

## Public Document Pack

# Housing Select Committee Agenda

Wednesday, 4 December 2013

**7.00 pm,**

Committee Room 3

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Charlotte Dale (Tel: 0208 3149534)

### Part 1

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# Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 4 December 2013.

Barry Quirk, Chief Executive  
Tuesday, 26 November 2013

Councillor Carl Handley (Chair)	
Councillor Vincent Davis (Vice-Chair)	
Councillor Anne Affiku	
Councillor Paul Bell	
Councillor Liam Curran	
Councillor Amanda De Ryk	
Councillor Patsy Foreman	
Councillor Vicky Foxcroft	
Councillor Darren Johnson	
Councillor Sam Owolabi-Oluyole	
Councillor Alan Hall (ex-Officio)	
Councillor Kevin Bonavia (ex-Officio)	

## MINUTES OF THE HOUSING SELECT COMMITTEE

Wednesday, 30 October 2013 at 7.30 pm

PRESENT: Councillors Carl Handley (Chair), Vincent Davis (Vice-Chair), Paul Bell, Liam Curran, Vicky Foxcroft and Darren Johnson and Alan Hall

APOLOGIES: Councillors Amanda De Ryk and Patsy Foreman

ALSO PRESENT: Charlotte Dale (Scrutiny Manager), Jeff Endean (Housing Programmes and Strategy Team Manager), Peter Gadsdon (Head of Strategy & Performance, Customer Services), Laura Harper (Housing Strategy Officer), Mark Humphreys (Group Finance Manager, Customer Services), Genevieve Macklin (Head of Strategic Housing), Kevin Sheehan (Executive Director for Customer Services), Steve Beard (Development Consultant) (Phoenix Community Housing) and Irene Craik (Levitt Bernstein Architects)

### 1. Minutes of the meeting held on 11 September 2013

- 1.1 **RESOLVED:** That the minutes of the meeting held on 11 September 2013 be signed as an accurate record of the meeting.

### 2. Declarations of interest

- 2.1 Councillor Bell declared a non-prejudicial interest as a Lewisham Homes Board Member; and Councillor Hall declared a non-prejudicial interest as a Phoenix Community Housing Board Member.

### 3. Housing Matters

- 3.1 The agenda was taken out of order and this item was taken after the item on welfare reform.
- 3.2 In response to questions from Councillor Foxcroft, it was noted that (a) information on the costs to date of the Housing Matters Programme had been circulated to Members by email and would be re-sent; and (b) that Lewisham Homes would be asked to include information on the democratisation of their Board as part of their mid-year review, to be presented at the next meeting. It was also agreed that the Cabinet Member for Customer Services would be invited to the next meeting to contribute to the discussion on this point.
- 3.3 Jeff Endean gave a presentation updating the Committee on the Housing Matters Programme which covered (a) the new build programme including confirmed new supply and sites in development; (b) the Church Grove self-build project; and (c) extra care housing plans. In relation to the latter, Irene Craik from Levitt Bernstein (the architects working on the Phoenix Hazelhurst Court scheme) presented a number of slides and Steve Beard, a development consultant for Phoenix, contributed to the debate.
- 3.4 The following points were noted in response to questions from Members on the first section of the presentation:
- Officers were working with L&Q to see if a disused youth centre in Grove Park could be turned into 49 small affordable housing units that might be attractive

to under-occupiers. (L&Q managed the stock in the surrounding area so there were management advantages to them working on this scheme).

- Officers were working with Pocket Living to develop 26 mainly 1-bed units on Mercator Road which would be for sale at affordable levels (currently for households with an income of £66,000p.a. or less). This scheme was due to be considered at Mayor and Cabinet shortly.
- It was noted that there were a number of options for trying to ensure that new social rented and affordable rented housing stock was not subsequently bought under Right To Buy.
- 40 families appeared to be genuinely interested in building their own home at Church Grove. The potential self-builders were predominately on the Lewisham Housing Waiting List.

3.5 In response to questions from the Committee on the extra care housing plans, the following points were noted:

- Access to local facilities would be considered as part of the planning process for Hazelhurst Court, including improving access to the bus stop and investigating community transport options.
- Officers would consider carefully how current sheltered housing would be 'run down' as decanting elderly residents could be a very traumatic process. Often, visits to the new developments, liaising with relatives and moving groups of people together helped improve the process.
- Officers would look into (a) whether a room for visitors would be useful and utilised or whether the space would be better used providing further accommodation; and (b) what catering options should be provided on site.

3.6 **RESOLVED:** That the report be noted.

#### 4. Welfare reform update

4.1 Peter Gadsdon introduced the item and a printed slide pack was provided to the Committee. The presentation included information on the council tax reduction scheme; local support scheme; under-occupation; the benefit cap; and the universal credit pilot.

4.2 In response to questions from members of the Committee, the following points were noted:

##### *Local support scheme:*

- Most of the people rejected from the local support scheme were rejected because they were not on a qualifying benefit, but signposting was taking place so the residents could access funding streams that they were eligible for.
- The Council did not have access to a detailed breakdown of the DWP loans provided the previous year so it was difficult to assess why the figures for the Council's scheme were so different. It was noted that the Council's scheme was different from the DWP scheme (e.g. it distributed goods as well as money) and that it was applying the scheme criteria stringently. It was further noted that even those councils who had copied the DWP scheme exactly were not awarding at the DWP level.
- The Council's scheme was being advertised, including at Job Centre Plus (JCP) and a number of referrals had come via JCP.
- The funding for the scheme formed part of the Council's overall budget; it could not be clawed back if underspent; and the amount to be provided next year was already known.

*Council tax reduction scheme:*

- Officers worked hard to ensure that residents who were genuinely unable to pay their council tax were supported whilst those who could pay but chose not to, were pursued. Residents who engaged with the Council were never sent down the bailiff route and every step possible was taken to avoid cases coming before the magistrate.
- Since the introduction of the council tax reduction scheme, 18,000 residents had received a bill for the first time and 6,000 summons had been issued for non-payment.
- The scheme would be reviewed after a year, at which point it could be modified if found not to be working well.

*Other matters:*

- The Council was supporting the 61 households in Lewisham that were subject to the benefit cap.

- 4.3 **RESOLVED:** That the report be noted and (a) figures for the number of people summonsed for non-payment of council tax who had a liability order granted by the magistrate, be supplied to the Committee; (b) more detailed information be provided on the Local Support Scheme (a breakdown of loans provided) and analysis conducted to establish why the numbers applying for loans had reduced from the DWP figures for the previous year; and (c) information on the number of Lewisham Homes households in arrears as a result of the bedroom tax be provided.

## 5. Housing Key Issues

- 5.1 Jeff Endean introduced the item and information was provided on Help to Buy and work targeting rogue landlords. It was noted that the avenues open to the Council to tackle rogue landlords could not, individually, have a huge impact, but by taking a co-ordinated approach to addressing the issue, landlords could be targeted on a number of fronts, making the overall impact more significant.
- 5.2 **RESOLVED:** That the report be noted and an update on the work being undertaken to tackle rogue landlords be provided to the Committee in due course.

## 6. Select Committee Work Programme

- 6.1 The Scrutiny Manager reported that the following items were due for consideration at the next meeting:
- Review of housing complaints process
  - Lewisham Homes Mid-Year Review (to include information on the democratisation of the Board)
  - Brockley PFI Mid-Year Review
  - Proposed rent and service charges increase.

It was also noted that the response to the Committee's referral on the Emergency Services Review would be considered at the next meeting; and the response to the referral on low cost home ownership (the Ladywell Leisure Centre site) at the February meeting. It was also noted that in addition to the items above, an item on the budget was likely to be considered to the next meeting.

- 6.2 **RESOLVED:** That the work programme be noted.

**7. Items to be referred to Mayor and Cabinet**

7.1 None.

The meeting ended at 10.15 pm

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

# Agenda Item 2

<b>Committee</b>	Housing Select Committee	<b>Item No.</b>	2
<b>Title</b>	Declarations of Interest		
<b>Wards</b>			
<b>Contributors</b>	Chief Executive		
<b>Class</b>	Part 1	<b>Date</b>	4 December 2013

## Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

### 1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct:-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

### 2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person\* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person\* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person\* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
  - (a) that body to the member's knowledge has a place of business or land in the borough; and
  - (b) either
    - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
    - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person\* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

\*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

### (3) Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

### (4) Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

### (5) Declaration and Impact of interest on members' participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.
- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their family, friend or close associate more than it would affect those in the local area



generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.

- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

**(6) Sensitive information**

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

**(7) Exempt categories**

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

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# Agenda Item 3

Housing Select Committee		
<b>Report Title</b>	Response from Mayor and Cabinet to matters referred by the Housing Select Committee – Emergency Service Review	
<b>Key Decision</b>	No	Item No 3
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Resources & Regeneration (Head of Business & Committee)	
<b>Class</b>	Part 1	Date: 4 December 2013

## 1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of recommendations to the Mayor following the discussions held on the Emergency Service Review which the Select Committee considered in June 2013.

## 2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee on 19 June 2013.

## 3. Recommendation

The Select Committee is recommended to receive the Mayoral response to their consideration of the Emergency Service Review.

## 4. Background

- 4.1 The Mayor considered the attached report entitled 'Mayor and Cabinet Response to the Housing Select Committee on the Emergency Service Review at the Mayor & Cabinet meeting held on 23 October 2013.

## 5. Mayoral Response

- 5.1 The Mayor received an officer report and a presentation from the Cabinet Member for Customer Services, Councillor Susan Wise and the Executive Director for Customer Services.
- 5.2 The Mayor resolved that the response shown in the attached report be submitted to the Select Committee.

## **BACKGROUND PAPERS**

Mayor & Cabinet minutes 23 October 2013

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee, 0208 314 9327

<b>Mayor &amp; Cabinet</b>		
<b>Report Title</b>	Mayor and Cabinet Response to the Housing Select Committee on the Emergency Service Review	
<b>Key Decision</b>	No	Item No
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Customer Services	
<b>Class</b>	Part 1	Date: 23 October 2013

## 1. Purpose of the report

- 1.1. To report to members the Executive Director for Customer Service's response on the Housing Select Committee's recommendations presented to Mayor and Cabinet on 10 July 2013.

## 2. Recommendation

### **The Mayor is recommended to:**

- 2.1. agree that the response contained in this report can be presented to Housing Select Committee.

## 3. Background

- 3.1. The Mayor considered the report entitled '*Comments of the Housing Select Committee on the Emergency Services Review*' at the Mayor & Cabinet meeting held on 10 July 2013 with the following recommendations:
  - 3.1.1. The Mayor is recommended to note the views of the Housing Select Committee as set out in section three of this referral and ask the Executive Director for Customer Services to respond.
  - 3.1.2. On 19 June 2013, the Housing Select Committee considered a report entitled *Emergency Services Review*, which included a report from Lewisham Homes about a pilot fire safety project. This project led to the installation of a sprinkler system in a sheltered housing block.
  - 3.1.3. The Committee will be making recommendations to the Overview and Scrutiny Committee as part of its emergency services review, nevertheless, the Committee wishes to take this opportunity to emphasise the importance of sprinkler systems in containing fires and preventing loss of life. The Committee believes that this is particularly important because of the changes being proposed in the draft fifth London Safety Plan, which could result in the closure of two of Lewisham's fire stations.

3.1.4. The Committee supports the work undertaken by Lewisham Homes and recommends that the Council urges other housing providers to adopt a similar risk based approach.

3.2. The Mayor and Cabinet decision was that the Executive Director for Customer Services be asked to prepare a response on the Housing Select Committee's recommendations.

#### **4. Response by the Executive Director for Customer Services**

4.1. Officers are taking forward the recommendations of the Housing Select Committee. Progress to date is outlined below.

4.2. A number of officer meetings have been held with Registered Provider partners and the Commander of the Lewisham Fire Brigade to discuss the feasibility and fire safety benefits of the installation of sprinkler systems in housing developments going forward and the retro fitting potential for installation in existing buildings. Partners have been enthusiastic in their engagement and have undertaken to take back to their organisations a positive recommendation for the installation of sprinklers. The Borough Commander maintains a regular dialogue with officers within Strategic Housing.

4.3. Agreement has been reached on the installation of sprinkler systems within the first tranche of the proposed new local authority housing development. Officers will seek to ensure that sprinkler systems are incorporated wherever possible within the designs of new developments especially developments for older persons and flatted accommodation.

4.4. Initial discussions with a Registered Provider developing Older Persons accommodation are promising in relation to the inclusion of a sprinkler system.

4.5. Officers have facilitated Lewisham Fire Brigade discussions with Barratts regarding the feasibility of sprinklers being incorporated within the Catford Stadium development.

4.6. The Council is currently investigating the possibility of purchasing portable sprinkler systems, which can be moved between locations to assist independent living for vulnerable residents.

#### **5. Report Author and Background Papers**

5.1 The background paper to this report is the M&C Referral Report on Fire Safety: <http://councilmeetings.lewisham.gov.uk/documents/s23597/HSC%20referral%20fire%20safety.pdf>

5.2 If you have any queries on this report, please contact Louise Spires, Strategy, Policy and Development Manager on 0208 3146649.

