

REPORT FOR: CABINET

Date of Meeting:	12 September 2013
Subject:	Special Needs Transport 3
Key Decision:	Yes
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families
Portfolio Holder:	Councillor Zarina Khalid, Portfolio Holder for Children, Schools and Families Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for , Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Services, Property and Major Contracts Councillor Krishna James, Portfolio Holder for Adult Social Care, Health and Wellbeing
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 - Full and updated EQIA Appendix 2 - Consultation feedback from staff events, on-line and postal questionnaires and public events and Unison alternative proposal Appendix 3 - Unison alternative proposal to SNT3

Section 1 – Summary and Recommendations

This report sets out:

1. The results of three separate consultations on proposed changes to the special needs transport service (with staff, service users and trades unions);
2. The intention to let a framework contract for transport provision.

Recommendation:

1. To further outsource the provision of special needs transport services to include all routes to out of borough schools and colleges, in-borough mainstream schools and colleges.
2. In the event these measures do not achieve the necessary savings as set out in this report, to delegate to the Corporate Director of Children and Families in consultation with the relevant Portfolio Holders, a decision to fully or partially outsource the transport arrangements for one of the special schools, most probably Shaftesbury High School.
3. To agree the letting of a second transport provider framework contract to allow new providers to assist in the outsourcing referred to above.

Reasons for recommendations:

The council has set a two year balanced budget that addresses the loss in government grants and safeguards essential front-line services.

Harrow Council has listened to the views of service users, staff, stakeholders and trades unions in altering plans from a full, to a partial outsourcing. The trades union Unison has produced an alternative proposal that officers have analysed and discussed in detail which has in part enabled this recommendation to Cabinet.

If the service is to be externalised to a larger extent, a second framework will be needed to provide resilience in the supply chain, sustainable growth in small suppliers and the inclusion of more local and community based organisations in future transport provision.

Section 2 - Report

1. Introductory paragraph

- 1.1 The special needs transport service is required to deliver a £540k saving in 2014/15 in order to meet the Council's two year agreed budget.
- 1.2 A Cabinet report was presented in April that proposed the full service should be outsourced over a three-year period. This decision was called-in on the grounds of insufficient consultation, accordingly Cabinet instructed further consultation to be completed in their May meeting, before presenting the results of the consultation and new proposals in September.
- 1.3 Wider consultation has been carried out, focussing on service users, staff, stakeholders and trades unions. In summary the service users value the service as it is and appreciate the dedication of staff. Staff would prefer to stay with the Council. Stakeholders are keen to ensure the needs of the service users are carefully considered in any potential transitions. Trades unions accept that partial outsourcing is necessary to meet the budget savings in the service.
- 1.4 The Council has listened to the views provided in the further consultation and in taking these into account has modified the decision made in April. The Council is now proposing to retain the transport provision for the four Harrow special schools in house with the proviso that if the savings are not being met then a partial or full outsourcing of most probably Shaftesbury High School routes will need to be considered. All out of borough routes and in-borough mainstream school and college routes are included in phase one of this proposal.
- 1.5 There is support from the trades unions for a partial outsourcing of the out of borough routes and also the in-borough mainstream schools and colleges that have provision for children and young people with special needs.
- 1.6 By outsourcing all the routes except the four Harrow special schools this takes into account the views of the staff, trade unions and other stakeholders whilst also understanding the Council's budget position.
- 1.7 As SNT 3 previously suggested a full outsourcing over a three-year period, this revision retains service features that are valued by the service users but delivers less overall benefits for the Council. The partial outsourcing being suggested may not meet entirely the £540k of savings required in the MTF5 which is why it is proposed that should that be the case then most likely Shaftesbury High School will need to be considered for partial or full outsourcing.

