

Department	Description of Commitments	2013/14 £'000
Children's Services		
Strategy, Commissioning, Business Improvement	The provision of free healthy school meals for primary aged pupils in schools in Southwark; phased implementation over academic years 2011-14; includes impact of increased pupil numbers and higher take up than anticipated.	1,980
Children's Social Care	Council spending following the cessation of Youth Justice Board funding to meet the costs of placing children remanded to local authority secure accommodation where this has been ordered by the court.	750
Children's Social Care	Welfare Reform Impact - meeting the increasing costs of the council's obligations under the Childrens Act.	600
Children's Social Care	Special Guardianship Orders (SGOs) are financially supported placement orders made by the courts which have increasingly replaced adoption as a permanent alternative to care for children. On average an additional 20-30 a year are being made in Southwark.	125
Total Children's Services		3,455
Adult Social Care		
Learning Disabilities	Learning disability transition from children to adults.	1,000
Total Adult Social Care		1,000

Department	Description of Commitments	2013/14 £'000
Environment and Leisure		
Sustainable Services - Hygiene Services/Fleet	Estimated increase in rent/service charges for Sandgate Industrial Estate following relocation of services from Manor Place Depot to Sandgate.	150
Public Realm - Parks	To meet the cemeteries and crematoria's need for greater investment to maintain and improve the environment for their users.	80
Public Realm - Asset Management	Invest in proactive maintenance of highways to reduce emergency repairs which are often more expensive	200
CLLL - Libraries	There is pressure on income achievement at Canada Water Library. Whilst the income target for the library is £160k, the forecast after 9 months of the year is for actual annual income achievement to be only about £85k.	75
Community Safety & Enforcement	Retain critical community safety programmes due to reduction in government grant funding: Southwark's Young Persons Substance Misuse Service £95k and Southwark Anti-Violence Unit & Southwark Emergency Re-housing Scheme £120k.	215
Community Safety & Enforcement	Housing CCTV cameras are being replaced in 2013/14, and there will be an ongoing maintenance cost in order to provide greater security on our estates.	380
Sustainable Services - Pest Control	Statutory provision of Stray Dogs service under S68 of the Clean Neighbourhoods and Environment Act 2005.	80
Total Environment and Leisure		1,180

Department	Description of Commitments	2013/14 £'000
Housing and Community Services		
Specialist Housing Services - Temporary Accommodation	Welfare reform - Bed & Breakfast Landlords	330
SHS - Temporary Accommodation	Welfare reform - third party provider costs (underoccupation)	140
SHS - Temporary Accommodation	Welfare reform - third party provider costs (private sector landlords)	100
SHS - Temporary Accommodation	Welfare reform - third party provider costs (benefit caps)	355
SHS - Temporary Accommodation	Welfare reform - third party provider costs (self-contained)	75
SHS - Temporary Accommodation	Welfare reform - additional Employment Advice staff	55
SHS - Temporary Accommodation	Welfare reform - credit union administration fee	30
SHS - Temporary Accommodation	Welfare reform - casework, housing officer and placement staff	145
Total Housing and Community Services		1,230
Finance and Corporate Services		
	Social Fund programme - Grant transferred to Southwark Council from the Department of Work & Pensions for issuing crisis loans and community care grants. This includes £288k for administration of the grant.	1,651
Total Finance and Corporate Services		1,651

Department	Description of Commitments	2013/14 £'000
Corporate Budgets		
Corporate	Impact of 2010/11 triennial review of pensions. In order to maintain a planned recovery of the fund deficit in line with the funding strategy there will need to be increases in employers' contributions of circa 3% over the period to 2013/14.	1,500
Corporate	Additional resources to support London Living Wage in council contracts as they are re-let.	1,000
Corporate	Increase in charge from London Councils for concessionary fares based on current information, usage and fare increases.	500
Corporate	Auto enrolment into pension fund	300
Corporate	Increase of 2.2% in the London Pensions Fund Authority's Levy	32
Corporate	To increase the annual Cleaner, Greener, Safer revenue allocation to each ward by £10k per annum over and above £10k already included in the base budget.	210
Corporate	Reduction in level of general contingency, to reflect achievement of budget targets for 2011/12 & 2012/13	(500)
Total Corporate Budgets		3,042
Total Commitments and Growth		11,558