HOUSING SELECT COMMITTEE			
<b>Report Title</b>	<b>Brockley PFI – 2013-14 Mid-year Review Report</b>		
<b>Key Decision</b>	<b>No</b>	<b>Item No.</b>	<b>4</b>
<b>Ward</b>	<b>Brockley</b>		
<b>Contributors</b>	<b>Head of Strategic Housing</b>		
<b>Class</b>		<b>Date:</b>	<b>4 December 2013</b>

## 1. Summary

- 1.1. The Brockley Private Finance Initiative (PFI) commenced in September 2007 and involved the refurbishment of 1,839 dwellings situated in the Brockley neighbourhood, of which 1,328 are tenanted and 511 are leaseholder dwellings.
- 1.2. The PFI project involves the refurbishment, management and maintenance of properties for 20 years.
- 1.3. The purpose of this report is to give a brief overview of the Brockley PFI project and the key achievements and progress that has been made during the first half of 2013/14.

## 2. Recommendation

- 2.1. It is recommended that Members note the contents of the report.

## 3. Background

- 3.1. RB3 Brockley PFI went live on the 3rd September 2007. The contract for refurbishing and maintaining the properties includes the provision for housing repair and maintenance, caretaking, cleaning, tenancy and estate management service for a period of 20 years.
- 3.2. RB3 is a special purpose vehicle set up to deliver the Brockley PFI project.
  - The initial refurbishment of the properties was carried out by Higgins.
  - Housing management and estate services is delivered by Pinnacle.

- Repairs and Maintenance and continuing life cycle works is delivered by Rydon Maintenance (formerly Equipe).

#### 4. Performance Indicators

- 4.1. Altogether there are 26 contractual Key Performance Indicators (KPI), of which 19 are provided on a monthly basis and seven on an annual basis. The list of the KPIs is provided at Appendix 1.
- 4.2. The data entry sheet, which provides the current performance against those KPIs up until September 2013, is given in Appendix 2.

#### 5. Customer Service

- 5.1. RB3 has performed well in the first six months of the year regarding answering correspondence on time with 100% being responded to within the 10 working day target.
- 5.2. In terms of complaints we received 69 complaints between April and September this year. The breakdown is shown below:

	Housing Management	Repairs	Total
Stage 1	22	25	47
Stage 2	12	7	19
Stage 3	1	2	3

- 5.3. RB3 are responsible for stage 1 complaints and 100% were responded to on time. Complaints at stage 2 and 3 are responded to by the Council.
- 5.4. RB3 have reviewed the way they are dealing with complaints and have implemented the following to improve complaints handling and the quality of responses:
- Management oversight of all complaints through Pinnacle.
  - Internal complaints meetings to analyse and discuss the nature and types of complaints received.
  - The introduction of 'learning circles' with staff to ensure any lessons are learnt and the customers experiences are shared with the team.
  - Closer working with the LBL casework team which includes liaison meetings.



## **6. Tenancy Management**

- 6.1. A further review of the way ASB cases were managed was undertaken in May 2013 and this has improved the management of cases. This involved:
- The introduction of an ASB panel where cases are actively reviewed by management.
  - Joining the Crime and Anti-social Behaviour forum run by LEWHAG to share best practice and learn from other Registered Providers working in the borough.
  - Closer working with the LBL Community Safety and ASB teams.
- 6.2. RB3 have completed 34% of Tenancy Audits at the end of September, which is a contractual annual KPI. This is running behind the profiled target but there has been an increased focus on these and it is anticipated that we will complete all audits by February 2014. Furthermore, there is a close working relationship with the Lewisham's Fraud Team and there have been a number of cases that have been referred for investigation.

## **7. Leasehold Management**

- 7.1. There are currently no cases going through the Leasehold Valuation Tribunal.
- 7.2. However, in December 2012, an LVT case was referred to the Upper Case Tribunal and it was determined that the full management fee of 10% was reasonable but that the professional fees should be reduced by 2%, from 26% to 24%. Lewisham has taken the decision to award all Leaseholders in the Brockley PFI area the 2% refund on professional fees and the accounts are in the process of being credited accordingly.
- 7.3. The service charge actuals for 2012/13 have been successfully audited and they are due to be dispatched during the month of November.
- 7.4. There have also been improvements in the service through increasing resources, staff training and the recruitment of an experienced leasehold manager.
- 7.5. Leasehold involvement through the leasehold forum has also been key driving service improvements.

## **8. Income Collection**

- 8.1. The amount of rent collected at the end of September was 99.9% of the debit raised. This is 0.9% ahead of Lewisham Homes who achieved 99.0%. RB3 are

measured against the performance indicator MKPI14 for rent collection, which requires the provider to be ahead of the borough month on month.

<b>MKPI 14 – Rent Collection</b>						
	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>
<b>RB3</b>	104.7%	99.6%	99.5%	100.0%	98.6%	99.9%
<b>Lewisham Homes</b>	103.4%	98.7%	98.3%	99.4%	98.4%	99.0%
<b>MKPI 14 – % difference</b>	1.4%	0.9%	1.2%	0.6%	0.2%	0.9%

- 8.2. With the implementation of the Welfare Reform, RB3 has implemented a number of measures to ensure, as far as possible, that residents are able to keep up with rent. This has involved, face to face interviews and planning with all residents affected by the benefit cap and social sector size criteria restriction.
- 8.3. RB3 has publicised the reforms in their newsletters, signposted residents to budgeting experts, encouraged downsizing, transfers and advised on taking in lodgers. The housing team has also assisted residents in making applications for Discretionary Housing benefit.
- 8.4. Furthermore, RB3 participated in the recent mutual exchange event with Lewisham Homes and Phoenix to facilitate moves between residents affected by the bedroom tax. All housing staff have also received Financial Inclusion training in order to skill up staff on the recent reforms and to enable them to effectively advise and signpost residents.

## **9. Estate Management**

- 9.1. RB3 carry out regular inspections of estates checking the quality of cleaning, gardening and repairs in the communal areas on a monthly basis. RB3 also ensure that all residents are notified of planned quarterly estate inspections through our newsletter, the Brockley Bugle, website and block notices, so they can participate in the process.
- 9.2. An average of 700 inspections are carried out each month of internal and external communal areas. Over the current period RB3 achieved an average Environmental Performance Report (EPA) standard A in 95.4% of external inspections and a 92.9% on internal inspection. The contractual standard is 90%.

<b>Environmental Performance Standards</b>							
	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>YTD</b>
<b>External Areas (MKPI 9)</b>	95.1%	93.2%	95.7%	95.0%	96.5%	96.9%	95.4%
<b>Internal Areas (MKPI 10)</b>	93.9%	95.5%	91.7%	91.6%	92.4%	93.0%	92.9%

9.3. Our survey results show that over 80% of residents are satisfied with the cleaning and gardening of their blocks. The performance figures for the period under review are set out above.

## 10. Void Management

10.1. Void performance is monitored monthly through a contractual monthly KPI which measures the average time in letting minor void dwellings and a target of 28 days has been set.

10.2. During the first 6 months of this year, there were a total of 26 voids with an average re-let time of 22 days. All properties are re-serviced and brought up to the contractual Decent Homes plus standard by Rydon.

## 11. Asset Management

11.1. Properties within the Brockley PFI area were brought up to the Decent Homes standard when Higgins completed the refurbishment of properties in 2010. We are now embarking on the lifecycle programme where building elements that have reached the end of their economic life are replaced. Tenants and leaseholders will be fully consulted before any works are carried out.

## 12. Repairs and Maintenance

12.1. The responsive repairs maintenance service covers all day to day repairs including an emergency out of hour's service, and the management of void properties. The average number of repairs carried each month for the half year to date is 570. The three main Key Performance Indicators relating to the responsive repairs performance are identified below.

<b>Repairs Performance</b>		
	<b>Target</b>	<b>YTD Performance</b>
<b>MKPI 5 - % of telephone calls answered in 15 seconds</b>	92.5%	93.5%
<b>MKPI 17 - % Responsive Emergency Repairs responded to in time</b>	97%	99.9%
<b>MKPI 18 - % Responsive repairs carried out within priority times</b>	95%	99.5%

12.2. The repairs service is also contractually monitored through the 'availability standards'. These standards set out timeframes of when items should be repaired, if they are not repaired within the set timeframes they become 'unavailable' and a monetary penalty is applied to RB3. There have been penalties applied to RB3 as they have not always met the standard of 100%.

12.3. The full set of data relating to these KPIs is provided at Appendix 2.

### **13. Health and Safety**

13.1. Rydon has completed 769 gas services across the tenanted stock to date. Gas servicing during the reporting period is 99.99% completed. The target is to complete between 99-100% otherwise financial deductions will be incurred. Rydon work closely with the Council's Environmental Health team to enable access if it is not being granted by the tenant after several unsuccessful attempts.

### **14. Resident Involvement**

14.1. The RB3 Residents Board represents all residents in the Brockley PFI area and is the forum where discussion and consultation on issues of relevance to residents takes place. It currently meets bimonthly and participation has increased steadily from low levels initially to the current attendance by 20 to 25 residents at most meetings. At each meeting there is an opportunity for residents to raise individual concerns with the relevant officials and guest speakers attend to make presentations on wider issues.

14.2. There have been a number of initiatives that have taken place this year and the highlights are set out below:

- Big Lunch - Tyrwhitt Road Neighbourhood Watch. Street party taking part in the national big lunch day.
- Foxborough Gardens TRA Fun Day – supported by RB3.
- Community Contact Day – this was held in August and open to all residents to attend and speak to RB3 officers.
- Hilly Fields Summer Fayre – RB3 stall to support this local event.

### **15. Financial Implications**

15.1. There are no specific financial implications arising from the report.

## **16. Legal Implications**

16.1. There are no specific legal implications arising from the report.

## **17. Equality Implications**

17.1. There are no direct equalities implications arising from the report but listed below are areas where RB3 are impacting on the equalities and diversity agenda.

17.2. The RB3 estate office at Endwell Road is Disability Discrimination Act (DDA) compliant and includes a ramp for wheelchairs, WC, parking and has a hearing loop system in place.

## **18. Crime & Disorder Implications**

18.1. There are no crime and disorder implications arising from the report.

## **19. Environmental Implications**

19.1. Any further works carried out by RB3 as part of the life cycle programme should lead to greater energy efficiency, reduced maintenance costs and lower fuel bills for residents. It will also reduce the level of harmful gases being released into the atmosphere as improved insulation and more efficient boilers are installed. The average Standard Assessment Procedure rating of the homes in the Brockley PFI area is 77, which is above the contractual obligation of a minimum of 70.

## **20. Conclusion**

20.1. RB3 have generally met the contractual obligations within the contract and they have also introduced a number of improvements to enhance service delivery. RB3 are committed to working closely with LBL to continue to deliver improved services to residents living in the Brockley PFI area.

## **21. Background documents and originator**

21.1. There are no background documents to this report.

21.2. If you need any further information about this report please contact Scott Cook, Interim Partnerships and Service Improvement Manager, on 020 8314 6534.

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## List of all RB3 Key Performance Indicators and Availability Standards

### Monthly Performance Indicators

MKPI 1	Proportion of applications registered or amended in 10 working days.
MKPI 2	The proportion of home visits undertaken within 5 working days of tenant requests.
MKPI 3	Reception waiting time not to exceed 15 minutes
MKPI 4	Provide accessible office premises normally from Monday to Friday 9am to 5pm.
MKPI 5	Percentage of telephone calls answered within 15 seconds.
MKPI6	Percentage of correspondence items responded to within 10 working days.
MKPI7	Number of occasions of failure to deal with a substantiated report of a breach of a long lease in respect of the dwellings.
MKPI 8	Percentage of reactive actions identified through estate inspections completed within the agreed timescale.
MKPI 9	External common parts achieving EPA Cleaning Standard A.
MKPI 10	Internal common part achieving EPA Cleaning Standard A.
MKPI 11	All grassed external areas are maintained between 25mm and 60mm high.
MKPI 12	Removal of abandoned vehicles on estates within the PFI area in accordance with the relevant Authority policies.
MKPI13	Removal of graffiti within 4 working days of report.
MKPI 14	Percentage of rents and service charges (including current arrears) collected from tenants.
MKPI 15	Percentage of former tenants' rents and arrears case where the Authority's procedures for recovery have been followed.
MKPI 16	Response to requests for information from the Authority's Housing Benefit Officer responded to after 7 working days.
MKPI 17	Percentage of responsive repairs (not emergency) requested during the measurement period, for which the contractor both made and kept an appointment.
MKPI 18	Percentage of responsive repairs requested during the measurement period completed within the relevant repairs category timescales (for responsive repairs where an unavailability deduction is not incurred).
MKPI 19	Average time for letting minor void dwellings not to exceed 28 days.