2. Background

- 2.1 Harrow Council, like all others in the country, is facing unprecedented budget reductions of 24% over a five year period and the potential for needing to make even greater savings in future years.
- 2.2 Through transformation, demand management and service redesign, Harrow has managed to continue to deliver services throughout the budget reduction process and aims to continue to do this over the remaining years of the current spending review.
- 2.3 The council has various statutory duties and powers in relation to transport assistance for eligible children and young adults in education.
- 2.4 The total number of statements of special educational needs in Harrow has increased by 93 (or 9%) between 2006 and 2011 calendar years and this trend is likely to continue. In addition, the percentage of children with a statement placed in a special school (Harrow, other local authority, independent or non-maintained) has increased from 35% to 43% during the same period. As the majority of transport assistance is provided to children with special educational needs, this trend increases the demand for services.
- 2.5 A requirement of the Medium Term Financial Strategy (MTFS) is to reduce the cost of delivering special transport services by £540k, where currently 80% of the delivery is provided in-house. The remaining 20% is provided by external providers through a framework agreement but still retaining Harrow staff as escorts for pupils that require a higher level of care.
- 2.6 The April Cabinet report was called-in on the grounds of insufficient consultation. Since the decision was made in May 2013 that more consultation was required before the final decision is made, three separate consultations have taken place with service users, staff and trades unions. The details of the consultation are given in appendix 2. In addition, the programme has established a partnership board that brings together the following groups:
 - Parents of special transport users,
 - Representatives of the Harrow Association for the Disabled,
 - Harrow Parents of the Disabled,
 - Council members,
 - Trades unions
 - Officers from both children and adult services.
- 2.7 The Council has made sure there was sufficient opportunity for close liaison and working-together with the trades unions and this approach provided an opportunity for the two recognised trades unions that

represent this particular workforce to provide the Council with alternative programme proposals.

- 2.8 Unison embraced the opportunity and provided the Council with a proposal that is well thought-out and is sympathetic to the needs of staff and to service users. This proposal is warmly accepted by the Council and it is with many thanks to Unison for their hard-work and dedication to the task that a review of the proposal has taken place. GMB decided not to work on their own proposal but it is believed that they support the concept of Unison's alternative proposal to safeguard as many Council jobs as possible.
- 2.9 It is expected that Unison's proposal will deliver significant savings in the 2014/15 financial year but may still fall short of the £540k target by £60k. A further £40k of savings is expected to be achieved by using redundant lease vehicles rather than more expensive spot hire vehicles on the adult services part of the service. This will lead to greater efficiency and the ability to develop flexible alternative transport solutions in partnership with the voluntary sector. It should, however, be noted this saving will reduce the cost to Adult Services by approximately £40k and cannot be used towards the £540k saving which is in Children and Families budget. It is, however, a further saving to the Council overall.
- 2.10 Through Personalisation Adults services have been able to give more able clients greater flexibility and choice by offering personal budgets as an alternative to Council provided or funded transport services. This plus travel training and support from day and residential units has allowed the closure of existing routes as demand has declined. The move away from spot vehicles partly reflects the fact that substantial reductions in use of vehicles by adults has already taken place. However, future arrangements for the alternative lease vehicles will still ensure sufficient flexibility if Personalisation continues to reduce demand
- 2.11 Meetings and discussions around the proposal have taken place with Council officers, with the partnership board and with council members to make sure that all parties understand the benefits of the proposal, the financial shortfall and the possible need for a wider outsourcing approach if the phase one outsourcing does not achieve the desired outcome.

3. Current Situation

- 3.1 The special needs transport service has already delivered in excess of £1m in savings over the last three years through two projects known as SNT1 and SNT2. These focussed on replacing older vehicles, installing new routing and scheduling software, independent ravel training and reducing the size of the management team.

- 3.2 Currently 80% of the service is delivered in-house with the remaining 20% outsourced (though not the escorts) through a partnership framework to which Barnet Council has also signed up. The framework was signed in November 2012 and has 16 local providers. The framework became operational in January 2013.
- 3.3 The requirements of the service were set out and determined in the original specification and only providers that can demonstrate delivery to the required standard are allowed into the framework.
- 3.4 Prices for transport services provided through the framework are set through the use of a reverse e-auction process. The process steps are to define a 'route' by planning the service users, their needs, their locations and their destination and using the software used by the SNT management team to design efficient 'routes'. Each route is put forward for e-auction for a pre-set day which is known to all the 16 companies, the company that submits the lowest price during that day is awarded the work on the condition that they pass further pre-start quality checks. Further mini auctions are carried out when necessary to ensure major changes to routes are captured as and when necessary.
- 3.5 It was hoped that the process that re-started in January of this year would save 20% on top of the reduced costs of the service already being externalised. At the beginning of January this figure was nearer 25% savings, however, at this very low cost it was not possible for the companies to deliver the standard Harrow council required and the current expectation is a 10% saving, which still represents around a £50k saving against the prices charged when the routes were last tendered.
- 3.6 The current transport transformation programme has delivered the savings from the taxi re-tendering (as mentioned above), has already reduced the cost of spot hire vehicles through contract renegotiation and has assisted in the delivery of a £450K saving in the overall Fraikin contract costs. The programme has also designed and initiated a new independent travel training service in partnership with Shaftesbury High School and a procurement review is taking place across the service, seeking to reduce external spending in all areas where it is likely to be beneficial and suit the needs of the service users and the council.
- 3.7 The activities mentioned above are on-going as well as the business as usual approach of the team to deliver the service to the high standards expected at the lowest possible cost.