Department	Description of Savings	2013/14 £'000
Children's Services		
Education	Grant utilisation: funding responsibility for eligible two year olds entitlement to free education transferred to the DSG. (EIG)	(1,210)
Strategy and Commissioning	Ongoing rationalisation of IT systems.	(75)
Children's Social Care	Procurement/placement savings generated via improved framework agreements.	(500)
Across Children's Services	Ongoing review and rationalisation of administrative support provided.	(340)
Education	Restructure of Early Help Offer; improving targeting of support.	(375)
Education	Reduction in EIG contributions to Education Other than At School and Pupil Referral Unit (SILS) and Speech and Language Therapy; to be funded in part through Dedicated Schools Grant.	(190)
Education	Realigning the Specialist Education Services team. Allocating statutory functions within existing structure.	(395)
Strategy and Commissioning	Reduction in Strategy and Commissioning team staffing budgets incorporating the impact of Childrens and Adult's Services teams merging within this Division.	(350)
Strategy and Commissioning	Utilisation of grant to support existing eligible expenditure.	(160)
Total Children's Services		(3,595)

Department	Description of Savings	2013/14 £'000
Adult Social Care		
All Client Groups	Reduction in Supporting People Grant through efficiencies, service redesign and supporting the most vulnerable	(1,800)
All Client Groups	Smarter procurement	(350)
Mental Health	Redesigning mental health services to achieve better value	(1,000)
Older People	NHS investment in day services for older people	(300)
Physical Disabilities	Independent Living Team at Southwark Resource Centre to build independence skills	(200)
Learning Disabilities	Re-design transitions service to work more effectively with young disabled people moving into adulthood	(150)
Older People, Physical Disabilities and Learning Disabilities	Provide community based support to reduce the need for high cost care home placements	(965)
All Client Groups	Workforce redesign resulting from the realignment of adult social care teams to meet personalisation requirements	(300)
All Client Groups	Improving finance services	(50)
All Client Groups	Reduction in weekly revenue costs resulting from proposed capital buy-out of care home properties	(930)
Total Adult Social Care		(6,045)

Department	Description of Savings	2013/14 £'000
Environment and Leisure		
Public Realm	Return of budget required in 2012/13 for risk on parking income collection which is no longer required. This risk budget is returned to balances in 2012/13 and reported as part of revenue monitoring.	(500)
Public Realm	Reduced costs through procurement of new parking enforcement contract and productivity improvements	(600)
Public Realm	Reduced costs through procurement of new Highways Term Contract	(200)
Public Realm	Reductions in Grounds maintenance contractor management	(20)
Sustainable Services	Restructure Divisional Management and Support	(35)
Sustainable Services	Efficiency savings from the refuse collection service contract arising from roll out of weekly food waste collections where feasible and staged introduction of fortnightly collection of dry recyclables.	(115)
Community Safety	More efficient commissioning of drugs and alcohol services.	(300)
Community Safety	Combine administrative services across the division and remove 1 post	(40)
Community Safety	Reorganisation of Environmental Health & Trading Services work	(20)
CLLL	Take the opportunity of bringing public health functions into the council to support health and wellbeing aspects of community sports through the public health programme	(100)
CLLL	Implement final stages of review of Library services. The future size and shape of the service was considered through a complete review and consultation that took place in 2011/12. No library buildings will close as a result of the review.	(105)

Efficiencies and improved use of resources

APPENDIX B

Department	Description of Savings	2013/14 £'000
CLLL	Restructure divisional support services	(50)
CLLL	Contract savings delivered by the Leisure Management Agreement	(490)
Total Environment and Leisure		(2,575)
Housing and Community Services		
Community Engagement	Reduction in the Council's contribution to the London Councils Grant scheme	(105)
Community Engagement	Rationalisation of community support grants	(60)
Specialist Housing Services - Supported Housing	Full resettlement team in general fund - redirect part of work to homeless prevention	(50)
Specialist Housing Services - Temporary Accommodation	Rationalise service provision including reduced information support and placement support	(10)
Specialist Housing Services - Temporary Accommodation	Office expenses - furniture & stationery	(5)
Customer Experience - Older Persons	SMART (incorporating telecare) procurement efficiencies	(30)
Maintenance and Compliance - Housing Renewal	Adaptations repairs budget for private sector users volume efficiencies	(15)
Total Housing and Community Services		(275)

