension: (Including qualifications) -			Lunch time: Staffing AFTER extension: (Including qualifications) -		

How are you delivering the 15 hours in a flexible way?
Our nursery is over-subscribed and there is currently no demand for greater flexibility.
How do you allocate flexible places?
-
Have there been any impacts on caretaking, cleaning or security?
No
What happens over lunchtime?
Eg: Arrangement for staff breaks/cover: Where do children eat? (classroom or another separate space) Arrangements for staff – staff take staggered breaks.
How do you cater for children needing a rest/quiet time?
-
How do you plan the curriculum and avoid duplication for full day children?
-
How do you ensure quality and monitor children's attainment?
Baseline assessment, termly progress meetings. EYFS lead working with lead teachers and AST.
Are you developing any partnerships with other providers?
Yes. Forest School with St Dunstan's.
Have you identified any benefits for the school/parents/children?
Increased time allows greater opportunities for children to develop social and communication skills and to explore learning environment.
What has been the impact on the provision?
The above has had an impact for our children because they come to Rathfern with a very low baseline, especially in ED, CLL and KUW.
What has been the most challenging aspect of the implementation?
Inducting new staff. Arranging staff breaks. Re-organising the school timetable.
Key Contact Details: (Name & Phone number) Louise Rhodes 0208 690 3759



St. William of York Catholic Primary School

Brockley Park, Forest Hill, London SE23 1PS

Tel: 020 8690 2842 Fax: 020 8690 3623 Email: info@swoy.lewisham.sch.uk

Headteacher: Mrs Sharon Lynch

Deputy Headteacher: Mrs Lisa Whittle

Pathfinder Group for the changes to 15hrs per week for 3 & 4 yr olds:

After initial discussions and meetings with the Pathfinder Group, as well as discussions with Collaborative headteachers and staff, St William of York embarked upon changes to the 15hrs provision in January 2010.

We decided to add 15 minutes to the beginning and end of each session, stagger lunch breaks for the Nursery Teacher and Nursery Nurse and employ an additional member of staff to cover the lunch breaks and changeover.

The timeline was as follows:

September 2009	2 x sessions – 25 pupil places 9 am – 11.30am & 12.10pm – 3.10pm
October – November 2009	Discussion re. possible reorganisation of hours. Change to: 8.45am – 11.45am & 12.10pm – 3.10pm
November 2009	Advert for Temporary Nursery Assistant – poor response initially for 12 hrs per week, and 2 nd advert for 16hrs per week drew better response.
January 2010	New member of staff starts and hours change.

The change in hours has had a minimal impact. An initial concern amongst staff regarding extended contact time has dissipated. After all, Key Stage 2 staff currently have more contact time than Key Stage 1, and the arrangements do allow them to have a clear 1 hour break which does not happen in the rest of the school.

Parents have not reported any advantages or disadvantages – they do not feel the change has made any significant change or impact.

The Nursery teacher and Nursery Nurse miss having a lunch break together, but now see the rest of the staff more regularly and that is beneficial to the staff team.

The Nursery teacher and Nursery Nurse alternate between an early or late lunch. There is a benefit to the person who has the 'late lunch' as they also have 25 minutes non-contact time between sessions.

We have had to shorten our Forest School sessions slightly and the additional hours for the Nursery Assistant allowed him to accompany the Nursery Teacher to Forest School, leaving the Nursery Nurse to have non contact time on that afternoon during the Spring term.

During the Summer Term, this has allowed the Nursery Nurse in the Nursery to work in the Reception class, strengthening the lines of communication between Nursery & Reception.

Our additional member of staff was appointed on a Temporary contract, and is embarking on a PGCE in September so we are in the process of recruiting again.

Issues & concerns:

SWOY has an emerging pattern of low Nursery numbers in the Spring Term (last 2 years and next year).

This year, we had only 13 pupils in the afternoon session. We are unlikely to be able to offer places to Non Catholics in our Reception class, as we are so heavily oversubscribed with practising Roman Catholics, which seems to discourage applicants to the Nursery.

This will have an impact on funding as we change to funding per pupil, rather than per place. The protection will only cover us for 2010-11, and we are likely to notice this reduction in numbers more drastically in September 2011 as parents have the right to allow their child to commence the Reception class, in September rather than January.