4. Why a change is needed

- 4.1 As mentioned above, there is a financial imperative to deliver savings from the service in order to meet the requirements of the MTFS.
- 4.2 Most authorities favour some level of externalisation based on Council and Unison research of London boroughs.
- 4.3 Outsourcing may not mean that all work goes to profit-driven companies since there are a number of community groups that are more value-driven that use the full extent of an asset's ability to provide additional community value. It is envisaged that if a second framework for external companies is approved then community groups will want to take on some of the routes tendered.
- 4.4 Other authorities have demonstrated that externalisation will provide savings and a service level that may not be as high as Harrow's current provision but safeguards this essential support service for the clients who most need it.

5. Options Considered

- 5.1 All options to deliver the £540k saving have been explored within the research phase of the SNT3 programme.
- 5.2 With all the above options having been considered, the original intention of SNT 3 was to externalise 100% of the service over a three year period.
- 5.3 In consultation with the Harrow branch of Unison, there appears to be some merits in delivering a partial externalisation of the most expensive out of borough routes which would be the most attractive to potential new providers. The inclusion of all the other routes except the four Harrow special schools will also help to move toward achieving the necessary savings. Partial outsourcing retains a large part of the in-house service and having knowledge of the actual benefits delivered through partial externalisation a view can be taken on the future of the remaining in-house provision.
- 5.4 This approach is similar to the planned first phase of SNT 3 and provides a useful break in progress to complete the first phase of the programme and report back to Cabinet before taking a decision on the remaining service provision if necessary. Options for the future could include joint management teams if boroughs express an interest, a smaller social enterprise, the use of personal budgets, externalisation of Shaftesbury High School in part or fully or a blend of approaches.

6 Implications of the Recommendation

- 6.1 External providers deliver savings on the local authority model principally through optimising the use of their assets and working them during any hour when there is a demand. Additionally staff would tend to be employed on a strict 'hours for pay' basis, less generous sickness benefits and different pension provisions. It is normally the case that drivers are self-employed and in this instance would provide services to local authority clients through subcontracted arrangements.
- 6.2 Changing the service to a higher-level of external provision would require the following four main elements:
- Transfer of staff through TUPE to new providers (making sure that staff transfer on a comparable benefit package);
 - Paying to release vehicles from long-term lease arrangements;
 - More expertise and capacity required in the client role as this area of work expands;
 - A greater level of resilience in the supply chain of transport providers.
- 6.3 All staff have been invited to give their views and ask questions about the proposals. Most staff would prefer to stay with the authority and not to transfer, some would prefer to take the opportunity to stop working and move into retirement or other work opportunities. If externalised, TUPE would apply to staff whose work is transferred to a new provider. Unison's proposal supports the recommendation of a Voluntary Severance Scheme (VSS) which would allow staff the opportunity to leave rather than transfer to an external provider but this has not been agreed by the council. By allowing staff to leave rather than transfer it would enable external contractors to possibly put in a lower cost as they would not be encumbered to meet the cost associated with staff transferring from the Council. This would, however, impact on the set up costs of the proposal as the council would have to meet the costs of the severance payments.
- 6.4 There are contractual instruments in the vehicle leasing arrangements (with a company called Fraikin) that allow Harrow Council to return vehicles to the operator. Fraikin have been positive and have offered support in potential vehicle release, making all potential efforts to get the best price for used vehicles. There is however a risk that flooding the market with too many similar vehicles at the same time would have a negative effect on any re-sale price. By recommending that only a certain number of routes are tendered in phase one this should ensure the best possible price is achieved.
- 6.5 The special needs transport management team already manage a number of external providers through the current framework as discussed above. The proposed changes to the service would require this to be a greater proportion of their work in the future.