Department	Description of Savings	2013/14 £'000
Chief Executive		
Director and Business Support	On-going review of service to deliver efficiencies including departmental restructure, modernisation programme and shared services across function.	(40)
Planning & Transport - Transport Planning	Savings are to be achieved through a restructuring of the Planning Division. While details have not been finalised and are still subject to consultation with staff and trade unions, they are expected to involve the deletion of a further three management posts together with a rationalisation in the way in which admin and support services are organised.	(70)
Human Resources	Reduction in transactional staff through extension of self-service/efficient process. Reduction in direct staffing support. These reductions exemplify the second and third stages of the HR shared services review which was first implemented in April 2009 as a result of the move to Tooley Street. The shared services review will lead to the consolidation of HR services from across the Council and improved processes, including the use of IT, to improve efficiency.	(210)
Corporate Strategy	Review of structure, staffing levels and support costs across the division. This would include significantly reducing the training budget, reviewing subscriptions to external policy services and minimising all stationery, software and printing requirements.	(60)
Communications	Savings arising from the continued shared service.	(50)
Total Chief Executive		(430)

Department	Description of Savings	2013/14 £'000
Finance and Corporate Services Information & Data Services Division	The new IT Managed service contract is due to commence on 1st February 2013 and the anticipated savings will therefore be reduced within the current year. This will be off set by an increase in savings arising from bringing forward infrastructure changes and rationalisation.	(1,590)
Financial Governance	Grant Thornton appointed as external auditor from 1 September 2012 for at least 5 years. Audit fees expected to be £314k p.a. (compared with £523k p.a. in 2011/12) and £48k p.a. for grant fees (compared with £100k p.a. in 2011/12). However, work arising from objections to the accounts will result in additional costs - difficult to predict with accuracy (in 2011/12 they totalled £39k). A review of governance structures may result in further savings, but these are not yet known or certain.	(110)
Corp. Facilities Management	Cost of new Tooley Street FM contract is set to be approx £300k less than current arrangement and there are some variable elements of the contract that could deliver additional savings. There is also the full year effect of staffing savings. 75% of FM budgets are fixed and non negotiable e.g. Tooley Street rent and NNDR, core operational building and other ring fenced budgets. There remain some limited options to achieve savings from the repairs and planned preventative maintenance budget but there are significant compliance and H&S risks attached.	(780)
Deputy Finance Director	Savings of £377k represents the loss of around 10 posts (depending on grade). Further action on a restructured and reduced finance function, taking account of corporate structures, with a commensurate reduction in support to service departments is needed. A review of non-staffing budgets across the service will also be performed.	(377)

Efficiencies and improved use of resources

APPENDIX B

Department	Description of Savings	2013/14 £'000
Deputy Finance Director - Audit & Anti Fraud	Original savings estimates were based on the DWP's proposal for the single fraud investigation service, which is not happening at this time. Savings of £170k have been identified from the Fraud Contract (£10k), Internal Audit contract and performance incentive programme (£35k) and additional income of £125k from Proceeds of Crime work and Admin Penalties	(200)
AFD Financial Services	Reduce the number of posts and reduce running costs in the Finance Transactional Shared Service (FTSS) due to more efficient ways of working. Delete half a post in FTSS (£17k).	(40)
Revenues and Benefits	Savings achieved through staffing reductions (less CT/NNDR inspectors). Risk for future years due to the implementation of the Council Tax scheme in April 2013 and the impact of customer contact/workload.	(395)
Management and CIPFA trainees	Reduction from 9 to 3 professional accounting trainee posts, achieved in part through consolidation of trainee activities within existing establishment where appropriate.	(75)
Legal Services	Legal services implemented a new structure in May 2012 delivering a saving of £620k. Savings targets to end 2014 have been achieved.	(200)
Finance and Corporate Services		(3,767)
Corporate	Review of departmental and corporate management structures by Deputy Chief Executive	(500)
Corporate	Savings arising from the acquisition of Tooley Street - to be reviewed annually	(1,500)
Total Corporate		(2,000)
Total efficiencies and improved use of resources		(18,687)