We would like to investigate the possibility of extending the day for Nursery children and charging parents for the 'wrap around' care.

CASE STUDY – INCREASED ENTITLEMENT PATHFINDER

Name of School/Setting: St William of York Catholic Primary School			
School details			
BEFORE Extension to 15 hours:		AFTER Extension to 15 hours:	
Places		Places	
Full time equivalent:	25	Full time equivalent:	25
Morning places:	25	Morning places:	25
Afternoon places:	25	Afternoon places:	25
Fulltime Places:	nil	Fulltime Places:	nil
Hours		Hours	
Morning session:	9-11.30am	Morning session:	8.45-11.45am
Afternoon session:	12.40 – 3.10pm	Afternoon session:	12.10 -3.10pm
Fulltime:	N/A	Fulltime:	
Other: eg. After school club:		Other: eg. After school club:	
How is the provision staffed?			
Sessions: Staffing BEFORE extension: (Including qualifications) Nursery teacher & nursery nurse Adult child ratio: 1:12 ½		Sessions: Staffing AFTER extension: (Including qualifications) Nursery teacher & nursery nurse plus additional Scale 3 TA. (16hrs pw) Adult child ratio: 1: 12 ½ (apart from either die of end & beg of sessions.	
Lunch time: Staffing BEFORE extension: (Including qualifications) Adult child ratio:		Lunch time: Staffing AFTER extension: (Including qualifications) Adult child ratio:	
How are you delivering the 15 hours in a flexible way?			
N/A			

How do you allocate flexible places?
N/A
Have there been any impacts on caretaking, cleaning or security?
No
What happens over lunchtime?
Eg: Arrangements for staff breaks/cover: Where do children eat? (classroom or another separate space)
Teacher & NN have staggered lunch break. Additional TA has set up time in between sessions.
How do you cater for children needing a rest/quiet time?
N/A
How do you plan the curriculum and avoid duplication for full day children?
N/A
How do you ensure quality and monitor children's attainment?
N/A
Are you developing any partnerships with other providers?
Acorn After School club collect and deliver children from am or pm session and provide child care for additional hours. Organised independently by parents.
Have you identified any benefits for the school/parents/children?
Not at present. About to survey parents' views.
What has been the impact on the provision?
Difficulties with fitting in Forest School for both sessions. Shorter sessions in the forest and additional member of staff left at school to complete paperwork and assessments.
What has been the most challenging aspect of the implementation?
We initially tried to recruit for 12 hrs cover but found that the quality of applicants was poor. When we readvertised for 16hrs, we had less applicants but offered the post to a mature (male) graduate who is due to start a PGCE in September 10. We will go out to advert again after Easter.
The Nursery Teacher & NN initially found it difficult to adjust to staggered lunch breaks. The advantage is that they now get to spend time with other staff in the staff room, at lunchtime.
Our numbers of pupils are relatively low at present, despite being heavily oversubscribed at Reception. When funding is adapted, we will suffer a considerable loss in funding and would like to investigate charging for full day places.
Key Contact Details: (Name & Phone number) Sharon Lynch (Headteacher) 0208 690 2842

Carbon Reduction Commitment (CRC)

1. Purpose of the Report

The purpose of this report is to make members aware of the scheme and to highlight the possible fines that will be passed to schools in September for failure to provide the appropriate details to allow the Authority to register with the Environment Agency. It also considers the longer term position.

2. Recommendation

- 2.1 The Forum note that schools will be expected to meet the appropriate share of non-registration.
- 2.2 The Forum agree that the costs and benefits pass back to Schools through the Dedicated Schools Grant.
- 2.3 The Forum ask officers to bring back proposals for allocating funds to the DSG.

3 Background

- 3.1 The Carbon Reduction Commitment (CRC) is a mandatory carbon emissions trading scheme that commenced April 2010 for large public and private sector organisations in the UK. It is part of a package of measures within the Climate Change Act, which aims to save over 4 million tonnes of CO₂ by 2020.
- 3.2 The scheme uses reputational and financial incentives to secure commitment from participating organisations in achieving this objective.
- 3.3 Organisations have to purchase allowances for every tonne of CO₂ they emit, the income from this sale will then be recycled back to all participants based on their position in a league table. These allowances are sold in an open market and of course the price will depend on market conditions.
- 3.4 Each year a table of performance will be published. The allowances will be repaid at a penalty or premium depending on performance.
- 3.5 It is estimated in the first year the cost to Lewisham of purchasing the allowances will be £300k, of this about 50% relates to schools.