- 6.6 To create more resilience in the supply chain, a second framework contract for the provision of transport services will have to be let sometime in the near future. This will allow a number of experienced providers to join the supply chain for Harrow services, creating more capacity to take up new work, more choice and competition for Harrow council and the potential for some local social enterprise and not-for-profit organisations to join a framework and provide transport services for Harrow.

7. Meeting the Council's vision and corporate priorities

- 7.1 Council's Vision is: 'Working together, our Harrow, our community'

The vision is rooted in the community and our ambition for the borough. We believe that the people of Harrow are what makes us strong, distinctive and will enable us to succeed. As a community, Harrow is one of the most religiously diverse boroughs in the country; around 139 different languages are spoken and we have more married couples than anywhere else in London. The people of Harrow respect each other, encourage each other and support each other.

The SNT3 proposal aims to maintain access to vital services and to be sympathetic in any planned changes through a well-managed transition.

- 7.2 Corporate priorities:

(1) Keeping neighbourhoods clean, green and safe:

This proposal supports the use of sustainable modes of transport and reducing transport where and if possible.

(2) United and involved communities: A Council that listens and leads:

The Council does need to deliver savings, the EQIA and the consultation process are based on the principles of listening to the customers and leading change that meets the objectives of the statutory duties and the councils budget requirements

(3) Supporting and protecting people who are most in need:

SNT 3 protects the vital services that vulnerable service users need and rely upon to attend their place of education

(4) Supporting our town centre, our local shopping centres and businesses:

These proposals will require a greater use of local suppliers with the potential knock-on effect of more local spending

8. Staffing implications

- 8.1 TUPE will apply to any member of staff whose work is transferred to a new provider. As the detail of the outsourcing is not yet confirmed, it is not possible to identify the exact staff impacted by the decision.
- 8.2 Staff have been consulted about the proposals and their views are included in the consultation section below.
- 8.3 If staff do transfer to the new operators, this could have cost implications for the providers, which could impact on the level of savings from the outsourcing.
- 8.4 One other issue is the licence permissions held by Council staff compared to those working for private organisations. Existing staff are driving under a "D1" licence, which would not allow them to drive vehicles over 8 seats for a private organisation, meaning the organisation may have to retrain these staff in order to best utilise their skills. This would be a matter for the private organisation, but it would be obligated to comply with TUPE where this applies.

9. Legal Implications

- 9.1. The Education Act 1996 sets out the responsibilities of the Council in relation to provision of transport assistance to children and adults in education.
- 9.2. Section 508A requires local authorities to promote sustainable modes of travel to meet school travel needs by publication of a strategy. Section 508B places a duty on local authorities to make travel arrangements as they consider necessary in order to secure suitable home to school travel arrangements for eligible children. Section 508C gives local authorities a power to make travel arrangements for other children within its area for the purpose of attendance at an educational establishment. Section 508F places a duty on local authorities to make such arrangements as they consider necessary to facilitate the attendance of adults receiving education at higher or further education institutions and for young adults with a difficulty learning assessment at other institutions secured by the local authority. Section 509AA places a duty on local authorities to publish a statement confirming the arrangements for provision of transport considered necessary for person of sixth form age receiving education.
- 9.3. Due to the provision of free public transport by Transport for London for children under the age of 18 in education within London and the

Council's place planning strategy to ensure that children can be educated within schools within the statutory walking distances, the majority of transport assistance is provided to children and young adults who have special educational needs or a disability meaning that they are unable to travel to school independently via public transport.

- 9.4. Whilst the Council has a duty to make travel arrangements where it deems it necessary, there is no requirement for these arrangements to be provided directly by the Council or using a specified method of transport. When making changes to the provision of services, the Council must consider its public law duties, including any duty to consult stakeholders, the need to consider relevant information, the need to consider equality implications and a duty to act fairly.
- 9.5. In relation to consultation, even in the absence of a statutory duty to consult, if the Council decides to consult, as in this case, it must consider the results of that consultation and take it into account in making its decision. When changing services, it is not uncommon for service users to be concerned about the impact of the changes or for the most vociferous of responses to come from those individuals who are against the proposals. The Council must take all responses into account, however even where the majority of consultees are against the proposal, the Council may still consider it appropriate to proceed for proper policy reasons.