Income Generation

APPENDIX C

Department	Description of Savings	2013/14 £'000
Environment and Leisure		
Public Realm	Increase Cemetery and Crematorium fees and charges to Inner London Average.	(80)
Public Realm	Increased income from sports bookings in parks	(20)
Total Environment and Leisure		(100)
Chief Executive		
Property Services - Managed Commercial Property Holding Account and Industrial Properties	Increased income due to rent reviews and lease renewals	(50)
Total Chief Executive		(50)
Total Income Generation		(150)

Department	Description of Savings	2013/14 £'000
Children's Services		
Education	A 12% reduction in the EIG funded Children's Centres budgets and commissioning.	(400)
Education	Second phase in restructuring the EIG funded Connexions Service to reflect LA's revised responsibilities.	(800)
Education	Reduction to the EIG funded Early Years advisers team; and PVI workforce training budget; a core service will still operate in a more targeted way focussed on accredited qualifications.	(500)
Strategy and Commissioning	Reviewing the effectiveness of SLAM "additional" contracts funded from EIG.	(100)
Education	Final stages of planned Youth Transformation programme; ongoing improvement in commissioning of services. (EIG)	(250)
Education	EIG funded Bookstart programme reduction; service to continue with reduced activity; targeted for most vulnerable children.	(220)
Children's Social Care	Increased use of personalised budgets to provide short breaks for families with children with disabilities; currently funded from EIG.	(200)
Children's Social Care	Continuing transformation of Children's Social Care Teams. (Part EIG)	(350)

Savings impacting on service delivery

REVISED APPENDIX D

Department	Description of Savings	2013/14 £'000
Strategy and Commissioning	Parenting courses funded by EIG, to be funded directly by Children's Centres and schools.	(50)
Strategy and Commissioning	Reduction in Children's Services EIG contribution to the corporate advocacy service.	(30)
Education	Reconfiguration of the early years centres operating model	(500)
Education	Final stages of reducing back office functions with the transfer of the After Schools Service to Schools and review of play services.	(100)
Children's Social Care	Reduction in Agency Spend in Social Services.	(300)
Children's Social Care	Reducing the use of Independent Foster Agencies through increasing the number of foster carers within the borough.	(250)
Total Children's Services		(4,050)
Adult Social Care		
Learning Disabilities	Redesigning services for people with learning disabilities to support the delivery of personal budgets	(1,700)
Total Adult Social Care		(1,700)

Savings impacting on service delivery

REVISED APPENDIX D

Department	Description of Savings	2013/14 £'000
Housing and Community Services		
Community Engagement	Reduction in advice services commissioning on re-procurement of contract (This saving was removed by Cabinet on 12 February 2013)	(55)
Customer Experience - Housing Assessment & Support	Legal budget for section 204 & judicial reviews - demand-driven SLA	(15)
Customer Experience - Homelessness	External providers - cessation of GLA-funded project on homelessness prevention	(100)
Customer Experience - Homelessness	Review and rationalisation of the Private Tenancy Team - add to homeless referrals	(70)
Specialist Housing Services - Temporary Accommodation	Reduction in bed & breakfast costs by use of other temporary accommodation provision	(30)
Total Housing and Community Services		(270)
Chief Executive		
Economic Development & Strategic Partnership	Savings resulting from re-organisation of staffing	(40)
Total Chief Executive		(40)
Total savings impacting on service delivery		(6,060)

Reversal of one-off items from 2012/13

APPENDIX E

Department	Description of Commitments	2013/14 £'000
Environment and Leisure		
CLLL - Culture	Reversal of one off budgets provided in 2012/13 for Kingswood House feasibility study which is now complete. Total project cost £50k with £5k contribution from Property Section	(45)
CLLL - Culture	Reversal of one off budgets provided in 2012/13 for additional unavoidable costs to E&L services during the 5 weeks of the Olympics (£30k required for 2011/12).	(444)
CLLL - Leisure	Reversal of 2012/13 saving (rental of Mellish Fields) due to revised agreement with Bacon's College.	20
Total Environment and Leisure		(469)
Corporate Budgets		
Corporate	Adjustment for community restoration fund which completed in 2012/13	(1,000)
Corporate	Final adjustment of £1.5m voluntary sector transition fund set up originally for 2 years in 2011/12. (note: of the £1.5m total, £900k has been committed to date, leaving £600k which will be available for distribution in 2013/14)	(500)
Total Corporate		(1,500)
Total one-off reversals		(1,969)