

SAVINGS PROPOSALS - APPENDIX 1

SAVINGS IN CHILDRENS AND EDUCATION

2024-25 TO 2026-27 SAVINGS PROPOSALS

Children and Education Savings

Children's Centres			
<i>2024/25 £000</i>	<i>2025/26 £000</i>	<i>2026/27 £000</i>	<i>Total £000</i>
1,100	1,000	1,900	4,000
<p>An independent review of Children's Centre (CC) childcare provision was undertaken by Ernst and Young (EY) which identified opportunities to reduce expenditure, increase income and refine the model, concluding that the current model is not financially sustainable or optimally efficient in response to local needs. EY found that even if all of the children's centres in scope were at 100% occupancy with Band 5 families - those earning over £100k, these centres would not be financially self-financing.</p> <p>As part of a system wide strategic approach which includes the work of the Commission into Affordable Child Care, and the development of the Children and Family Hubs Programme, a public consultation on the remodelling of the provision is currently being designed informed by the findings of the review, with a focus on maximising efficiency and ensuring a sustainable service model going forward</p> <p>These savings will be achieved through a programme of activity focussing across four settings. This includes the reprovisioning of 1 CC into an additional resourced based provision (ARP), exploring alternative models of service provision on behalf of the Council, and remodelling 1 CC into 0-3 provision to achieve £2.1m savings by 2025/26. Remodelling of the childcare business approach and fully implementing the national early years reform and expansion of the free entitlement by 2025/26 should achieve a further £1.9m savings.</p> <p>Impact Any changes to children's centres will impact on the majority female staff from a diverse demographic. A full EIA will be completed prior to implementing any changes.</p>			

Young Hackney			
<i>2024/25 £000</i>	<i>2025/26 £000</i>	<i>2026/27 £000</i>	<i>Total £000</i>
500	500	0	1,000
<p>An independent consultant was engaged to provide a review of Young Hackney (YH) and its provision of services and knowledge to support the redevelopment and 'future-proofing' of YH and produce a 'direction report' proposing a future structure for Young Hackney. The aim is to design a future model and determine services that will meet the needs of young people across the borough so that they have opportunities to develop their potential in education, employment and enterprise, feel healthy and safe and contribute to civic society and the local community. The report will identify issues addressed, ideas considered, community networks, staffing structure and implications and costs.</p>			

The review will assess the impact for young people including the wider social impact and propose a potential future structure(s) for Young Hackney (highlighting the implications for the workforce and indicative costs). We will also demonstrate alignment with our Children's Services STAR model (Systemic, Trauma Informed and Anti Racist Practice), community networks, as well outline a potential staffing structure.

Impact

The options identified through the review proposes applying the 30% costs saving across all aspects of the Service (universal, targeted and commissioned). This would result in the deletion of circa 10 posts across universal and targeted early help, plus a proportionate saving on commissioning (£300K). A full EIA will be completed prior to implementing any changes.

The staffing establishment is predominantly female (61%), from black and global majority backgrounds (65.5%), and aged under 40 years (58%). 87% of staff are aged under 50 years. The Service works with children and young people aged 5-19 (up to 25 years if these are children with SEND). Currently ages 10-14 are the largest cohort. The proposal seeks to refocus provision on adolescents aged 10-19 years as 15+ years is a key point for early intervention in relation to safety, mental health and economic wellbeing.