### Annual Performance Indicators

AKPI 1	Satisfaction of tenants and leaseholders with the opportunities for participation in management and decision making in relation to housing services provided by the Contractor.
AKPI 2	Compliance with requirement on tenancy audit
AKPI 3	Satisfaction of tenants and leaseholders with the overall housing management service provided by the Contractor.
AKPI 4	Crime and anti-social behaviour where no action is recorded by the Contractor.
AKPI 5	Percentage of satisfaction with the standard of caretaking and cleaning.
AKPI 6	Percentage of satisfaction with repairs and maintenance.
AKPI 7	Dwelling and common areas to be tested and maintained to retain safety certifications.

### Availability Standards

## Appendix 1

Where Regenter B3 do not fulfil their contractual obligations in meeting the availability standards in relation to the below building/service components, it could result in unavailability deductions being imposed.

- Windows
- An operational, fuel-efficient heating system that consistently meets these standards.
- Hot and cold water supply system.
- Kitchen Facilities
- Bathroom Facilities
- Gas Installations
- Electrical Installations
- Lighting
- Ventilation
- Energy Efficiency
- Utilities
- Structure and Fabric
- Drainage
- Acoustic Performance
- Internal/External Finishes
- Access
- Safety and Security



<b>Brockley PFI Key Performance Indicators</b>							
	<b>Apr-13</b>	<b>May-13</b>	<b>Jun-13</b>	<b>Jul-13</b>	<b>Aug-13</b>	<b>Sep-13</b>	<b>YTD 2013/14</b>
<b>MKPI 1 Proportion of applications registered or amended in 10 working days (minimum of 20 applications)</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>
<b>MKPI 2 Proportion of home visits undertaken within 5 working days of tenant requests</b>							
<b>MKPI 3 Percentage of tenants attended to within 15 minutes of arrival</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>
<b>MKPI 4 Percentage of open office hours in the month</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>
<b>MKPI 5 Percentage of telephone calls answered within 15 seconds</b>	92.8%	91.5%	96.1%	93.1%	94.3%	93.9%	<b>93.5%</b>
<b>MKPI 6 Percentage of correspondence items responded to within 10 working days</b>	100%	100.0%	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>
<b>MKPI 7 Number of occasions of failure to deal with a sustained breach of long lease in dwellings</b>	-	-	-	-	-	-	-
<b>MKPI 8 Percentage reactive actions identified through inspection completed on time</b>	-	-	-	-	-	-	-
<b>MKPI 9 Percentage of external common parts on HRA land &amp; within PFI area achieving EPA cleaning 'A'</b>	95.12%	93.2%	95.7%	95.0%	96.5%	96.9%	<b>95.4%</b>
<b>MKPI 10 Percentage of internal common parts on HRA land within PFI area achieving EPA cleaning 'A'</b>	93.9%	95.5%	91.7%	91.6%	92.4%	93%	<b>92.9%</b>
<b>MKPI 11 Percentage of grassed areas that are maintained to between 25mm &amp; 60mm high</b>	100.0%	98.1%	100.0%	100.0%	100.0%	100.0%	<b>99.7%</b>

Appendix 2

<b>MKPI 12 Percentage of abandoned vehicles within PFI area removed within time</b>	-	-	-	-	-	-	-
<b>MKPI 13 Percentage of graffiti incidents reported that were dealt with within 4 working days</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>
<b>MKPI 14 Percentage of rent and service charges collected - percentage difference from rest of Lewisham</b>	1.4%	0.9%	1.2%	0.6%	0.2%	0.9%	<b>0.9%</b>
<b>MKPI 15 %of former tenant rent &amp; arrears cases where recovery procedures have been followed</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>
<b>MKPI 16 % of requests for information from Authority HBOs not responded to within 7 working days</b>	-	-	-	-	-	-	-
<b>MKPI 17 % of responsive (not emergency) repairs requested where an appointment was made &amp; kept</b>	100.0%	100.0%	100.0%	100.0%	99.6%	100.0%	<b>99.9%</b>
<b>MKPI 18 Percentage of responsive repairs requested that were completed within relevant timescale</b>	100.0%	100.0%	99.6%	98.2%	99.3%	100.0%	<b>99.5%</b>
<b>MKPI 19 Average number of days to let minor void dwellings</b>	25	22	15	28	18	21	<b>22</b>

HOUSING SELECT COMMITTEE			
<b>Report Title</b>	Lewisham Homes – Mid-year Review 2013/14		
<b>Key Decision</b>	<b>No</b>		<b>Item No.</b> 5
<b>Ward</b>			
<b>Contributors</b>	Head of Strategic Housing		
<b>Class</b>	<b>Part 1</b>	<b>Date:</b>	4 December 2013

## 1. Summary

- 1.1 Lewisham Homes went live on 22nd January 2007 and currently manages 13,000 social housing tenancies and 5,000 leasehold properties within the borough, on behalf of the Council.
- 1.3 The management agreement requires a delivery plan to be agreed annually between Lewisham Council and Lewisham Homes, and for this to be monitored twice a year. This report highlights progress made at mid-year against 2013/14 delivery plan targets, covering the period April to September 2013.

## 2. Purpose

- 2.1 The purpose of this report is to provide members with:
  - Details of mid-year performance against the 2013/14 Delivery Plan agreed with Lewisham Homes;
  - An update on Decent Homes funding to improve properties managed by Lewisham Homes.

## 3. Recommendation

- 3.1 It is recommended that Members note the contents of the report.

## 4. Background

- 4.1 The previous Government required all local authorities to carry out a stock options appraisal by July 2005 to determine how Decent Homes would be achieved for all Council housing stock. Lewisham Council completed its

stock options appraisal in June 2005, and a comprehensive Decent Homes Strategy was developed that was endorsed by Mayor and Cabinet on 8th June 2005. Lewisham's Decent Homes Strategy outlines Lewisham's mixed investment approach including Lewisham Homes which is an Arms Length Management Organisation (ALMO).

- 4.2 Lewisham Homes is a non-profit making company, limited by guarantee, and the Council is the sole shareholder. The Board is responsible for the strategic direction of the organisation and meets six times a year to monitor performance, agree the strategic direction of the business and make key decisions. The Board consists of 15 non-executive directors made up of 3 Council Members, 5 independent members, 5 tenants and 2 leaseholders.
- 4.3 The management agreement sets out a requirement for Lewisham Council to approve a Delivery Plan for the ALMO. The 2012-15 Business and Delivery Plan was approved by the Lewisham Homes Board in March 2013, and by Mayor and Cabinet in April 2011. It sets out how Lewisham Homes plans to deliver excellent services to all its customers, and is in line with the overall vision of the Council and its partners in the Local Strategic Partnership.

## **5.0 Lewisham Homes Priorities for 2013/14**

- 5.1 The Lewisham Homes mission is to deliver great housing services for thriving neighbourhoods. The mission is underpinned by the following strategic objectives and key priorities:
- Community Focus –
    - Looking at creating an opportunity for social enterprise and how this may further create opportunities for residents.
    - Investing a further £260,000 this year through the Community Investment Fund and initiatives for residents to bid for the projects that means the most to them and their communities.
    - Continuing to support residents to get involved through a wide range of engagement channels including becoming a Board Member.
  - Employer of choice –
    - Investing in more training in customer care to support the customer service strategy, developing leaders within the business, engaging with staff and developing hidden talents.

- Offering further placements for apprentices and graduate trainees to join LH and work towards establishing a future career with LH or within the supply chain.
- Improving recruitment to attract great people with a diverse profile and background.
- Culture change – ensuring all staff are aware of the approach, embedding processes to sustain and drive change.
- Excellent services –
  - Driving up customer service and satisfaction through continued investment in the homes, more on-line services, and investing in staff training.
  - Improving caretaking and ASB services and expanding the ‘love where you live’ initiative to improve communal areas.
- Quality Homes –
  - Investing over £40M to bring homes up to the decent homes standard and other communal and safety works throughout 2013/14.
  - Supporting the Council in building new homes to tackle those in overcrowded conditions or without a home.
- Sustainable business –
  - Securing long term investment for the homes and the environment looking at options that can deliver and meet ambition and aspiration for the future. The homes are getting older and there are many people needing affordable housing.
  - Maximising income through further reducing the time to let properties, maximise collection rates and supporting residents through the welfare reforms as this will increase rental income to invest in the future.
  - Increasing the works the repairs service does to increase the income to Lewisham Homes and re-invest into better homes, services and the community.
  - Continue looking at ways to reduce costs, maximise value whilst continuing to improve services.

## 6.0 Performance against Delivery Plan targets

- 6.0.1 Attached to this report as Appendix A are tables reporting on performance against the Delivery Plan targets for the period ending 30<sup>th</sup> September 2013, and trend data for the last two years. A RAG system indicates whether KPIs have met target and the direction of travel. Analysis of this performance data is set out by service area below.
- 6.0.2 A table showing the tasks due to be completed in the 2013/14 Delivery Plan is attached as Appendix B. Using a RAG system, this indicates whether tasks have been completed, and an explanation is provided where tasks have not been completed by their target time.

## 6.1 Major Works Investment Programme

- 6.1.1 At the end of September, only 55.7% of properties were assessed as 'decent', based on the government's Decent Homes' criteria. A major works investment programme is now in its third year and delivered 2913 improved homes by the end of September 2013.
- 6.1.2 The 2013/14 budget, and forecast for capital major works investment is shown in the table below.

**Table 1 – Major works budgets and expenditure for 2013/14**

	2013/14 Budget £'000	2013/14 Expenditure to Sept 13 £'000	Forecast 13/14 £'000	Variance to budget 13/14 £'000
<b>Decent Homes Partnering Contracts</b>	32,833	11,959	33,684	851
<b>Security, Mechanical &amp; Electrical, etc.</b>	9,932	2,565	9,081	(851)
<b>Total</b>	<b>42,765</b>	<b>14,524</b>	<b>42,765</b>	<b>(0)</b>

- 6.1.3 Tenant satisfaction with the improvements made through the Decent Homes Programme continues to be high, and was at 97.5% for the six months. This exceeds the 96% target and is an improvement on the 91% achieved last year. There has also been considerable input from the contractors as part of their community investment promises, which is set out in Section 7 of this report.
- 6.1.4 The revised Decent Homes profile agreed with the Greater London Authority (GLA) in respect of the Decent Homes Backlog Funding is as shown in table 2 below. Lewisham Homes declared 132 homes decent in Quarter 1 and 439 decent in Quarter 2, a total of 571 at mid-year 2013/14. This is in line with projections established at the start of the year.

**Table 2 – No. units to be made decent - Decent Homes Backlog Funding**

	2011/12	2012/13	2013/14	2014/15	Total
<b>Funding (£m)</b>	14.0	20.5	24.0	36.0	94.5
<b>Target (units)</b>	993	1313	1505	2137	5980
<b>Actual</b>	<b>1025</b>	<b>1317</b>			

6.1.5 There is some scope for delay, particularly on external works due to factors such as weather conditions and leasehold consultation. To mitigate against these contractors have been asked to over-programme, and progress is being closely monitored throughout the year.

## **6.2 Repairs & Maintenance**

6.2.1 The Repairs Service is meeting most of its targets:

- 99.6% of repairs were completed on time, against a 99% target;
- 98.8% of repairs were completed on the first visit against a 95% target;
- Tenant satisfaction with completed repairs is reasonable at 91% though a little below the 95% target;
- The repairs contact centre has answered 95% of calls within 20 seconds, which is above the 90% target;

6.2.2 The number of complaints relating to repairs has continued to fall, with 54 received in the first half of the year, compared to 93 received in the first half of 2012/13. This is as a result of implementing 'real time' feedback systems, which enables quicker resolution of repair issues.

6.2.3 The amount of work carried out in-house, and not sub-contracted, continues to rise with 88.9% of responsive repairs (and 86.4% of all works) completed by DLO staff in the period.

## **6.3 Void Management**

6.3.1 Voids performance has continued to improve in 2013/14. This has helped to maximise rental income and ensure properties are empty for shorter periods of time.

6.3.2 Rent loss through vacant properties was 0.78% (or £ £302,207) for the six months. This is significantly lower than rent loss in the previous three years, which was 1.98% in 2010/11. This represents a cash equivalent of £437,000 a year saved compared to 2011/12 and £859,000 a year saved compared to 2010/11, based at current prices.

6.3.3 Similarly, less time has been taken to re-let properties. For the period, 275 properties were let in an average time of 61.5 days. This is in line with the 62 days for last year but much better than the 95.4 days in 2011/12.

Average performance continues to be adversely affected by a small number of sheltered and extra care properties, which take a long time to let. Performance in the second half of the year will be affected by the planned letting of ten properties that have been empty for a long time due to squatting and substantial reinvestment

6.3.4 Reduction of void re-let costs continues to be a priority, and the strategy for this includes:

- reviewing the rates for works carried out;
- looking at the feasibility of in-house asbestos removal, to reduce costs and spend on sub-contractors;
- Training and up-skilling staff, enabling a range of inspections and surveys in the one visit.
- reviewing the void re-let standard, so all newly let properties comply with the Decent Homes Standard – this is a more efficient approach and should increase satisfaction for new tenants;
- re-charging for tenant neglect, where appropriate.