- 3.6 In calculating the risk it is anticipated that if take a worst case example then the cost could be cost £169k the best case would be a profit of £68k.
- 3.7 Before 1 September all the meters in Lewisham including schools have to be registered.

4 Schools

- 4.1 Schools includes Maintained, Foundation, Voluntary Aided, Voluntary Controlled, Academy and Trust schools.
- 4.2 The local authority is responsible for the legal and financial aspects of the scheme. However a duty is placed on schools requiring them to supply the authority with energy data.
- 4.3 There needs to be systems and procedures in place to collect, collate and analyse this data. Schools will need to be aware that this information is required and there are possible penalties for non compliance.
- 4.4 Local Authorities are being encouraged to share the costs and benefits between schools and local authorities.
- 4.5 The previous Government proposed to change the School Finance regulations from 2011/12, so that DSG cannot be used to purchase allowances for CO2 emissions from schools. However they wanted to enable local authorities to charge any loss attributable to schools to the Schools Budget. This sum can be treated as centrally held expenditure but it was planned that a formula factor could be used to apportion the loss among schools according to their individual performance.
- 4.7 The main difficulty with this proposal is the complexity of the calculation in establishing the real loss for schools. The league table bonus / penalty calculation is based on the total sum of revenue from purchased allowances for the whole Authority not just schools. If you take out schools from this total it could change the bonus/penalty percentage.
- 4.8 A separate league table for schools would ease the burden in terms of identifying any losses and bonuses attributable to schools, however the previous Government had confirmed that this will not happen.

5 Registration Details

- 5.1 On the 25 March all schools were written too asking for details of all their meters. These details allow Lewisham to meet their requirement to register the details with the Environment Agency. This has to be completed by 1 September. At the time of writing this report information from 19 schools is still outstanding. The outstanding schools are show

in the Appendix, together with the details of when they were contacted to remind them. Additional reminders were handed out at the Schools Admin Officers conference, the newsletter for July had a reminder and the Head of Resources has written to the schools concerned.

- 5.2 The likely resulting fines will be around £4,000 and while this can be only estimated, in September the estimated charge will be made against the school budget.

6 Conclusion

- 6.1 It is disappointing to see some schools have not returned their data and even worse that this will mean valuable resources are wasted. However there is no real choice but to pass the cost back to the schools concerned.
- 6.2 The CRC is a complex scheme it has a relevant of rough justice, however it is believed the new coalition government will use the scheme as devised in the first few years. It is important that schools take a full and active part in the scheme and indeed share in the consequences. There are, as the scheme stands, difficulties in ensuring that schools are appropriately rewarded or penalised Officers will work over the summer to find a feasible way to link performance with cost and rewards and bring recommendations back to the Forum.

**Schools Forum
15 July 2010
Carbon Reduction Commitment**

Establishment	Peter's original email dated 25/3/10	Chased response by phone 10/5/10 Oliver	Chased response by email Oliver	Chased response by phone/email. Oliver Between 14-18 June	Peter's comments
Adamsrill			12/5/10 (admin)		
Ashmead			12/5/10 (admin)		
Deptford Park			12/5/10 (info)		
Elfrida			12/5/10 (info)		
Kender			13/5/10 (info)		
Myatt Garden			13/5/10 (admin)		All off contract supplies being transferred to LBL contracts
Perrymount			13/5/10 (admin)		
Rushey Green			13/5/10 (headteacher)		
St Saviours RC			14/5/10 (admin)		
Stillness Infants				16/6/10 (knight)	Normally included in Juniors returns
Tidemill			27/5/10 (admin)		
Deptford Green			27/5/10 (tborowicz)	15/6/10 (tbobrowicz)	
Forest Hill			27/5/10 (info)		PFI school
Greenvale Special (Secondary)			27/5/10 (admin)		PFI school
New Woodlands Special			27/5/10 (admin)		
Haberdashes Askes Hatcham College			18/5/ & 27/5 (reception)		
Temple Grove Site (Monson)			19/5/10	18/6/10 (sa-satow)	
Haberdashes Askes Kinghts Academy			19/5/10 (kreception)		
St Matthews Academy			27/5/10 (info)		officer contacted

List of Schools who have not responded to CRC School Data Project

Financial Management Standard in Schools (FMSiS)

1. Purpose of the Report

The purpose of this report is to update members on the schools that have passed the standard.