SEN Transport			
2024/25 £000	2025/26 £000	2026/27 £000	Total £000
250	250	0	500
<p>This proposal is part of Hackney's vision to promote independent living by providing access to higher education, employment, good health, and friendship and support within a home community. One component of independent living is to have the ability and infrastructure to access community facilities. To support this objective, the Council is proposing to facilitate sustainable travel assistance through travel training and personal budgets.</p> <p>The Service redesign will take place in parallel with the development and consultation of a change in policy but will not prejudge the outcome of the consultation process. The above tasks will require input from a specialist consultant at a cost of circa £70k per year for three years. Year 1 to carry out a diagnostic of current cost & spend, model the impact travel training can make on savings, draft new policies & consultation costs. Year 2 & 3 for implementation with travel trainers. Included in these costs is the procurement of a travel training service. The current plan is to commission an already existing service operating in another LA.</p> <p>Impact No Staff impact identified at this stage. New policies will take account of equalities legislation.</p>			

Children and Education Service transformation			
2024/25 £000	2025/26 £000	2026/27 £000	Total £000
250	750	0	1,000
<p>We are currently on a journey of significant transformation across Children & Education. This transformation will yield significant benefit for the organisation - both financially and strategically</p>			

supporting our financial sustainability whilst ensuring that we are well set up to respond to the ever-changing needs of the people we serve. Through a service transformation approach we are seeking to improve our process to improve efficiency and avoid duplications. The saving will be achieved through efficiency gains as follows:

Service transformation (£0.5m in 2025/26)

We're working for a fairer, safer and healthier borough for our children. The transformation of our C&E services will create a united STAR (Systemic, Trauma-informed and Anti-Racist) approach across C&E. We aim for better outcomes for all our Hackney children, reducing disproportionality while ensuring a sustainable model for the future.

Early Help (£0.25m in 2024/25)

We will explore opportunities to streamline Early Help service across both Children's Social Care and Education and provide a single 'front door', with an integrated service across the directorate for the benefit of local residents in need.

Commissioning (£0.25m in 2025/26)

We will continue to work across Children's, Education and Health joining up the commissioning function (£90m) by focusing on highest spend areas, ensuring effective market engagement and identifying areas of duplication.

Impact

There are no staff impacts identified at this early stage of the process. Any new policies will take account of equalities legislation.

Discretionary Spend

Changes to cash payment channels			
2024/25 £000	2025/26 £000	2026/27 £000	Total £000
141	0	0	141
<p>Savings of £141K can be achieved through closing the Council's Self-Service Payment Centre. The Council will continue to accept cash payments through more than 100 Post Office and PayPoint locations across the borough. Analysis shows that cash payment trends have changed since the period of lockdown restrictions due to the Covid-19 pandemic (an 80.78% reduction in payments made through the Self-Service Payment Centre in 2023/24 year to date compared to 2019/20). Interviews with a sample of users of the Self-Service Payment Centre have shown that a majority (63%) pay by card rather than cash. The cost per transaction at the Self-Service Payment Centre is currently £20.49 compared to the 0.4877p charged by the Post Office. Arrangements are being made to ensure that all payments that can currently be made through the Payment Centre are available through other cash payment channels.</p> <p>Impact</p> <p>We do not envisage any significant service implications from this proposed change. Residents can continue to pay in cash in a large number of convenient locations across the borough and the number of residents using the Self-Service Payment Centre has reduced very significantly from pre-pandemic levels.</p>			