## **6.4 Estate Management**

6.4.1 Improving the quality of estate management and the environment for residents has continued to be a priority. Satisfaction has improved to 71% against a 68% target, up from 59% last year. Improvements have come from a greater focus on communication with residents and managing performance.

6.4.2 Recent improvements in estates management include:

- Improving communications on estates through regular monthly meetings with resident representatives to discuss any issues;
- Contacting residents who gave negative feedback in surveys, to help understand and address issues;
- “Love Where You Live” campaign carried out through October 2013 at Eliot Bank in Forest Hill and the Evelyn Estate area. The events tackle fly tipping of domestic rubbish to communal areas of blocks, dog fouling and do a thorough deep clean;
- Smart phone pilot carried out with a view to roll out to all caretakers in November.

6.4.3 The caretaking service was looked at by the Residents Scrutiny Panel, which is comprised of tenants and leaseholders with an independent advisor. A report including findings and recommendations from the panel was considered and approved by the LH Board in July. Planned improvements coming from these recommendations include:

- Improving communications with residents; for example, greater clarity on responsibilities of LH and LBL, set out in a new leaflet;
- Reviewing standards for cleaning, and the inspection process;



- Improving how LH engages with residents about the caretaking service;
- Raising awareness of the “Love Clean Streets” campaign. This is a smart phone app that enables reporting of issues direct to the right LBL department using photographs.

6.4.4 The proportion of garages let was 84% compared to an average of 85% last year.

## **6.5 Housing Management**

6.5.1 As part of the 3rd year of the Anti-social behaviour (ASB) Strategy the following have been implemented:

- Two additional noise recorders to improve monitoring for noise nuisance complaints. This was in response to resident feedback, and part of the residents’ business plan;
- Working with residents on a new Pets Policy, and winning another award from the RSPCA for commitment to animal welfare – moving from a Silver Footprint award last year to a Gold Footprint for 2013;
- 6 dog events since April 2013 which micro-chipped 85 dogs.

6.5.2 Satisfaction with anti-social behaviour (ASB) case handling remains at 43% for the period April 2013 – September 2013. Plans to improve the approach to ASB going forward include:

- More robust case management with improvements in staff training, data collection/analysis;
- Improved communications with residents;
- Increased use of mediation;
- Reviewing security patrol arrangements;
- Increasing enforcement of tenancy breaches within public spaces.

6.5.3 The tenancy teams are also focusing on improving communications with residents, and continue to attend Tenant and Resident Association meetings. We have continued to hold surgeries in all sheltered schemes and liaise regularly with the Council’s Sheltered Housing Support Team. A new leaflet is now available to help residents understand the roles of the LH Tenancy Officers and LBL Sheltered Housing Officers.

6.5.4 Lewisham Homes continues to support initiatives to improve services for vulnerable residents, including working in partnership with the Council and voluntary sector agencies. Lewisham Homes is represented on the Adult Safeguarding Board and its Best Practice Development Sub-Group, as well as the LSCB Task Group looking at child sexual exploitation. Staff have been trained in safeguarding awareness and there are processes in place to report concerns.

- 6.5.5 There has been a recent review of all residents identified as having a vulnerability. This is to ensure there are good and up to date records to support service delivery and signposting to relevant agencies. We will be working more closely with the main agencies that provide support to our residents.
- 6.5.6 The vulnerable residents' overgrown gardening scheme continues to be successful. We've cleared 8 overgrown gardens since April 2013, with a further 18 applications currently being considered.
- 6.5.7 Joint working is continuing to help support tenants who hoard. This is a priority because of the impact on hygiene and fire safety, as well as delays in delivery of the decent homes programme. For known cases, tenants are visited regularly. The Head of Housing Management continues to chair the hoarding panel, which comprises LBL officers and representatives from the main social housing providers in Lewisham. LH also facilitated Hoarding Training for all members of the hoarding panel.
- 6.5.8 As part of the continuing drive to reduce social housing fraud, a specialist team opens at least 111 new occupancy checks each month and has recovered 22 illegally occupied properties since April 2013.
- 6.5.9 Plans are in place to increase recovery of properties that are inappropriately occupied. A key element of this is to raise awareness to staff and residents, and will include presentations to Tenant and Resident Associations. The team has received training in Tenancy Fraud, and additional document verification training is planned for October and November 2013 for all front line housing management staff.

## **6.6 Leasehold Management**

- 6.6.1 For the half year, LH met all leasehold service's targets:
- Collecting 55.5% of the service charge due for the year in 6 months which is on target;
  - All the Right to Buy forms were served on time, despite an increasing number of applications, meeting statutory requirements.
- 6.6.2 For major works bills, 18.7% (£681,000) was collected during the period, which includes both one off payments for the whole bill and payments for instalment arrangements set up over periods of 24 and 36 months. There is a range of support initiatives and payment options for resident leaseholders with large major works bills, which are well promoted. These include the three year interest-free payment option, as well as access to caseworkers and debt advice agencies.

6.6.3 This year there is an increase in the scale of external work being undertaken through the Decent Homes Programme, which will lead to additional bills for leaseholders for their share of works carried out.

6.6.4 Following increases in 'right to buy' discount to £100,000, the level of applications has continued to rise, as shown in table 3 below. The table compares activity in the same periods for 2012/13 and 2013/14. In particular, it demonstrates the increase in accepted offers, indicating that the housing market is increasingly attractive to tenants.

**Table 3 – RTB applications**

Stage of RTB application	Total 2012/13	April to September 2012/13	April to September 2013/14	Increase
No of RTB applications received	189	123	173	41%
No of RTB applications admitted		86	142	65%
No of section 125 offer notices served		76	111	46%
No of offers accepted		19	113	494%
No of completed sales	17	6	31*	416%

\* A further 8 sales have completed in October.

## 6.7 Customer care

6.7.1 Tenant satisfaction with Lewisham Homes' services was tested through a survey conducted in July 12. This showed the proportion of satisfied tenants has remained stable at 69%, and that the proportion very or fairly dissatisfied had decreased from 28% to 20% since the previous survey in 2010. Further analysis of drivers for dissatisfaction have been considered, including asking dissatisfied tenants for views on what they want to see improved, and results have been used for plan improvements.

6.7.2 A new customer service strategy was approved by the LH Board in March 2013, which has an overall goal to improve tenant satisfaction to 80% by March 2016. This is being monitored by the LH Board. Themes within the strategy include leadership and direction, staff training and a clear consistent service offer.

6.7.3 Complaints and enquiry handling is much better than last year:

- 91% of complaints were responded to on time compared to the 90% target and 76% last year;
- 94% of Mayor, MP and councillor enquiries were responded to on time, meeting the 90% target and improving on 88% last year.

- 6.7.4 The Independent Adjudicator (IA) welcomed the fact that LH's stage three complaints had halved since 2011/12, and acknowledged that LH readily provides appropriate redress to complainants once it is clear that things have gone wrong. Some recommendations were made, including improving complaints resolution at an earlier stage and reducing the proportion upheld. An action plan is in place to address recommendations, which is outlined in full in a report to the November LH Board
- 6.7.5 There are small improvements to telephone handling: 87.9% of customer facing phone calls were answered within 20 seconds which is below the 90% target but marginally better than 87.6% last year.

## **6.8 Income Collection**

- 6.8.1 Despite difficult economic conditions and welfare reforms, income collection rates were 98.54% of the rent debit in the year to September, which represents a slight increase on performance of 98.43% collected at the same point last year, though still falls short of the 99% target.
- 6.8.2 However, the proportion of accounts over seven weeks in arrears has increased to 9.7% from 9.1% in the previous year. This is in part a result of District Judges being reluctant to grant court orders unless arrears are greater than £1000. This makes it harder to stop cases rising above £1,000.
- 6.8.3 Much of the Income Service's work during the year has been focussed on those residents affected by welfare reform. LH has been working closely with tenants, Lewisham Council and other stakeholders to help tenants explore a range of options to help them. This includes benefit and debt advice, and the provision of a dedicated employment training and support service in the Pepys Housing office in Deptford.
- 6.8.4 LH has continued to develop joint strategies with the Council to support households affected by the benefit cap and bedroom tax. Initiatives to support affected tenants move to smaller properties have included looking at mutual exchange with overcrowded tenants, and a specific event was held in June to promote this, called 'Trading Places'. There are a total of 89 under-occupying tenants affected by the bedroom tax who are registered to move, of which currently 13 have made offers on properties. Residents are being supported to move by Lewisham Homes and the Re-housing & Development unit. Welfare benefit officers are also supporting tenants to be assessed for discretionary housing payments, where appropriate.

6.8.5 The Financial Inclusion Strategy has continued to be implemented, and key successes during the period were:

- Partnership working with local food banks to provide vouchers for those residents most in need;
- Increase in membership of Lewisham Plus Credit Union (LPCU) to 1530, with 112 joining since January to July 2013. There is now a LPCU member of staff based at Pepys who can help residents with opening a bank account, jam jar accounts and low cost loans
- Staff training delivered in partnership with the England Illegal Money Lending Team to increase awareness of Loan sharks and devise a campaign to encourage residents to report loan sharks and inform them of the support available;
- 33 residents registered on the TWIN employment support programme.
- Securing an additional £350,000 of backdated welfare benefits for residents February to September.

6.8.6 Going forward, key initiatives will include:

- Monitoring the impact of the 'bedroom tax' and working with residents and the Council to provide support to minimise the impact with a particular focus on those residents whose arrears are increasing
- Working with residents and the Council to devise solutions to those affected by the benefit cap;
- Budgeting workshops November to December in partnership with LCPU to help those affected by Welfare Reforms and prepare residents for Universal Credit
- Delivering our winter campaign
- Improving our SMS messaging
- More focussed work on early intervention for residents in arrears

## **6.9 Health & Safety**

6.9.1 The health and safety framework has been refined as part of a continuous improvement process, and assessed through the British Safety Council accreditation scheme. Performance against the framework is regularly monitored by the LH Board and Audit Committee

6.9.2 Gas safety continues to be a high priority for the Council and Lewisham Homes – the performance for the legally required annual gas safety checks remains high and achieved 99.96%.

6.9.3 Fire risk assessments for all properties have been completed in line with policy. Actions arising from the assessments are programmed and closely monitored to ensure they are delivered.

6.9.4 Highlights in the period include:

- A programme of feasibility studies considering installation of sprinkler systems in all sheltered schemes has been completed, following the successful pilot at Somerville;
- LH has joined a pilot scheme run by the London Fire Brigade to install information plates in high rise and complex blocks, following learning from the Lakanal (Southwark) enquiry;
- Improved information for residents – new Fire Safety and Asbestos leaflets are available;
- Improved approach to inspecting estates for potential trip hazards;
- A phased rollout of a new key fob system has begun, which will help improve resident safety. The software used makes it easy to de-programme lost or stolen ones, so they can't be used by others. As this is operated in-house, requests for new fobs can be processed instantly.

## **7 Resident Involvement**

7.1 Residents are encouraged to be involved through a wide range of forums and activities, which gives residents a say in how services are delivered. This includes seven residents on the LH Board, a Residents' Scrutiny Panel, a Residents' Business Plan, the Area Panel, Improvement Groups, and tenant and resident associations.

7.2 In line with the Regulatory Framework for Social Housing, local offers have been developed in consultation with residents, which set out the service standards for key services. An annual report to tenants reports on progress in meeting these standards, and the 2012/13 report is now available to all residents.

7.3 The Community Investment Programme, delivered in partnership with the Decent Homes contractors, is meeting a number of objectives including supporting residents back into work; delivering skills based opportunities to carry out basic repairs; and opportunities for young residents to get involved. The Programme has funded improvement to community facilities, as follows: Pink Palace, Daubeney Tower, Eddystone Tower, Ray Champion.

7.4 The Decent Homes contractors have funded the following initiatives through the 2013/14 Community Investment Programme (CIP):

- £5,000 additional support for the 'Love to Dance' project. Inspired by young street dancers from the Hazel Grove Estate, this dance company has held street dance and drama workshops for young people, with a dance master class by Britain's Got Talent dance star 'Pulse', and culminating in a performance at Millwall on 2 November.
  - A recognised qualification course for Pre-Tenancy Training for young residents (March 2014)
  - Three Employability Days with local school, with a further three days scheduled between November – January 2014
  - DIY days to teach residents basic DIY skills
  - Provision of ICT support to sheltered housing residents.
7. 5 The Back to Work opportunities for residents include the apprenticeship programme, work experience, twice monthly Work Clubs and the High 5 programme. Progress to date includes:
- The apprentice programme - Decent Homes contractors currently have 18 apprentices, with a further 3 to be recruited in November.
  - Decent Homes contractors have provided 167 work experience days for eight residents.
  - 12 Work Clubs with 84 residents attending.
  - High 5 – the last round was poorly attended, so project is under review.
  - Job Fare – The Decent Homes Contractors attend the event in June 2013.
7. 6 Lewisham Homes has also delivered a range of workplace NVQs for residents to enhance employability skills – 66 residents have taken part in this and outcomes are being assessed.
7. 7 In addition to CIP, Lewisham Homes has a Community Fund, which enables residents to bid for small amounts of funding to deliver improvements to the environment or for the community, and can include improvements to safety or community cohesion. Sixteen projects were funded including:
- **Fairfields (Sheltered) Digital Hub** – Providing computers training for older residents.
  - **Evelyn Sports** – Sports sessions held at Deptford Lounge and to Saturdays Sports session at the Blue Case MUGA with attendance of up to 65 young people at some sessions. Five young people starting Sports Leadership NVQ Level1 Training.
  - **Gardening Again** – 25 residents from sheltered schemes involved in partnership with London Community Builders (a social enterprise). It has involved planting vegetables and flowers in raised beds, which are now providing free food, and cooking sessions with produce grown by residents.
  - **Kender Adventures** – with match funding from a major bank, families from Kender have attended an outdoor activities centre.