2. Recommendation

2.1 The Forum note the report

3 Background

3.1 Achievement of the Standard shows that a school is financially well managed. FMSiS aims to give formal recognition for the level of financial and budget management that is present in schools. FMSiS is a mandatory requirement to provide assurance to the Department, HM Treasury, National Audit Office and Local Authorities that schools have adequate arrangements in place to manage their resources effectively. All schools were legally required to meet the Standard by March 2010.

3.2 Meeting the standard demonstrates effective financial management. This is essential for schools as they need to exercise proper control and stewardship over the significant amounts of public funding entrusted to them and allocate and deploy resources effectively to meet school priorities for development and improvement.

4 Details

4.1 The attached appendix gives the details of all our schools and when they were assessed against the standard.

4.2 Only Forest Hill has failed the standard, at the time of the assessment the school had not agreed a licensed deficit budget agreement with the Local Authority. The recovery plan has been presented and is being considered by the Local Authority and will need the delegated approval of the Executive Director.

5 Conclusion

5.1 A Notice of Concern introduces an intermediate step where schools have failed to address, for whatever reason, financial management concerns, but where withdrawal of delegation may not be appropriate at that time. A Notice of Concern will be issued where, in the opinion of the Chief Financial Officer a school has persistently failed to comply

with any provisions of the Scheme of Delegation. The Notice of Concern will set out the LA's concerns and could impose a number of requirements on the Governing Body which will address those concerns.

- 5.2 It is not proposed to do this for Forest Hill as the school currently continues to work with the Local Authority to address the budget deficit.

Dave Richards

Group Finance Manager – Children and Young People
Contact on 0208 3149 442 or by e-mail at Dave.Richards@Lewisham.gov.uk