Communications and Engagement			
2024/25 £000	2025/26 £000	2026/27 £000	Total £000
170			170
<p>Hold a Service Director Vacancy pending a leadership review. The service includes one vacant post - Strategic Director Engagement, Culture and Organisational Development graded at CO2. The functions of the post have been redistributed across the Council and there are no plans to recruit to this post. So the post can be held vacant and the budget for the post given up as a one off saving.</p> <p>Impact No implications. The post has been vacant and the functions have been absorbed elsewhere in the council.</p>			
Love Hackney			
2024/25 £000	2025/26 £000	2026/27 £000	Total £000
40	40	0	80
<p>The proposal is to reduce the number of Love Hackney editions in the year. We produce our print magazine Love Hackney c. 6-10 editions per year. Each edition costs c. £20k in paper, print and distribution costs. We are going to trial limiting our number of editions we print to see if we can maintain providing the information residents need with a decreasing number of editions each year.</p> <p>Impact Residents will eventually receive 6 as opposed to 10 editions of Love Hackney per year. This could be seen as further impacting those who are most excluded from digital information and could have an equality impact. We will reduce the number of editions of Love Hackney over time, and measure the impact. Should resident awareness and informed levels drop significantly we will have to review our approach.</p>			
Garden Waste Charging			
2024/25 £000	2025/26 £000	2026/27 £000	Total £000
350	118		468
<p>Introduction of chargeable garden waste service to residents, bringing the service in-line with most other boroughs. Hackney currently offers a free of charge service, whereas 66% of London boroughs (and a greater proportion nationwide) apply a charge for garden waste services. We will introduce a new subscription service of £85 per subscription, whereby residents will only be entitled to utilise the service if subscribed and the annual service fee paid. This is a model adopted by many local authorities, and is known as a 'subscription service' or 'chargeable service'. Properties on estates using the communal garden waste service share bins, as such charging per bin would not be feasible. However, there is the potential to introduce an ad hoc collection, per bag, garden waste service as part of a phase 2. The service is expected to be implemented in quarter 1 of 2024/25 with first collections beginning of June 2024 for the growing</p>			

season.

Impact

Households using the green waste service will have to pay an annual charge to retain the collection service. There is no direct staff impact.

Community Safety Intelligence Hub

2024/25 £000	2025/26 £000	2026/27 £000	Total £000
220			220

Reduce the spend on the intelligence hub by 50%. The Community Safety Intelligence Hub is designed to be a pivotal part of the service to support our resource deployments onto hotspot areas. It coordinates all of the Community Safety, Enforcement and Business Regulations and Partnership tasking processes, and acts as a central point for performance data, analysis and intelligence. This change proposal results in a reduction in staff from 8 to three posts, though we may be able to allocate funding from our external Violence Reduction and MOPAC funding allocations to mitigate the reduction in resource.

Impact

The Intelligence Hub provides the evidence base upon which decisions across the Community Safety Partnership are made, and in ensuring that our finite resources are focused and targeted on the places and people that require them the most. This proposal reduces this resource - to mitigate the impact of this reduction we may be able to seek contributions from partners.

Enforcement Service

2024/25 £000	2025/26 £000	2026/27 £000	Total £000
301	101		402

The proposal put forward follows a review of the impact of a reduction in Enforcement Officers (EO) and the potential risks to ASB, Crime, public safety and community cohesion and also manifesto commitments. Following this review the Head of Service has developed a savings package that will have less impact on service delivery, though there will be a reduction in the service, and an increase to income generation. The proposals for 2024/25 Includes:-

- Increasing the Fixed Penalty Notice (FPN) fine to £300 with an early payment reduction to £200 which is projected to bring in £167k.
- To mainstream the additional manifesto commitment allocation of £83k into the Enforcement Officer duties which will produce an overall saving of £83k
- Reduce one EO post at £51K.

The proposed saving for 2025/2026 will see a further reduction of 2 posts providing a saving of £102K

Impact

There will be a focus on the issuing of Fixed Penalty Notices to act as a deterrent for the minority who may partake in ASB and other nuisances, which will benefit all communities. There is a risk that support for certain major events such as festivals and unplanned incidents may be impacted as the work of the service becomes more focused.

There are 15 pledges in the 2022 manifesto that reference delivery around safety, anti-social

behaviour or enforcement and there may be an impact on achieving all of these pledges.

Private Sector Housing

<i>2024/25 £000</i>	<i>2025/26 £000</i>	<i>2026/27 £000</i>	<i>Total £000</i>
200	0		200

Over the last twenty years, the private rented sector in Hackney has grown from around 10,000 units of stock to over 32,000 units in 2023, one of the fastest growing stock rates in the UK. The private rented sector currently constitutes the single largest housing tenure in Hackney. The Private Sector Housing (PSH) team is responsible for intervention within this particular housing stock. Work requirements for the team in 2023 are vastly different and vastly increased including for example: dealing with damp and mould, fire safety, licensing, enforcement and advice to landlords and tenants.