- **Love to Dance** – Providing street dance classes for young people leading to a number of showcase events.
- **Summer Road Shows** – Five Roadshows held in partnership with TRAs across the borough
- **Linberry** – Residents and children planting spring bulbs to brighten up their neighbourhoods.

## **8 Strategic finance overview**

- 8.1 The HCA announced the allocations for Decent Homes Backlog Funding in February 2011. Lewisham was awarded £94.5 million over 4 years. The allocations for 2013/14 and 2014/15 were agreed in September. Last year Lewisham received confirmation that it would receive the full £94.5m. The government has since announced that there will be an additional £160m available nationally although it is not yet clear how these resources will be accessed
- 8.2 One of Lewisham Homes' objectives is sustainability. This means developing a sustainable business that has the resources to invest in its future and delivering affordable services to residents.
- 8.3 The HRA self-financing regime has provided the opportunity to plan for the longer term, including investing in the housing stock and building new homes. Lewisham Homes is currently reviewing its management cost base and asset management strategy. The purpose of the review is to reduce the cost base whilst continuing to improve services. By reducing the cost base we provide better value to residents and generate additional resources which can be invested in resident and council priorities, including building new homes.
- 8.4 The borrowing cap, however, remains a constraint on the level of investment that can be generated. The investment capacity of Lewisham Homes using benchmarks from the housing association sector is around £390m. The debt cap for Lewisham Council is £127m. The ability to invest substantially in the stock over the next 10 years is currently limited by the governments debt cap.

## **9. Financial Implications**

- 9.1 The purpose of this report is to provide members with an update on Lewisham Home performance against their delivery plan and decent homes programme. As such, there are no financial implications arising from agreeing the recommendation set out in 3.1.



## **10. Legal Implications**

10.1 There are no specific legal implications in this report

## **11 Crime & Disorder Implications**

11.1 There are no specific crime and disorder implications.

## **12 Equalities Implications**

12.1 Lewisham Homes' Equality and Diversity Strategy was reviewed approved by the Lewisham Homes Board in May 2013. The Board receives regular monitoring reports to assess progress against the strategy.

12.2 Measures have been put in place to protect the most vulnerable tenants. Lewisham Homes has continued to collect profiling information for use in planning and improving services, and to flag up on the main database where tenants require support.

12.3 Lewisham Homes has continued to support the LB Lewisham Safeguarding Agreement, which helps protect vulnerable adults and children. A training programme in safeguarding awareness has been delivered. Lewisham Homes is represented on the Adult Safeguarding Board and the LSCB Task Group looking at child sexual exploitation.

## **13. Environmental Implications**

13.1 At 30 September 44.3% of Lewisham Homes' managed stock was non-decent. Improving sustainability and energy efficiency is an important part of the Decent Homes Programme which is making sure that homes are warm, safe and dry.

## **14. Background papers and report originator**

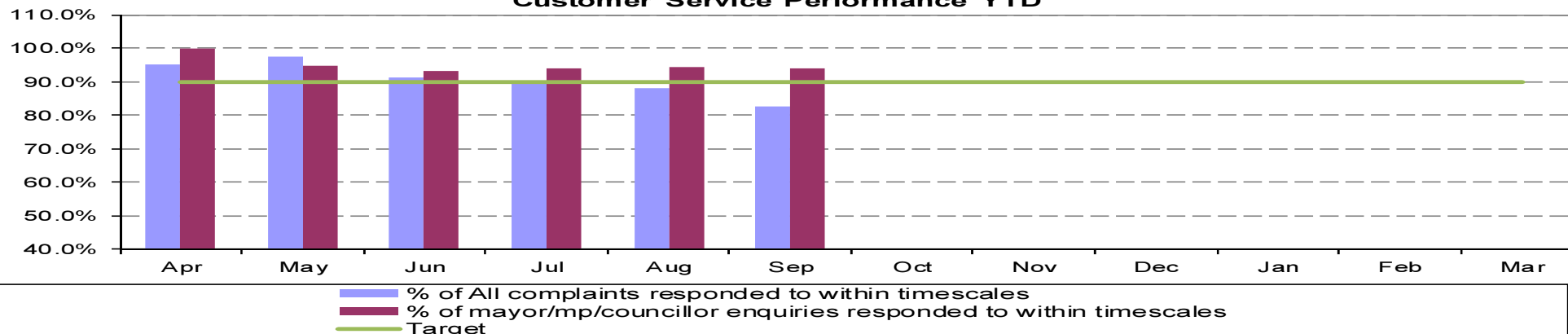
14.1 There are no background documents to this report.

14.2 If you would like any further information about this report please contact Scott Cook, interim Partnerships & Service Improvement Manager, on 020 8314 6534.

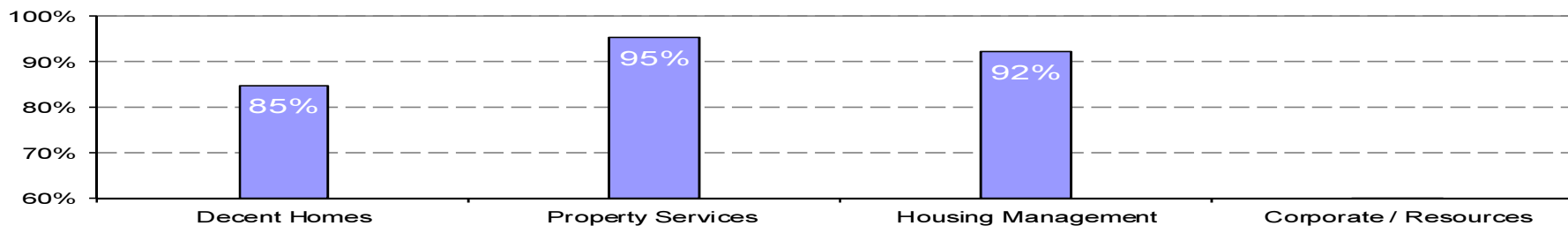
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Indicator		2011-2012	2012-2013	Current YTD	Target	Direction of Travel *	YTD vs Target
LH 34	% of complaints responded to within timescales	89.1%	75.6%	91.1%	90%	▲	▲
LH 35	% of mayor/mp/councillor enquiries responded to within timescales	91.0%	88.1%	94.0%	90%	▲	▲
LH 52	Percentage of calls answered within 20 seconds **	84.1%	87.6%	87.9%	90%	▲	▼
LH 123	Percentage of letters responded to within 10 days	91.5%	81.9%	83.5%	94%	▲	▼
<b>Annual Indicators</b>							
LH 51a	% of complaints resolved at stage 1	80%	84%	N/A	85%	▲	▲
LH 51b	% of stage 2 complaints resolved at stage 2	69%	82%	N/A	80%	▲	▲
BV 74	% of tenants satisfied with the overall service	-	69%	-	71%	—	—

Customer Service Performance YTD



% of Complaints Responded to Within Timescales (YTD)

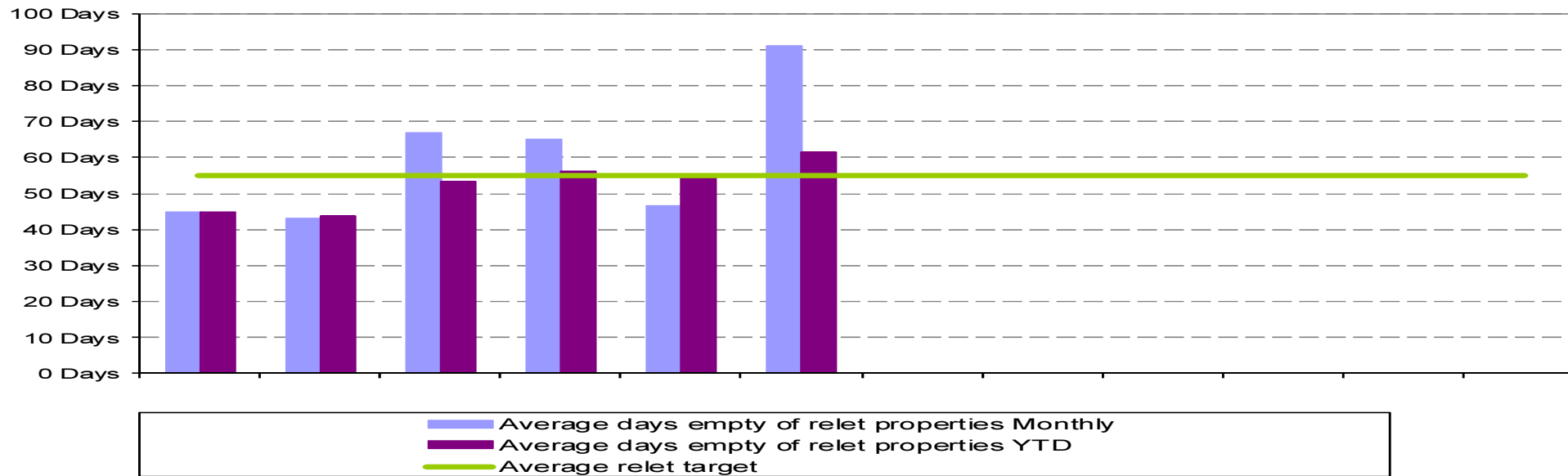


\* Direction of travel compares current YTD with 2012/13 figure.

\*\* The measure for calls answered changed from 15 seconds in 2011/12 to 20 seconds for 2012/13.

Indicator		2011-2012	2012-2013	Current YTD	Target	Direction of Travel *	YTD vs Target
BV 13	Average days empty of relet properties	95.4	62.0	61.5	55	▲	▼
LH 30	Percentage of rent lost through vacant properties	1.39%	0.81%	0.78%	0.85%	▲	▲
LH 300	Satisfaction with new Home (reported quarterly one month after quarter end)	55%	70%	71%	75%	▲	▼
LH 4	% of gas services completed within the 12 month target time (rolling 12 months)	99.98%	100.00%	99.96%	100%	▼	▼
LH 301	% of tenants very or fairly satisfied with internal Decent Homes work (reported quarterly)	95%	91%	97.5%	96%	▲	▲
LH 311	% of leaseholders very or fairly satisfied with external Decent Homes work (reported quarterly)	N/A	N/A	N/A	-	-	-
LH 312	Percentage of tenanted homes that meet the Decent Homes standard (reported quarterly)	48.7%	56.1%	55.7%	62.9%**		
LH 302	Draw down of government Decent Homes funding as a % of profiled draw down (reported quarterly)	N/A	N/A	100%	100%	-	-

**Average Relet Times Monthly & YTD**



\* Direction of travel compares current YTD with 2012/13 figure  
 \*\* The target is for Decent Homes at 31 March 2014

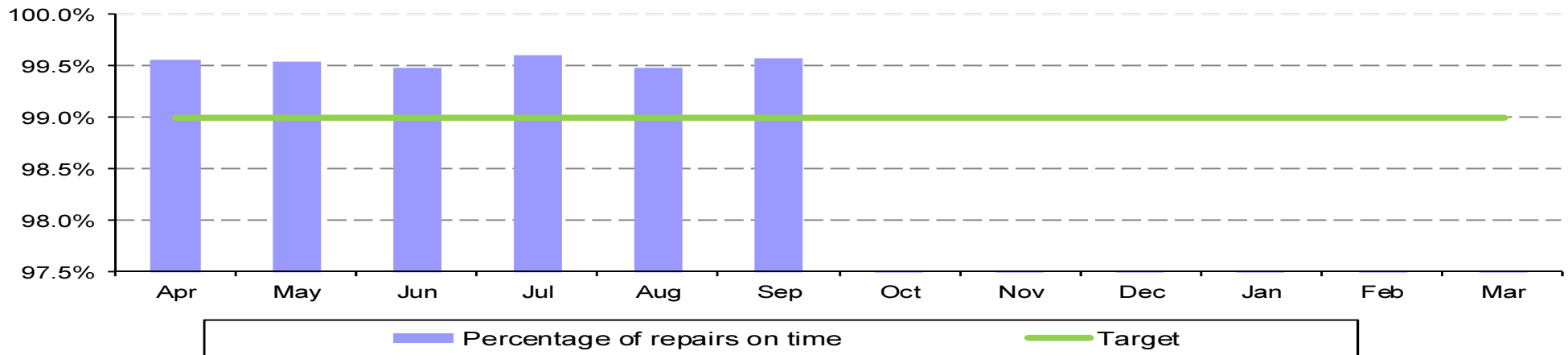
**Property Services - Repairs and Maintenance**

**September 2013**

Board Papers

Indicator		2011-2012	2012-2013	Current YTD	Target	Direction of Travel *	YTD vs Target
LH 107	Percentage of responsive repairs completed on time	99.8%	99.6%	99.6%	99%	▲	▲
LH 7	Percentage of repairs completed on first visit	97.5%	98.3%	98.8%	95%	▲	▲
LH 32	Tenant satisfaction with their last repair - % very or fairly satisfied	93%	94%	91%	95%	▼	▼
LH 303	Number of open Disrepair cases	62	50	49	45	▲	▼

**Monthly Percentage of Responsive Repairs Completed on Time**



\* Direction of travel compares current YTD with 2012/13 figure.