Centre	SchoolType	School Name	Type
EMAA	Nursery	Chelwood Nursery School	Nursery
EMAC	Nursery	Clyde Nursery School	Nursery
EMBA	Primary	Adamsrill Primary School	Community
EMJE	Primary	All Saints' Church of England	Church of Eng
EMBC	Primary	Ashmead Primary School	Community
EMBE	Primary	Athelney Primary School	Community
EMBH	Primary	Baring Primary School	Community
EMBK	Primary	Brindishe Green Primary School	Community
EMGA	Primary	Brockley Primary School	Community
EMBM	Primary	Childeric Primary School	Community
EMJH	Primary	Christ Church Church School	Church of Eng
EMBP	Primary	Cooper's Lane Primary School	Community
EMBR	Primary	Dalmain Primary School	Community
EMBV	Primary	Deptford Park Primary School	Community
EMCA	Primary	Downderry Primary School	Community
EMCC	Primary	Edmund Waller Primary School	Community
EMGH	Primary	Elfrida Primary School	Community
EMCE	Primary	Eliot Bank Primary School	Community
EMCH	Primary	Fairlawn Primary School	Community
EMCK	Primary	Forster Park Primary School	Community
EMJK	Primary	Good Shepherd RC School	Roman Cathol
EMGR	Primary	Gordonbrock Primary School	Community
EMCM	Primary	Grinling Gibbons Primary School	Community
EMCP	Primary	Haseltine Primary School	Community
EMCR	Primary	Brindishe Green Primary School	Community
EMCV	Primary	Holbeach Primary School	Community
EMJM	Primary	Holy Cross Roman School	Roman Cathol
EMJP	Primary	Holy Trinity School	Church of Eng
EMDA	Primary	Horniman Primary School	Community
EMDC	Primary	John Ball Primary School	Community
EMDE	Primary	John Stainer Primary School	Community
EMDH	Primary	Kelvin Grove Primary School	Community
EMDK	Primary	Kender Primary School	Community
EMDM	Primary	Kilmorie Primary School	Community
EMDP	Primary	Launcelot Primary School	Community
EMGV	Primary	Lee Manor Primary School	Community
EMDR	Primary	Lewisham Bridge Primary School	Community
EMDV	Primary	Lucas Vale Primary School	Community
EMHC	Primary	Marvels Lane Primary School	Community
EMEA	Primary	Merlin Primary School	Community
EMEE	Primary	Myatt Garden	Community
EMJV	Primary	Our Lady and St Philip School	Roman Cathol
EMEH	Primary	Perrymount Primary School	Community
EMEK	Primary	Rangefield Primary School	Community
EMEM	Primary	Rathfern Primary School	Community
EMEP	Primary	Rushey Green Primary School	Community
EMHK	Primary	Sandhurst Infant School	Community
EMHH	Primary	Sandhurst Junior School	Community
EMER	Primary	Sir Francis Drake Primary School	Community
EMKC	Primary	St Augustine's School	Roman Cathol
EMKE	Primary	St Bartholomews's School	Church of Eng
EMKH	Primary	St James's Hatcham School	Church of Eng
EMKK	Primary	St John Baptist School	Church of Eng
EMKM	Primary	St Joseph's School	Roman Cathol
EMJR	Primary	St Margaret's Lee School	Church of Eng
EMKP	Primary	St Mary Magdalen's School	Roman Cathol
EMKR	Primary	St Mary's School	Church of Eng
EMKV	Primary	St Michael's School	Church of Eng
EMLA	Primary	St Saviour's School	Roman Cathol
EMLC	Primary	St Stephen's School	Church of Eng
EMLE	Primary	St William of York School	Roman Cathol
EMLK	Primary	St Winifred's Infants	Roman Cathol
EMLH	Primary	St Winifred's Juniors	Roman Cathol
EMHP	Primary	Stillness Infant School	Community
EMHM	Primary	Stillness Junior School	Community
EMEV	Primary	Tidemill Primary School	Community
EMHV	Primary	Torridon Infants	Community
EMHR	Primary	Torridon Juniors	Community
EMJC	Primary	Turnham Primary School	Foundation
EMQA	Secondary	Addey and Stanhope School	Voluntary Aided
EMQH	Secondary	Bonus Pastor	Roman Cathol
EMMA	Secondary	Coinsborough College	Community
EMMP	Secondary	Prendergast LFC	Community
EMTC	Secondary	Crossways	Community
EMNA	Secondary	Deptford Green School	Community
EMNH	Secondary	Forest Hill School	Community
EMRH	Secondary	Northbrook	Church of Eng
EMRP	Secondary	Prendergast HFC	Voluntary Aided
EMPH	Secondary	Sedgehill School	Community
EMPP	Secondary	Sydenham School	Community
EMVA	Special	Brent Knoll School	Community
EMVC	Special	Greenvale School	Community
EMVE	Special	Meadowgate School	Community
EMVK	Special	New Woodlands School	Community
EMVH	Special	Pendragon Secondary School	Community
EMVP	Special	Watergate School	Community

The financial impact of the Academies programme

1. Purpose of the Report

The purpose of this report is to provide a discussion document on the impact on Lewisham of Academies.

2 Recommendation

The report is noted

3. Principles of funding

3.1 The principle of academies' funding is that academies should receive the same level of per-pupil funding as they would receive from the local authority as a maintained school. In addition, they will receive top-up funding to meet additional responsibilities that are no longer provided for them by the local authority. This is over and above the funding currently given to Academies

3.2 In theory the Government believe that becoming an academy should not bring about a financial advantage or disadvantage to a school.

4 How funding is calculated

4.1 Unlike maintained schools that are funded on the traditional financial year basis (April to March), Academies are funded from September to August to reflect the academic year.

4.2 The funding for academies is through a grant called the General Annual Grant (GAG), paid by the Young People's Learning Agency (YPLA).

The GAG is made up of three different elements as follows

4.2.1 An amount equivalent to the school's current budget share

This will be the same as the school's current budget share received from the local authority. An adjustment is made to reflect any reduced business rates, paid by an academy as a charitable trust, and for insurance, which is paid separately in GAG.

4.2.2 Local authority central spend equivalent grant (LACSEG) - DSG

This is the additional money to cover those central services that form part of the Dedicated Schools Grant but will no longer be provided when a school becomes an Academy.