10. Financial Implications

- 10.1. Special needs transport is a demand-led service and whilst there is a need to supply services, these must be delivered to comply with statutory duties. Also as mentioned above, demand for school places continues to rise within Harrow, London and across the country. In Harrow this has the effect of requiring additional capacity for both mainstream and special education placements within Harrow and a cost pressure on transport.
- 10.2. Owing to this, there will be a need to balance rising demand with a bid for growth in the next budget round.
- 10.3. Working in conjunction with the TU's, the Unison proposal of benefits and costs of the first phase of SNT3 are included and shown in the table below. The aim of the SNT3 programme is to meet the £540k MTFs savings target for 2014/15 and take account of the requirements of other budget pressures from previous programmes and changes in grant levels.
- 10.4. There is a degree of some uncertainty around the savings and a shortfall of approximately £60k, however there is an additional savings of £40k within the adult transport provision.

10.5. The savings would need to be reviewed as part of the on-going SNT3 project and other options explored around the possibility of external necessity in order to deliver the full required MTFS savings.

	2013/14 (Net Saving) / Net Cost £	2014/15 (Net Saving) /Net Cost £	2015/16 (Net Saving) /Net Cost £	2016/17 (Net Saving) /Net Cost £	Total (Net Saving) /Net Cost £
Medium Term Financial Strategy (MTFS) Savings (*1)	-96,000	-641,000	-641,000	-641,000	-2,019,000
Medium Term Financial Strategy (MTFS) Costs	681,852	213,870			895,722
Further anticipated budget pressures (*2)	-26,500	-53,000	-53,000	-53,000	-185,500
Net MTFS Position	559,352	-480,130	-694,000	-694,000	-1,308,778
SNT 3 Forecast (Savings)	-781,086	-781,086	-781,086	-781,086	-3,124,344
Project Costs	95,000				95,000
Potential redundancies (*3)	443,852				443,852
Vehicle lease termination costs	186,000				186,000
Total Delivery Costs	-56,234	0	0	0	-56,234
SNT3 Net (Savings)/Costs	-56,234	-781,086	-781,086	-781,086	-2,399,492

(*1) £40k route saving, SNT2 £56k & £45k, SNT3 £500k

(*2) Increasing loss of grant

(*3) Project costs included in MTFS redundancy/severance costs (if applicable) considered as part of corporate provision for redundancy

10.6. The benefits and costs of the first phase of SNT3 are shown in the table above. The aim of the SNT3 programme is to meet the £540k MTFS savings target for 2014/15 and take account of the requirements of other budget pressures from previous programmes and changes in grant levels.

11. Conclusion

11.1 The additional consultation on the proposals that has been completed between May and August 2013 has been beneficial to the programme and to those involved in the service both from a user and provider perspective. The Council's original intention of fully outsourcing the service has been changed to take into account the views of those who depend upon and provide the service.

- 11.2 Full outsourcing would provide additional financial benefits beyond those delivered by a part outsourcing. Phase one will, however, meet most of the savings targets set-out in the MTFs and safeguard elements of the in-house service that are valued by service users.

12. Performance Issues

- 12.1 Which Council priorities are impacted and how?

12.1.1 As mentioned above, there would be an impact on all four Council priorities but notably in supporting local business, safeguarding vital services for those most in need and continuing to deliver statutory services, promoting sustainable modes of transport and ensuring minimum impact from change through a planned and smooth transition.

12.1.2 There would be a planned and expected impact on any value for money profiles that the council is compared with or through.

- 12.2 What impact, positive or negative, will the proposal have on assessments of the Council by external regulators (such as Ofsted, Care Quality Commission, Audit Commission)?

12.2.1 There may be a small negative impact on the standard of the service being delivered particularly during transition and when 'bedding-in' any new routes with new providers.

12.2.2 If any CQC or Ofsted review were to be carried-out on transport as part of a wider review, there could be more bases to visit and more providers to check if that was a necessary part of the review.