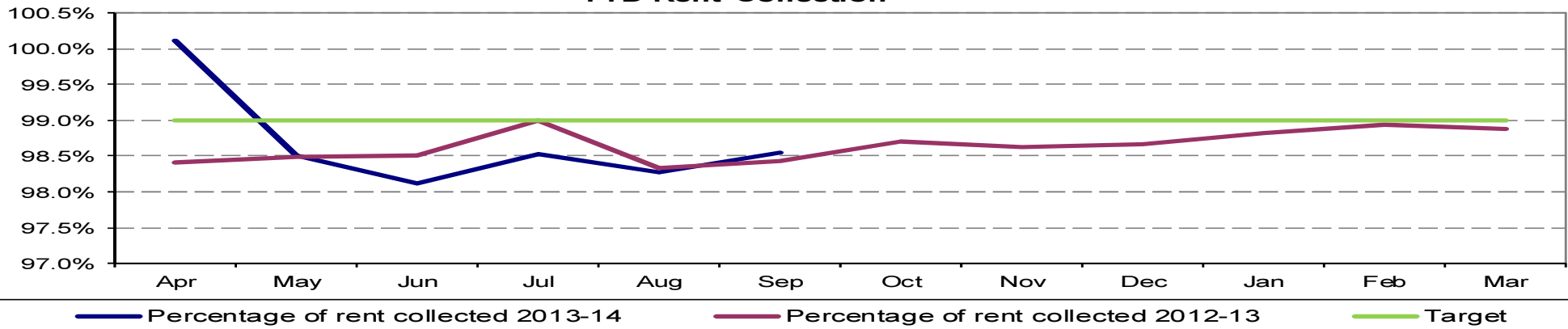
# Housing - Rent Collection and Arrears

September 2013

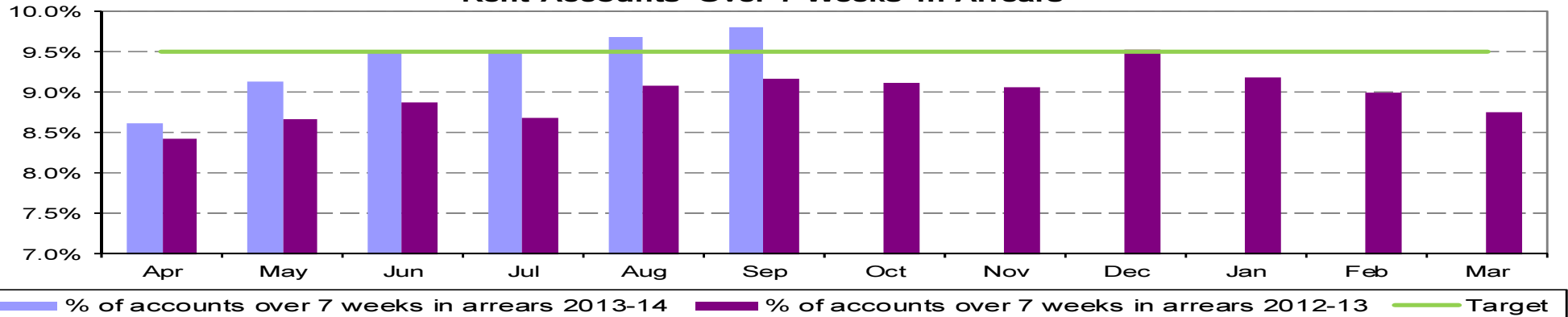
Board Papers

Indicator	2011-2012	2012-2013	Current YTD	Target	Direction of Travel *	YTD vs Target
LH 29 Percentage of rent collected excluding current arrears.	98.70%	98.87%	98.54%	99.00%	▼	▼
BV 66b Percentage of rent accounts over 7 weeks in arrears	8.9%	8.8%	9.8%	9.5%	▼	▼
BV 66d Number of tenants evicted as a result of rent arrears	63	66	27	43 **	—	▲
LH 40 Rent written off as not collectable as a percentage of the total rent	1.96%	1.23%	0.00%	1.00%	▲	▲
LH 310 Current tenant rent arrears as a percentage of the annual debit	4.16%	4.18%	4.40%	-	▼	—

YTD Rent Collection



Rent Accounts Over 7 Weeks in Arrears



\* Direction of travel compares current YTD with 2012/13 figure  
 \*\* Year-to-date profiled target

# Housing - Leasehold Services

## September 2013

Board Papers

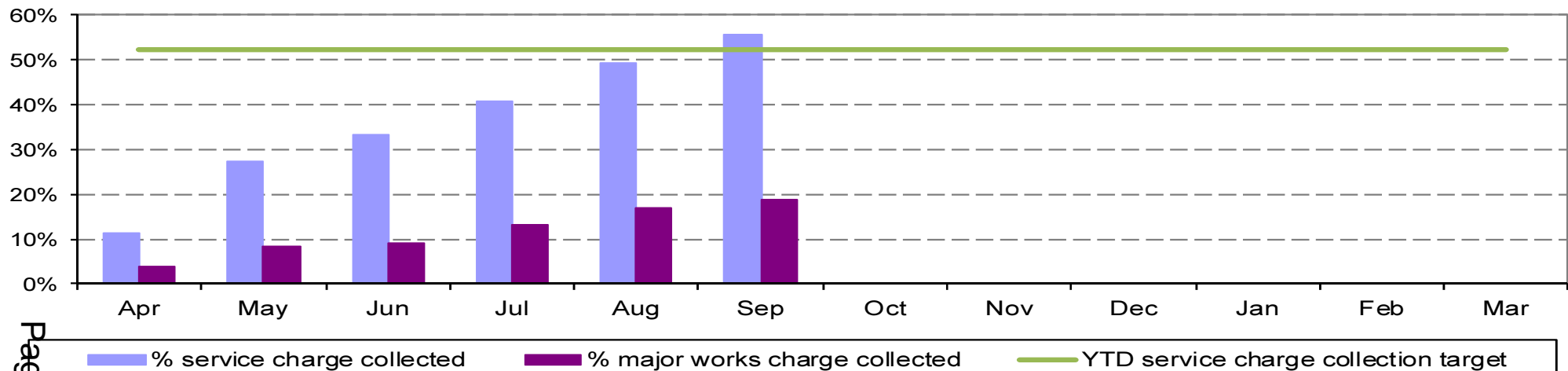
Indicator		2011-2012	2012-2013	Current YTD	YTD Target	Year end Target	Current YTD v YTD Target *
LH 116a	% of service charge collected against total available excluding arrears	102.4%	103.7%	55.5%	52%	104.5%	▲
LH 117b	Major works charges collected as a % of total charges outstanding including arrears	39%	34.4%	18.7%	-	-	-

Indicator		2010-2011	2011-2012	Current YTD	Target	Direction of travel	YTD vs Target
LH 24	Percentage of RTB2 forms served within statutory target of 4 weeks	100%	99%	100%	100%	▲	▲
LH 24a	New RTB applications received	58	189	137	-	-	-
LH 305	Number of RTB sales completed	18	17	30	-	-	-

Every other year indicator

LH 113	Satisfaction of leaseholders with the performance of home ownership service	41.0%	N/A	N/A	50%	-	-
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Service Charge & Major Works Collection Rates YTD



\* Direction of travel compares current YTD with 2012/13 figure

<b>Performance Monitoring all Remaining areas</b>			<b>September 2013</b>				Board Papers
<b>Indicator</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>Current YTD</b>	<b>Target</b>	<b>Direction of Travel*</b>	<b>YTD vs Target</b>	
<b>Housing Management ~ Housing and Estate Management</b>							
LH 309	Number of properties currently being squatted	3	5	2	-	▲	▲
RES G1	Satisfaction with the way ASB complaint was dealt with (Quarterly a month behind)	58%	43%	43%	60%	▲	▼
LH 308	Satisfaction with Internal Caretaking and Cleaning (Quarterly)	83%	59%	71%	68%	▲	▲
<b>Corporate Services ~ Human Resources</b>							
LH 114	Staff turnover as a percentage of total workforce (annual equivalent)	6.7%	11.0%	5.7%	8.5%	▲	▲
LH 38	Number of working days lost due to sickness (annual equivalent - reported one month behind)	8.7	8.1	6.0	8.0	▲	▲
LH 105	Percentage of staff who agree that Lewisham Homes is a good employer / good place to work	58%	70%	N/A	75%	-	-
<b>Corporate Services ~ Health and Safety</b>							
LH 307	Number of properties for which a fire risk assessment is missing or overdue	0	0	0	0	▲	▲
* Direction of travel compares the current ytd with the 2012/13 figure							



Objective/ Task ID	Objective/ Task Type	Objective/Task	Complete by	Revised Target Date	Director	Board / CLT
CF1.2.1	Service Task	Develop a Resident Board Director Succession Plan	Sep-13		Dir Corporate Services	Board
CF1.2.2	Service Task	Review the Board Director selection & appraisal process in line with good practice and NHF Code of Governance	Jun-13		Dir Corporate Services	Board
CF2.1.1	Service Task	Carry out a feasibility study for a dedicated Community Hub(s) / Skills Centre	Sep-13	Sep-14	CEO	Board
EC1.2.3	Service Task	Complete Investors in People re- inspection	Sep-13		Dir Corporate Services	Board
ES1.1.3	Service Task	Review the Equality and Diversity strategy	May-13		Dir Corporate Services	Board
ES1.3.1	Service Task	Revise the ICT Strategy	May-13	May-14	Dir Resources	Board
QH2.1.1	Service Task	Develop a Protocol with LB Lewisham for the management of regeneration schemes to ensure there are clear roles & responsibilities & effective partnership arrangements	May-13	Jul-13	Dir Corporate Services	Board
SB1.2.2	Service Task	Review the impact of Decent Homes works on repairs demand following the first year of the programme	Sep-13		Dir Property Services	Board
SB1.2.3	Service Task	Review the voids lettable standard to include bringing all voids to the Decent Homes standard	Sep-13		Dir Property Services	Board

SB3.1.1	Service Task	Implement the Welfare Reforms Action Plan (WRAP) minimising the impact of the reforms on our residents and our income stream	Sep-13		Dir Housing	Board
SB5.1.1	Service Task	Review and update Risk strategy	Jul-13		Dir Resources	Board

Task RAG	Comments
Green	
Green	
Red	A meeting with Mitie is planned to establish their commitment to creating a skills centres as this is one of their promises under the Decent Homes Programme. The project is being scoped out and assessment of the scheme long term is being carried out.
Green	
Green	
Red	The new Head of ICT started on the 30th of September. He has now review whether this task can be delivered earlier and the target date is still May 2014; to be ready for EMT Board meeting in May 2014.
Green	
Green	
Green	

Green	
Green	

# Agenda Item 6

Scrutiny Committees			
<b>Report Title</b>	Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16		
<b>Key Decision</b>	No	<b>Item No.</b>	6
<b>Ward</b>	All Wards		
<b>Contributors</b>	Executive Director for Resources & Regeneration		
<b>Class</b>	Part 1	<b>Date:</b>	29 November – 16 December 2013

## 1. Summary

- 1.1 On 10 July and 13 November 2013, Mayor & Cabinet received a report and update on the financial projections for the Council. The report sets out the need to adapt and enhance the approach to identifying savings to meet the anticipated scale of change required ahead of being built into formal annual budget assumptions.
- 1.2 Officers estimate that further savings of £16m will be required in 2014/15, in addition to £16m<sup>1</sup> agreed for 2014/15 in last year's budget. Overall, it is estimated that £85m of savings will be required between 2014/15 and 2017/18 over and above savings already agreed. No figures for funding for local government are available beyond 2015/16, so savings have been based on an assessment of the likely impact of reductions in the overall government spending envelope.
- 1.3 In July 2013, Mayor and Cabinet agreed the need to reconfigure, re-design and fundamentally re-purpose services to fit the available resources whilst preserving the best of what Lewisham has done to date. In November 2013, Mayor & Cabinet agreed the approach to presenting savings and the areas for thematic and cross-cutting reviews. This process will require political and managerial leadership to be re-focused on the transformational changes needed to deliver these substantial savings, weighing their financial impact against their consequences for service delivery and in terms of community impact.
- 1.4 This report presents the first tranche of the required £85m of savings for scrutiny grouped by thematic and cross-cutting area.