This element of grant is calculated by using a formula, based on an academy's pupil numbers and the amount that the relevant local authority spends on the services and costs. It is not based on the actual costs of the services supplied to the individual school. The relevant services and costs include:

- Special educational needs (SEN) support services
- Behaviour support services
- 14-16 practical learning options
- School meals and milk
- Assessment of free school meals eligibility
- Repair and maintenance of kitchens
- Museum and library services
- Licences and subscriptions
- Central staff costs (maternity, long term sickness and trade union duties)
- Costs of certain employment terminations.

It does not form all the spending as some remain the responsibility of the Local Authority.

4.2.3 Expenditure funded out of the General Fund (LACSEG)

Further costs are now proposed to be taken from the Local Authority over and above the Dedicated Schools Grant. These services are funded through the General Fund. In the past the sums involved were small and the DFE did not recoup costs, as the number of academies are expect to grow the DFE now propose to recoup these costs

They include

- Costs of a local authority's statutory/regulatory duties
- Asset management costs
- School improvement services
- Monitoring national curriculum assessment
- Education welfare service
- Pupils support (e.g. clothing grants)
- Music services
- Visual and performing arts services
- Outdoor education services
- Certain redundancy and early retirement costs.

- 4.3 Academies need to consider how they will obtain these services using the additional funding they receive. They are free to buy back the services from the local authority or find them elsewhere.
- 4.4 The local authority also retains some funding for services that it has to continue to provide, and related costs. These are:
- Home to school transport (including SEN)
 - Education psychology, SEN statementing and assessment
 - Monitoring of SEN provision, parent partnerships, etc
 - Prosecution of parents for non-attendance
 - Individually assigned SEN resources for pupils with rare conditions needing expensive tailored provision (this is usually a top-up to formula funding)
 - Provision of pupil referral units or education otherwise for a pupil who is no longer registered at an academy
- 4.5 By far the biggest element that is retained by the local authority is the SEN funding for individually assigned pupils, of course this is an areas where we have seen huge spending pressures as the incidence of children with SEN is growing at a faster rate than the pupil population.
- 4.6 Deficits - Academies are not allowed to run a deficit without remedial action. Any that open with a transferred deficit will need to agree with the YPLA at the earliest opportunity, a plan to repay it from GAG instalments. Any that develop a deficit after opening will have to agree a restructuring plan with the YPLA. Schools with deficits will have their deficit transferred with them if they become an Academy.
- 4.7 The DfE has no plans to provide start-up funding for the new Academies. However, in relation to the costs that schools may incur in obtaining legal advice on the necessary documents for setting up an Academy, on the process for transferring staff, new signage and stationery a flat grant of £25,000 will be paid by the Secretary of State
- 4.8 Academies, receive an additional grant to cover their liability to pay VAT on supplies and services attracting VAT. (Currently the VAT grant is based on historic spend information and reflects the 17.5% VAT rate.)
- 4.9 There is no insurance top-up grant since insurance is paid for as a reimbursement item rather than as a formulaic grant.

5 The impact on Lewisham

5.1 The long term financial impact is difficult to exactly predict as no clear criteria for recoupment in the longer term has been given, however the table below shows the position if all the schools judged to be outstanding become Academies under current methods and also taken into account known changes. Appendix 1 explains this in detail and provides further possibilities.

	£'000
Individual Schools Budget	34,700
Reduction in DSG central Services	1,426
Reduction in General Fund	2,235
Reduction in current academies for a top slice of the General Fund	1,176

- 5.2 A particular issue will be the data used by the Department for Education as Directorate spending will be reduced by 25% in the next three years. Any time delays could mean that more funding is taken than is actually there. The scale of reorganisation of these services taking a 25% reduction plus a further element being given to academies cannot be underestimated.
- 5.3 In top slicing budgets for services that transfer would seem in principal acceptable however it is not essential that easy. The effect and impact on the Borough will only be minimal if the costs the academies will bear is easy to untangle from the expenditure that remains in the Directorate. For example the supply cover budget in theory relates to all schools and if there is one less school the costs should fall proportionally, thus not creating a problem. However if we take the admissions team if one school becomes an academy and take a proportion of the budget it is not easy to reduce the spend by that proportion unless enough schools became academies to warrant one less post in the team.
- 5.4 The SEN expenditure remains the responsibility of the Dedicated Schools Grant, the pressure has increased much faster than the growth in pupil numbers. If the DSG continue to have to bear this without it being controlled then there will be less available for the rest of the schools in Lewisham

5 Conclusion

It is difficult to assess the exact impact on the Borough and those schools that do not become academies, further details will be required from the Department on the exact funding arrangement and of course it will also depend on the number of schools that become Academies.