- 12.3 What impact is there on resident outcomes that are delivered either by partners or by joint working with partners?

12.3.1 The outcomes provided by this service are Children, Young adults and adults with special needs taking part in community activity and in the case of the children and young adults they are gaining the benefit of education. This in turn maintains the quality of life and the life expectations of this group of service users.

12.3.2 The impact of the proposals would be a certain degree of change in the way that transport is delivered to service users. This would need to be handled through a tightly managed transition phase but should not affect adversely the overall outcome of attending education and taking part in community activities.

12.4 What would the effect be, in relation to all the above, if the proposal did **not** go ahead?

12.4.1 The Council's financial position does not allow for all services to be continually delivered in the same way whilst demand for services increases and the budget to deliver them reduces.

12.4.2 Savings will need to be made by this service or there will be impacts on one or more other areas of Children and Families Services or other wider council services..

13. Environmental Impact

13.1 Mitigation – measures that can be taken to reduce the production of greenhouse gases.

13.1.1 This programme's first principle is that students can be assisted to travel independently and sustainably using local public transport links. In doing so, this reduces the need for special journeys, reduces local congestion and local emissions.

13.1.2 Those vehicles that are used by Harrow Council were purchased in 2010 and provide improved fuel consumption over the previous vehicles leading to less local emissions and associated global impacts. The new arrangements need to ensure that outsourced services perform to at least the same environmental standard as the council operation.

13.1.3 The customer survey was in favour of using environmentally sensitive and hybrid vehicles. In the longer-term there may be advances in technology that bring minibuses with hybrid engines to this market and potentially forms of propulsion that operate without the use of carbon such as hydrogen engines. These are not currently economically viable or widely available within this specialist vehicle supply chain.

13.2 Adaptation – measures that will need to be taken to deal with changes in the climate which are inevitable.

13.2.1 All vehicles are fitted with air-conditioning to provide comfortable travelling conditions for service users.

14 Procurement

14.1 This report concerns the partial outsourcing of a service via a framework contract. The Council will comply with its internal procurement

processes and legal requirements when setting up the framework contract.

15. Risk Management Implications

- 15.1 Is this risk included on the Directorate risk register? Yes
- 15.2 Separate risk register in place? Yes
- 15.3 The SNT3 programme is managed by the SNT3 programme board with a leading practice methodology and tightly managed governance. The management practice of the board is to focus on the up-coming issues, the achievements to date and the current most important risks.
- 15.4 The basis for this is a broad risk register compiled through the use of risk workshops with the programme board members and wider specialists and service managers. From the complete list of risks, those most important to the delivery of the programme are managed at board level.
- 15.5 This process ensures risks are identified, managed and regularly reviewed.

16. Equalities implications

- 16.1 Was an Equality Impact Assessment carried out? Yes

If yes, summarise findings, any adverse impact and proposed actions to mitigate / remove these below.

The key impacts as summarised in the EQIA are as follows:

- § Emotional impact of change for all concerned (staff and users)
- § Staff roles potentially transferring
- § Staff and service user anxiety from change in provider
- § New client function
- § Change of employers for staff

- 16.2 By the nature of the service, the majority of service users are children and as such the impact of this decision affects this age group and parents of school age children more than other age groups. Again, people with disabilities are more likely to be impacted than people without disabilities.

16.3 In relation to staff, a greater proportion of the staff are in the older age group and it is identified that the change may impact on this age group more than other age groups.

16.4 Mitigating measures include an effective transitional period, involving service users and new providers, including a communications strategy to ensure that relevant information is passed on. Contract management will also be important to ensure that new providers provide an adequate service meeting service users needs.

Section 3 - Statutory Officer Clearance

Name: Patricia Harvey	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 23 August 2013		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 28 August 2013		

Section 4 – Performance Officer Clearance

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 8 August 2013		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Corporate Director (Environment & Enterprise)
Date: 19 August 2013		

Section 6 - Contact Details and Background Papers

Contact: Roger Rickman, Divisional Director, Special Needs Services, 020 8966 6334

Background Papers:

- SNT3 Cabinet Report: April 2013
- Call-In Committee Report: May 2013

**Call-In Waived by the
Chairman of Overview and
Scrutiny Committee**

NOT APPLICABLE

[Call-in applies]