## 2. Purpose of report

- 2.1 To seek comment from Scrutiny on the proposed savings to inform the Mayor & Cabinet meeting on the 18 December when these savings will be put forward for decisions to be taken.

<sup>1</sup> Savings of £17m were previously agreed for 2014/15 in the 2013/14 Budget. A review by officers has identified circa £0.7m of these savings are no longer achievable. Details of these are set out at Appendix A.

### **3. Recommendations**

3.1 Members are asked to:

3.1.1 Note the updated strategic financial position set out in section 6.

3.1.2 Provide comment on the draft savings proposals ahead of Mayor & Cabinet on the 18 December 2013.

### **4. Policy Context**

4.1 Presenting financial information in a clear and understandable format contributes directly to the Council's tenth corporate priority: inspiring efficiency, effectiveness and equity. In the round, budget processes (including the need to identify savings) are designed to support all of the Council's corporate priorities by linking policy objectives, including the community strategy, to the available resources.

### **5. Background**

5.1 Everything that the Council spends money on is intended to achieve agreed policy and community goals and hence to deliver value and benefits for the borough. The Council has a strong reputation for delivering innovative and valuable services at low costs, often with significantly lower overheads than other boroughs.

5.2 The Council delivered savings of £82m between May 2010 and 2013/14. Further savings of £16m have been agreed for 2014/15 and £1m for 2015/16. Despite this significant achievement, officers currently estimate that further savings of £85m will need to be delivered between now and 2017/18 in order to ensure that the Council's services remain affordable into the medium-term.

5.3 In July 2013, Mayor & Cabinet agreed that further savings on this scale could not solely be delivered through managerial efficiencies or service innovation to preserve outcomes at lower costs. There would of course be a continued focus on these and other disciplines to improve value for money, but hard choices would have to be confronted over the coming years about which services will need to be scaled back dramatically or even cut altogether.

5.4 Since July, work has been carried out on how the options for making the savings could be delivered by looking at the opportunities on a thematic basis. In advance of detailed work being carried out on each of the thematic areas, options for delivering savings required for 2014/15 have been identified and these are presented here.

### **6. Updated strategic financial position**

6.1 Prior to the Spending Round 2013 (SR13) announcement on 26 June, the Council estimated that it needed to find savings of £75m over the period 2014/15 to 2017/18 in addition to savings for 2014/15 and 2015/16 agreed as part of the 2013/14 budget process.

6.2 The SR13 announced a headline real terms reduction of 10% in funding for local government in 2015/16. However, subsequent analysis by the Local Government

Association has revealed that the amount available for general distribution to councils will reduce by 14.6% in real terms because a significant element of the funding available in 2015/16 has been set aside by government for specific purposes. As a result, officers now estimate that additional savings of £10m will be required in the Council's budget in 2015/16, taking total projected savings up to 2017/18 to £85m.

- 6.3 To put this in context, these savings (of £16m already agreed and £85m to be identified) will fall on the General Fund which has a net revenue budget in 2013/14 of £285m.
- 6.4 Uncertainty with funding in subsequent years means the estimate of the budget gap in future years is likely to vary up and down as more information becomes available. Even after the local government finance settlement is announced in December 2013, we will only have some certainty for 2014/15 and 2015/16 and anticipate needing to make projections for savings from 2016/17 onwards.
- 6.5 The absence of detailed information should not prevent the Council from planning its approach now. Further savings required by 2017/18 are so substantial that they could only be delivered by considering significant options to reconfigure, re-design and fundamentally re-purpose services to fit the available resources, whilst preserving the best of what Lewisham has done to date.

## **7. The Lewisham Future Programme**

- 7.1 As Lewisham and its residents experience change on an unprecedented scale, the Council needs to offer high level strategic leadership in response to that change. It must balance the need to sustain local neighbourhoods that are clean and where people feel safe; protect the vulnerable with complex needs; promote, facilitate and provide opportunities for all; develop and maintain the public realm and infrastructure; and support local communities and the organisations that help deliver this and develop the social capital on which Lewisham is built.
- 7.2 Lewisham takes a prudent and forward thinking approach to its budget and recognises that the further savings required in 2014/15 of £16m, (in addition to the £16m previously agreed)<sup>2</sup> need to be developed and delivered in the context of the projections of further savings required through 2015/16 to 2017/18.
- 7.3 The Lewisham Future Programme is the response to the direction of the Mayor to carry out a fundamental review of services. This Programme focuses on the areas of greatest spend, recognising that in the fourth consecutive year of significant spending reductions even greater innovation, focus on the customer, and cross-cutting thinking will be required to deliver savings whilst attempting to minimise the impacts on residents and customers of Lewisham.
- 7.4 The Lewisham Future Programme will be led by a Board chaired by the Chief Executive. The Board (LFPB) will develop options for the Mayor & Council to consider. It will drive the changes once they have been consulted upon and agreed. It will only work well if the governance is right and tight. Actions and accountabilities to Mayor & Cabinet and the Council's relevant select committees is crucial. While

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<sup>2</sup> See footnote 1.

the LFPB will be led by senior management, it will need to engage and involve as many staff, trade unions, suppliers and service users as possible.

- 7.5 While attention will focus on large budgets, no part of the Council's activity can be excluded from the approach set out in the Lewisham Futures Programme. The Council's own directly managed services as well as those delivered by partner organisations and the third sector will all be included. Those areas which cannot be examined over the next few months will be looked at later.
- 7.6 Savings in *central support services* have been one focus of the budget strategy in 2010-13. Further savings will be sought in this area, but this requires a cross-cutting review of the options for centralising core functions to identify the potential to further reduce costs.
- 7.7 The Council will review its *asset base* with the aim of fully utilising its key assets, disposal of other assets, and developing a strategic approach to community assets. This approach should deliver savings in 2014/15, but will also be part of a longer term delivery strategy over a number of years.
- 7.8 External policy changes, and the SR13 announcements on the transfer of NHS funding into an Integration Fund, make it important to review the *future shape of adult social care*, and the potential of integration with health partners. Health and social care is already well integrated in Lewisham, but the development of options on how adult social care and health services may further align has the potential not only to deliver savings over 2015-18, but also improve outcomes for residents.
- 7.9 Lewisham has invested in a range of *preventative and early intervention services* designed to improve outcomes, and reduce the demand on our acute services. As public health has returned to local authorities this year, it is appropriate that the Council reviews how the public health funding can be used together with existing Council funding to create new and innovative approaches that deliver savings. The effectiveness of existing early intervention services will be reviewed to ensure that we invest in the programmes that are shown to be effective.
- 7.10 Where the Council is providing paid-for services, a *review of income and full cost recovery* is necessary. Ensuring that the Council is delivering value for money is the key driver of the budget strategy. This will include exploring how regulation and enforcement might reduce costs imposed on the council, and ensuring that the council achieves full cost recovery in its transactional or paid-for services.
- 7.11 The Council has used opportunities for *joint commissioning and procurement across boroughs* as a way of reducing costs. This has delivered savings already, and the Council will focus attention on how joint procurement, commissioning and the sharing of services with other Boroughs might reduce costs in Lewisham.
- 7.12 These areas of activity have been brought together in a set of thematic and cross-cutting reviews. Officers are currently preparing initial scoping papers which will identify the opportunities for change under each of the headings, the actions required to achieve the change and timescales for delivering outcomes from the reviews. Initial financial targets for savings over the next four years have been set against each of the reviews and the scoping exercise will identify the realism of these targets and the timescales over which they can be delivered. Each of the reviews will report into a relevant select committee at initial planning stage, at key



stages during implementation, and post-completion. All key decisions during delivery of the reviews will go to Mayor and Cabinet for approval.

7.13 The list of reviews and initial target savings are included in Table 1 below.

**Table 1 Thematic and cross-cutting reviews with initial target savings**

<b>Thematic – total savings £64m</b>	<b>Cross-cutting – savings £21m</b>
1. Smarter assessment arrangements and deeper integration of social & health care incl. public health - £22m	1. Management and corporate overheads
2. Sharing services with other Councils and bodies - £12m	2. School effectiveness services and functions
3. A Council wide “efficiency review” across all budgets - £10m	3. Crime reduction services
4. A Council wide asset rationalisation programme - £8m	4. Culture and community services
5. Grouping more corporate & business support services together - £6m	5. Housing strategy and non-HRA funded services
6. Review of income generation - £4m	6. Environmental Services
7. Combining front-line services (enforcement & regulation) - £2m	7. Public Services
	8. Planning and Economic Development
	9. Safeguarding and Early Intervention services for children and families

## **8 Budget process**

- 8.1 An effective budget process needs to reflect the political and managerial leadership’s priorities and to facilitate an appropriate degree of review and challenge to proposals. It needs to provide a framework for financial accountability and enable clear decision making and it needs to do all of this in an efficient manner to ensure that the work in developing, reviewing and scrutinising proposals is proportionate to the objectives, rather than an end in itself.
- 8.2 The proposed approach to thematic and cross-cutting reviews set out in section 7 above will require our existing budget processes to change. The longer term and cross-cutting approach proposed will mean that savings will be delivered over longer time periods and will not fit easily into the annual budget timetable. Instead, there will be an on-going identification of opportunities to take costs out of services as the reviews are carried out. Decisions will happen at different times of the year and savings will be taken when they are identified rather than waiting to be agreed at the annual budget meeting. All savings that have been agreed – and those forecast for future years – will then be reported in the annual budget report, but many of the key decisions will already have been taken or may be taken at a later date. This means that political and managerial focus will move away from individual smaller scale savings that have typified the budget process in previous years to larger scale savings delivered through major change programmes.
- 8.3 It should be noted that 2014/15 is a transition year. The process for delivering a balanced budget for 2014/15 is as follows:
- a. Savings of £17m in 2014/15 were agreed as part of the 2013/14 budget process. Officers have now reviewed these and in most cases they are confident that they will be delivered. There are five savings proposals, listed in Appendix A, which

will not now be delivered. These total £0.742m and mean that the required new savings for 2014/15 increases to £16m.

- b. Officers have also been developing a set of further individual budget savings proposals for 2014/15 for consideration at relevant Scrutiny Committees in November and December and submission to Mayor & Cabinet on 18 December 2013. These savings proposals will go some way to bridging the revised £16m gap for 2014/15. The draft savings proposals of £5.9m for 2014/15 are summarised in Appendix B, by theme and cross-cutting review area, and in Appendix C, by service directorate. Further details of the proposals are attached at Appendix D.
- c. As outlined in the July report to Mayor & Cabinet, it is important that every budget holder in the Council feels that it is their responsibility to deliver smaller-scale savings. This will instil a greater sense of financial accountability within the organisation. These proposals, such as deleting vacant posts and other marginal, but nonetheless important efficiency measures, will be co-ordinated under an overall efficiency programme. This will help to ensure that realistic savings, currently targeted at £2.55m, are delivered without senior focus being diverted from the major change programmes required to meet the Council's demanding financial targets. This saving for 2014/15 is included in the summary at Appendix B.
- d. The initial scoping work for thematic and cross-cutting reviews will be used to identify areas where officers believe savings can be delivered in 2014/15 and for future years. This element of the process will enable savings proposals to be put up on a rolling basis as and when the work to develop them to a sufficient standard has been reached. The savings will only be allocated against individual budgets once the proposals have been reviewed by scrutiny and decisions taken by Mayor & Cabinet.

8.4 The 2014/15 budget is scheduled to be considered at Full Council on 26 February 2014. The timetable for securing scrutiny input into budget proposals for 2014/15 and the other requirements is set out at Appendix E for information.

8.5 From 2015/16 onwards, the work carried out on the thematic and cross-cutting reviews, including oversight by scrutiny and decisions of Mayor & Cabinet, will be the primary basis for identifying and delivering savings.

## **9. Financial Implications**

9.1 This report is concerned with the approach to be adopted for the Council to address the financial challenges it faces and the processes for agreeing the budget for 2014/15. There are no direct financial implications arising from the report itself.

## **10. Legal Implications**

10.1 The Council must set and maintain a balanced budget and must act prudently in relation to the stewardship of council taxpayers' funds.

**11. Crime and disorder implications**

11.1 None specific to this report, although future budget proposals may have crime and disorder implications. If so, they will be considered at the appropriate time.

**12. Equalities Implications**

12.1 None specific to this report, although future budget proposals may have equalities implications. If so, they will be considered at the appropriate time.

**13. Environmental Implications**

13.1 None specific to this report, although future budget proposals may have environmental implications. If so, they will be considered at the appropriate time.

**14. Conclusion**

14.1 The Council expects to need to make further savings of around £85m between now and 2017/18, although this figure is subject to significant change as financing estimates are refined. The proposals in this report will make the process for developing policies and budgets to deliver this more focused to key priorities and efficient to administer.

