

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

Reference	CYP13	Phase (1 or 2)		Phase 2
<b>Service Division</b>	<b>Access</b>			
<b>Proposal</b>	<b>JCG 2 Early Years Universal</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
		<b>695</b>	<b>1,000</b>	<b>1,695</b>
<b>Brief description :-</b> 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
<b>Service Division</b>	<b>Access</b>			
<b>Proposal</b>	<b>JCG 2 Early Years Universal – Part of CYP13</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
<b>Brief description :-</b> Part of CYP 13				

Reference	CYP15	Phase (1 or 2)		Phase 2
<b>Service Division</b>	<b>Access</b>			
<b>Proposal</b>	<b>Grouped expenditure project Early Childhood centres</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
	<b>729</b>	<b>739</b>	<b>712</b>	<b>2,180</b>
<b>Brief description :-</b> 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 ¾ 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><b>Brief description :-</b>            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><b>Brief description :-</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>To develop an integrated competency based training programme for 2011/12, split between purchased services and in-house provision.</li> <li>To deliver from an aggregated budget, a minimum of 10% saving in training delivery costs to all contributing agencies.</li> <li>Organisations included in the initial scoping exercise:               <ul style="list-style-type: none"> <li><input type="checkbox"/> Council, PCT, UHL, Metropolitan Police, voluntary sector, Probation, Lewisham College and Goldsmith's College staff.</li> </ul> </li> </ol>				

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><b>Brief description :-</b>            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
<b>Brief description :-</b> 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
<b>Brief description :-</b> 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
<b>Brief description :-</b> 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
<b>Brief description :-</b> 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				

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

<b>Reference</b>	<b>CYP45</b>	<b>Phase (1 or 2)</b>		<b>Phase 2</b>
<b>Service Division</b>	<b>Children Social care</b>			
<b>Proposal</b>	<b>Reduction of external consultants for complaints, SCRs, mediation &amp; etc.</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
		<b>60</b>	<b>60</b>	<b>120</b>
<b>Brief description :-</b> 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				

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

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

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><b>Brief description :-</b>            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><b>Brief description :- Project Aim:</b>            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><b>Brief description :- Project Aim:</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>To develop an integrated competency based training programme for 2011/12, split between purchased services and in-house provision.</li> <li>To deliver from an aggregated budget, a minimum of 10% saving in training delivery costs to all contributing agencies.</li> <li>Organisations included in the initial scoping exercise:            Council, PCT, UHL, Metropolitan Police, voluntary sector, Probation, Lewisham College and Goldsmith's College staff.</li> </ol>				

<b>Reference</b>	<b>CYP63</b>	<b>Phase (1 or 2)</b>		<b>Phase 2</b>
<b>Service Division</b>	<b>RESOURCES</b>			
<b>Proposal</b>	<b>Estates - consultancy</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
	<b>20</b>			<b>20</b>
<b>Brief description :-</b> 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.				

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

<b>Reference</b>	<b>CYP65</b>	<b>Phase (1 or 2)</b>		<b>Phase 2</b>
<b>Service Division</b>	<b>RESOURCES</b>			
<b>Proposal</b>	<b>JCG School Support Traded services</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
		<b>35</b>	<b>35</b>	<b>70</b>
<b>Brief description :-</b> 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

<b>Reference</b>	<b>CUS03</b>		<b>Phase (1 or 2)</b>	<b>Phase 2</b>
<b>Service Division</b>	<b>Strategic Housing and Regulatory Services</b>			
<b>Proposal</b>	<b>Review of Temporary Accommodation</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>TOTAL</b>
	50	250	200	500
<b>Brief Description:</b>				
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.				

<b>Reference</b>	<b>CUS16</b>		<b>Phase (1 or 2)</b>	<b>Phase 2</b>
<b>Service Division</b>	<b>Public Services</b>			
<b>Proposal</b>	<b>Revenues - Close Cashiers to the Public</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>TOTAL</b>
	75	75		150
<b>Brief Description:</b>				
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.				

<b>Reference</b>	<b>CUS28</b>		<b>Phase (1 or 2)</b>	<b>Phase 2</b>
<b>Service Division</b>	<b>Environment</b>			
<b>Proposal</b>	<b>No provision of service to designated streets and the Town Centres on Sundays</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>TOTAL</b>
		430		430
<b>Brief Description:</b>				
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.				

<b>Reference</b>	<b>CUS29</b>		<b>Phase (1 or 2)</b>	<b>Phase 2</b>
<b>Service Division</b>	<b>Environment</b>			
<b>Proposal</b>	<b>Stop street recycling service</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>TOTAL</b>
	168	-	-	168
<b>Brief Description:</b>				
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.				

<b>Reference</b>	<b>CUS33</b>		<b>Phase (1 or 2)</b>	<b>Phase 2</b>
<b>Service Division</b>	<b>Environment</b>			
<b>Proposal</b>	<b>Reduce Parks investment programme</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>TOTAL</b>
	<b>132</b>	<b>132</b>	<b>132</b>	<b>396</b>
<b>Brief Description:</b>				
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.				

<b>Reference</b>	<b>CUS35</b>		<b>Phase (1 or 2)</b>	<b>Phase 2</b>
<b>Service Division</b>	<b>Environment</b>			
<b>Proposal</b>	<b>Beckenham Place Park management contract</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>TOTAL</b>
	<b>41</b>			<b>41</b>
<b>Brief Description:</b>				
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	
<b>Service Division</b>	<b>Programme &amp; property Management</b>			
<b>Proposal</b>	<b>Reduce size of corporate estate</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
		500	500	1000
<b>Brief description :-</b>				
<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	
<b>Service Division</b>	<b>Planning &amp; Economic Development</b>			
<b>Proposal</b>	<b>Move from Development Control to Development Management</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
		100		100
<b>Brief description :-</b>				
<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	
<b>Service Division</b>	<b>Transport</b>			
<b>Proposal</b>	<b>Review transport management structure</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
	125			125
<b>Brief description :-</b>				
<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
<b>Brief description :-</b>			
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

<b>Reference</b>	<b>RES 08</b>	<b>Phase (1 or 2)</b>		<b>Phase 2</b>
<b>Service Division</b>	<b>Human Resources</b>			
<b>Proposal</b>	<b>Corporate &amp; Business Partners</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
			<b>150</b>	<b>150</b>
<b>Brief description :-</b> 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.				

<b>Reference</b>	<b>RES 21</b>	<b>Phase (1 or 2)</b>		<b>Phase 2</b>
<b>Service Division</b>	<b>Strategy</b>			
<b>Proposal</b>	<b>Communications Reorganisation</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
		<b>284</b>		<b>284</b>
<b>Brief description :-</b> 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.				

<b>Reference</b>	<b>RES 33</b>	<b>Phase (1 or 2)</b>		<b>Phase 2</b>
<b>Service Division</b>	<b>Technology &amp; Transformation</b>			
<b>Proposal</b>	<b>Reduced Volumes</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
			<b>400</b>	<b>400</b>
<b>Brief description :-</b> 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.				

<b>Reference</b>	<b>RES 34</b>	<b>Phase (1 or 2)</b>		<b>Phase 2</b>
<b>Service Division</b>	<b>Technology &amp; Transformation</b>			
<b>Proposal</b>	<b>Application Rationalisation</b>			
<b>Savings £000's</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Total</b>
			<b>150</b>	<b>150</b>
<b>Brief description :-</b> 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.				