Dave Richards

Group Finance Manager – Children and Young People

Contact on 0208 3149 442 or by e-mail at Dave.Richards@Lewisham.gov.uk

Funds Lost To LA Due To Academy Transfer

Recoupment

Loss of entire ISB delegated budget and selected central DSG and General Fund Section 251 lines split in proportion to pupil numbers and SA/SA+ numbers.

Impact of 6th form excluded to enable comparison with Omission method. 6th form impact is shown below.

		Outstanding Schools	All Schools		Existing Academies
ISB	Prim	17,329,132	95,850,044	18%	
	Sec	8,790,871	48,558,356	18%	
	Spec	8,580,605	12,408,884	69%	
	Total	34,700,608	156,817,284	22%	
Central DSG	Prim	803,123	3,894,972	21%	
	Sec	482,408	2,514,092	19%	
	Spec	140,898	313,730	45%	
	Total	1,426,429	6,722,793	21%	
General Fund	Prim	1,441,015	4,806,104	30%	270,256
	Sec	651,099	2,020,041	32%	906,368
	Spec	143,583	126,619	113% *	-
	Total	2,235,697	6,952,765	32%	1,176,624
Total	Prim	19,573,270	104,551,120	19%	
	Sec	9,924,378	53,092,489	19%	
	Spec	8,865,086	12,849,233	69%	
	Total	38,362,734	170,492,842	23%	

*The Outstanding Schools figure is calculated using the primary/secondary rate as appropriate whilst the All Schools figure is calculated using the full Section 251 line. The discrepancy shows that the DfE method as described to date will not work for special schools.

Omission

The DSG is adjusted by omitting pupils in academies from the pupil numbers used to calculate the DSG.

The modelling is based on the current flat rate or "spend plus" DSG calculation method, which is under review.

DSG is not paid for 6th form pupils.

		Outstanding Schools	All Schools		Existing Academies
DSG	Prim	24,396,336	124,268,198	20%	
	Sec	10,693,956	55,324,311	19%	
	Spec	2,392,384	2,746,555	87%	
	Total	37,482,676	182,339,064	21%	
General Fund	Prim	1,441,015	4,806,104	30%	270,256
	Sec	651,099	2,020,041	32%	906,368
	Spec	143,583	126,619	113%	-
	Total	2,235,697	6,952,765	32%	1,176,624
Total	Prim	25,837,351	129,074,302	20%	
	Sec	11,345,055	57,344,353	20%	
	Spec	2,535,967	2,873,174	88%	
	Total	39,718,373	189,291,829	21%	

6th Form Impact

This sections shows the recoupmnt figures relating to 6th form pupils.

		Outstanding Schools	All Schools		Existing Academies
ISB	Prim	-	-		
	Sec	2,540,849	8,741,619	29%	
	Spec	407,595	407,595	100%	
	Total	2,948,444	9,149,214	32%	
Central DSG	Prim	-	-		
	Sec	115,141	443,663	26%	
	Spec	9,981	9,981	100%	
	Total	125,122	453,645	28%	
General Fund	Prim	-	-		-
	Sec	170,058	353,379	48%	192,635
	Spec	10,196	10,196	100%	-
	Total	180,254	363,575	50%	192,635
GF	Prim	-	-		
	Sec	2,826,048	9,538,661	30%	
	Spec	427,773	427,773	100%	
	Total	3,253,820	9,966,434	33%	

Pupil Numbers

Excluding 6th form pupils

		Outstanding Schools	All Schools		Existing Academies
ISB	Prim	4,079	21,079	19%	765
	Sec	1,788	8,861	20%	2,489
	Spec	400	571	70%	-
	Total	6,267	30,511	21%	3,254

Notes

If Omission Were Used, The Disparity In Specials Schools Figures Between Methods Would Probably Be Dealt With By Return Of High Cost Pupils Block To DSG Formula

Caveats

Special Schools not mentioned in the methodology
General Fund recoupmnt is an assumption

Issues For DfE

ABG Grant Included In Section 52 Lines
6th Formers Included In DSG Recoupmnt?