Growth resources of £400K - were approved as part of budget development for the expansion of the team of Environmental Health Officers (EHOs). We have recruited additional front line housing officer staff and have used 50% of the growth. The result has been that the team is working at an increased level of efficiency and “doing more with less.” The remaining £200K can therefore constitute a saving at present.

We therefore propose to limit the growth to £200K as we are delivering on our responsibilities to the sector and the Council’s commitment on damp and mould. At this stage the proposal is for one year only in order that the ongoing service and impacts can be kept under review, i.e there is scope for this budget to be added back in, in 2025/26 if necessary.

Impact

There is no impact on the service currently being delivered. The service has been expanded in 2023/24 and has increased and is delivering an improved service to the sector. The Assistant Director has introduced improved work processes and the team is working at an increased level of efficiency.

Parks and Green Spaces - Various proposals

<i>2024/25 £000</i>	<i>2025/26 £000</i>	<i>2026/27 £000</i>	<i>Total £000</i>
70	0		70

A comprehensive review has been undertaken to identify the various savings and income generation options open to it. Any savings from the Service will need to come from a variation to the quality of provision provided (a reduction in quality) with an impact on Member and resident expectations from our green spaces. At this stage no income generation proposals have been included as the current focus needs to be on stabilising existing events and concessions income, which is at risk. The savings proposed includes the following:

- Seasonal Bedding / Bulbs: Removing all seasonal bedding in parks and green spaces
- Waste Collection (Evening): Stopping the evening / night litter collection within Parks and Green spaces in the summer months (April - Sept)

Impact

If the proposals are adopted then there will still be 58 parks and green spaces available for residents to use, just at a reduced quality / standard. This potentially will result in more rubbish across parks and green spaces in the summer (evenings) and no seasonal bedding plants /

splashes of colour twice a year.

Regeneration and Economic Development

<i>2024/25 £000</i>	<i>2025/26 £000</i>	<i>2026/27 £000</i>	<i>Total £000</i>
200	0		200

The proposal involves a reduction in the Regeneration and Economic Development revenue staff budget (£100k) and in the revenue non staff budget (£100k) for the service. The staff revenue savings proposal can only come into effect once the Regeneration and Economic Development service restructure is complete (Spring 2024 but exact date tbc) as the savings are linked to a restructure of the service. The non staff revenue budget saving can come into effect from the start of the new financial year- April 2024.

Impact

Less funding available to commission consultants to carry out regeneration and economic development work. Less revenue budget available for regeneration and economic staff but the service restructure will take this into account. Potential impact on all Regeneration and Economic Development related manifesto commitments in terms of speed of delivery and completion.

Library Service

<i>2024/25 £000</i>	<i>2025/26 £000</i>	<i>2026/27 £000</i>	<i>Total £000</i>
175	730	0	248

The Grade 2 listed Stoke Newington library will close from April 2024 for two years whilst the capital repairs are conducted. Funding of £4.5m is secured for major repairs to the roof and fabric of Stoke Newington Library. Savings of £248k could be made over two years on staffing, security and building upkeep. This decision assumes an eventual restructure/closure of properties in the library service. If a decision is not taken to permanently close a building in 2026/27, the service would require growth of £248k to restore the current budgets at existing service levels, hence this saving is proposed as a one off saving during the closure period.

The savings related to this temporary closure will give time for consultation on permanent changes to the Library Service in order to deliver the service at a lower cost. The consultation would include proposals to shorten opening hours and permanent closure of a library.

Impact

The closure of Stoke Newington Library to the public in April 2024 for building repair is already planned and therefore there will be no additional service impact. In terms of the Strategic plan impact, there is a reduction in service provision in the area of the chosen library - Stoke Newington - which will impact the local community especially where space is used for non-lending activities such as study space, children’s activities, access to PCs and internet across all our sites. However this closure is necessary to address the defects in the building.