**15. Background documents and further information**

<b>Short Title of report</b>	<b>Date</b>	<b>Location</b>	<b>Contact</b>
2013/14 Budget	27 February 2013 (Council)	3 <sup>rd</sup> Floor Laurence House	Selwyn Thompson
Strategic Financial Review	10 July 2013 (M&C)	3 <sup>rd</sup> Floor Laurence House	Selwyn Thompson
Strategic Financial Review (update)	13 November 2013 (M&C)	3 <sup>rd</sup> Floor Laurence House	Selwyn Thompson

**For further information on this report, please contact:**

David Austin - Interim Head of Corporate Resources on 020 8314 9114

## APPENDIX A

### Savings agreed for 2014/15 as part of the 2013/14 Budget that are no longer deliverable

Ref	Service Area and proposal	£'000s	Reason why saving is considered as being no longer deliverable
<b>CYP 52</b>	Referral and Assessment – The proposal is to delete a specialist team manager role in this service who manages matters such as private fostering, young carers and missing children.	60.0	Current pressures in the service mean that this proposal is no longer deliverable.
<b>CUS 01</b>	Bereavement Services – Consider through the consortium (Lewisham, Lambeth, Southwark and Greenwich) a reduction in costs paid to the inner South London Coroner Court by 10%.	30.0	The coroner has questioned the current level of funding received.
<b>CUS 03</b>	Lee Valley Park Levy – Seek a reduction of 20% in the annual sum paid for financial year 2014/15 for Lee Valley Regional Park.	52.0	The budget is no longer part of the Customer Services Directorate.
<b>CUS 29</b>	Parking Services – The saving is the removal of the exit barrier system and staff at the Holbeach car park and the introduction of pay and display. The saving would be realised in the new parking contract to run from July 2013.	100.0	Action has been implemented, but the contract cost is higher than the budget
<b>RNR 13</b>	Planning - Introduction of locally set planning application fees.	500.0	The legislation has been delayed and may not happen, making this saving undeliverable.
	<b>Total</b>	<b>742.0</b>	

## APPENDIX B

### Summary of individual budget saving proposals aligned to thematic / cross-cutting review.

Lewisham Future Programme		Savings Proposed			Savings to Find				2014/15	2015/16	2016/17	2017/18
Savings Proposals		£m	£m	£m		£m	£m	£m	£m	£m	£m	
<b>Totals</b>		<b>85.00</b>	<b>9.23</b>	<b>75.77</b>		<b>8.43</b>	<b>0.80</b>	<b>0.00</b>	<b>0.00</b>			
<b>Target</b>						<b>16.00</b>	<b>30.00</b>	<b>20.00</b>	<b>20.00</b>			
<b>Gap</b>						<b>7.57</b>	<b>29.20</b>	<b>20.00</b>	<b>20.00</b>			
<b>Thematic reviews</b>		<b>64.00</b>	<b>5.45</b>	<b>58.55</b>		<b>5.45</b>	<b>0.00</b>					
<b>T1</b>	Smarter assessment arrangements and deeper integration of social & health care; including Public Health	22.00	2.90	19.10	<b>COM01</b>	2.50						
					<b>COM04</b>	0.10						
					<b>COM05</b>	0.30						
<b>T2</b>	Sharing services with other Councils and bodies	12.00		12.00								
<b>T3</b>	A Council wide "efficiency review" across all budgets	10.00	2.55	7.45	<b>Corp.</b>	2.55						
<b>T4</b>	A Council wide asset rationalisation programme	8.00		8.00								
<b>T5</b>	Grouping more corporate & business support services together	6.00		6.00								
<b>T6</b>	Review of income generation	4.00		4.00								
<b>T7</b>	Combining front line services (enforcement & regulation)	2.00		2.00								

Cross-cutting reviews		21.00	3.78	17.22		2.98	0.80		
<b>C1</b>	Management and corporate overheads		0.26		<b>RNR01</b>	0.13			
					<b>RNR03</b>	0.13			
<b>C2</b>	School effectiveness services and functions		0.63		<b>CYP01</b>	0.05			
					<b>CYP03</b>	0.06			
					<b>CYP04</b>	0.06			
					<b>CYP12</b>	0.10	0.20		
					<b>CYP14</b>	0.08	0.08		
<b>C3</b>	Crime reduction services								
<b>C4</b>	Culture and community services		0.80		<b>COM02</b>	0.20			
					<b>COM03</b>	0.50			
					<b>RNR04</b>	0.10			
<b>C5</b>	Housing strategy and non-HRA funded services		0.43		<b>CUS01</b>	0.07			
					<b>CUS04</b>		0.20		
					<b>CUS05</b>	0.16			
<b>C6</b>	Environmental services		0.32		<b>CUS02</b>	0.05			
					<b>CUS03</b>	0.27			
<b>C7</b>	Public services		0.45		<b>CUS06</b>	0.20			
					<b>CUS07</b>	0.10	0.10		
					<b>CUS08</b>	0.03	0.02		
<b>C8</b>	Planning and economic development		0.05		<b>RNR02</b>	0.05			
<b>C9</b>	Safeguarding and Early Intervention services for children and families		0.84		<b>CYP05</b>	0.10	0.05		
					<b>CYP06</b>		0.10		
					<b>CYP07</b>		0.05		
					<b>CYP08</b>	0.05			
					<b>CYP09</b>	0.02			
					<b>CYP10</b>	0.05			
					<b>CYP11</b>	0.10			
					<b>CYP13</b>	0.10			
			<b>CYP15</b>	0.22					

## APPENDIX C

### SUMMARY OF NEW 2014 / 16 SAVINGS PROPOSALS – DIRECTORATE

Summary of budget saving proposals presented in service directorate order mapped to thematic / cross cutting references

DIRECTORATE	2014/2015 Proposals £'000s	2015/2016 Proposals £'000s	Total £'000s
CHILDREN & YOUNG PEOPLE	971.0	475.0	1,446.0
COMMUNITY SERVICES	3,600.0	0.0	3,600.0
CUSTOMER SERVICES	879.0	325.0	1,204.0
RESOURCES & REGENERATION	408.0	0.0	408.0
<b>Total 2014 / 16 NEW REVENUE SAVINGS PROPOSED</b>	<b>5,858.0</b>	<b>800.0</b>	<b>6,658.0</b>

## 2014 / 16 NEW REVENUE BUDGET SAVINGS PROPOSALS

### Summary of 2014 / 16 New Savings Proposals - Children and Young People Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP01	PERFORMANCE	CYP Performance Service provides statutory data collections, data analysis, performance reporting to the Children and Young People's Strategic Partnership Board (CYPSPB), Lewisham Safeguarding Children Board (LSCB), DMT, Directorate Services, with particular emphasis on Children's Social Care and School Improvement. The implementation of the replacement corporate software for monitoring and reporting performance should result in fewer administrative processes to produce the monthly and annual performance data reports. This is expected to result in a saving of one post with an estimated value of £50k.	50.0		<b>50.0</b>	C 2
CYP03	EARLY YEARS	The Early Years Improvement Team provides advice, support and training for practitioners working with children in the Early Years Foundation Stage in the maintained and non-maintained sector. It is proposed to make a saving on £58k through a review of work. Local authorities are required to make arrangements to secure that early childhood services in their area are provided in an integrated way that facilitates access to services and maximises the benefits to children, parents and prospective parents. Early years providers providing early years for which they are registered under the Childcare Act 2006 (or would be required to register but for being exempted) are required to ensure compliance with the "Early Years Foundation Stage". The proposed review of work in this area will have to ensure that sufficient advice, support and training will be available to ensure early years providers comply with their requirements to deliver the "Early Years Foundation Stage".	58.0		<b>58.0</b>	C 2



Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP04	LOOKED AFTER CHILDREN EDUCATION TEAM	The Looked After Children Education Team oversees the education of Looked After Children, including providing tuition to support their learning, support in transition from primary to secondary school, and peer mentoring. The team also ensure that destinations data is collected to monitor pathways and ensure the right support is provided to individuals. Most of the funding is provided through the Dedicated Schools Grant (£200k) although there is a contribution of £62k to the service from the General Fund. In future all costs will be contained within the Dedicated Schools Grant.	62.0		<b>62.0</b>	C 2
CYP05	BUSINESS SUPPORT, PLACEMENTS & PROCUREMENT	Business Support within Children's Social Care providers administrative support for all the services in the division. These are Referral & Assessment; Family Social Work; Looked After Children; Adoption; Leaving Care; Fostering; Placements & Procurement; Quality Assurance; and Children with Complex Needs. As well as the Business Support teams based in the front line services, there are currently 2 specialist teams providing centralised functions in compliance with separation of duties under Financial Regulations. This contributes to safeguarding functions by freeing up and supporting Social Workers to concentrate on direct work with vulnerable children and families. A review of business support across the Children's Social Care Division is being undertaken to examine the opportunities for reshaping current activities and identifying opportunities for sharing resources with other support teams in the Council such as Finance and Adult Social Care. These are in addition to the savings in the previous two years of £575k.	100.0	50	<b>150.0</b>	C 9
CYP06	LOOKED AFTER CHILDREN, LEAVING CARE & ADOPTION SERVICE	The leaving care team currently works with children looked after from the age of sixteen. We propose to make savings and improve the performance of the service by changing the way the service functions. Currently there are three Looked after Children's Teams that work with looked after children from roughly the age of 5 to 16 at which point they transfer to one of three Leaving Care Teams who provide support as the young person leaves care and onwards until they are 21 (or 25 if they are in full time education). Feedback from the Children in Care Council is that they would prefer not to have the change of worker at the age of 16. We are therefore proposing to have Looked after Children Teams that will take young people through to 25 where required. We can achieve this with 5 teams and delete one team manager post. The staff from that team will be spread out amongst the remaining teams.	0.0	100.0	<b>100.0</b>	C 9

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP07	CONTACT	We are required by legislation to provide contact between some parents and their children who have been removed from their care. Some of these contacts need to be supervised and most of which are ordered by the courts. The Supervised Contact is provided in a safe place due to risks that the parent may still pose to the child. There is a requirement in many instances for birth parents to have contact with their children in Local Authority care. Contact will often be in secure environments, as some parents have difficult and challenging behaviour. We currently use specialist agencies to carry out this contact, who charge for premises. It is proposed to use Council premises in the future which will mean we will save on the cost of premises hire and/or alternatively negotiate significant reduction in room hire and other costs. This is in addition to the previous savings of £200k in 2013/14 and already offered for 2014/15. The proposed saving relates to a reduction in costs of premises where the service is located. Any new competitive procurement would seek bids which could reduce this cost.	0.0	50.0	<b>50.0</b>	C 9
CYP08	ADOPTION SERVICE	The Adoption Support Team provide services and advice to families to assist them through the process of of adoption and as required by legislation provide contact between some parents and their children who have been removed from their care. We are currently implementing the Government reforms on adoption. The reforms included an equalisation of the assessment fee to £27k. Historically the adoption service has not targeted Lewisham families for adoption as many Lewisham LAC cannot be placed in the borough in close proximity to their birth families. The equalisation and reform grant monies mean we now have capacity to recruit surplus adopters, including Lewisham based adopters, that other Local Authorities and Adoption agencies can use. We anticipate that this will generate income for Lewisham. £50k represents two additional assessments.	50.0		<b>50.0</b>	C 9
CYP09	FAMILY SOCIAL WORK	Meliot Road is a family centre that provides support to vulnerable families and Court reports as part of care proceedings. It is planned to sell surplus capacity to other London boroughs. Where the Council sells surplus capacity to other London Boroughs, officers must ensure that there are appropriate contractual arrangement in place to cover such arrangements.	15.0		<b>15.0</b>	C 9

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CYP10	EARLY INTERVENTION	This budget covers delivery of the Family Information Service which provides a directory that covers early years and childcare, employment and training, health, housing, safety and other issues. The database has been brought in house and the cost has therefore reduced.	45.0		<b>45.0</b>	C 9
CYP11	EARLY INTERVENTION	Targeted Family Support contract - the commissioned Targeted Family Support contract provides support to vulnerable families. Through better commissioning arrangements savings can be made as we have managed the current Targeted Family Support contract to deliver to a lower value than initially set aside for the contract. This saving does not reduce the number of families who will receive support from the service, but does reduce the unit costs.	100.0		<b>100.0</b>	C 9
CYP12	ATTENDANCE & WELFARE	Attendance and Welfare Service - Parents have a legal responsibility to ensure that their child is attending school regularly. The service works closely with families, schools and other agencies to improve school attendance. Failure to attend school regularly could result in the Council taking legal action. Magistrates can also impose a Parenting Order, requiring parents or carers to attend counselling or guidance sessions for a period of up to three months. A full re-organisation of the service was proposed in the last budget round, including de-layering of management as well as considering the caseloads of staff and the areas of work that have the greatest impact on absence. Savings of £200k have already been agreed. It will become a traded service for non-statutory elements. A further saving is now believed possible to make. The total saving is £500k or 50% of the original budget (£1,087k), taking expenditure into line with our statistical neighbours.	100.0	200.0	<b>300.0</b>	C 2
CYP13	YOUTH SERVICE	The Youth Service has been reorganised and provides directly and through commissioning a range of services supporting young people in the borough aged 8-19, up to 25 with LDD covering: 1:1 intensive support for young people with identified vulnerabilities, Issue based group work for specific vulnerable groups, Street based youth work and Access to positive activities through fun and vibrant places to go and things to do. With activities targeted at young people at the greatest risk of poor life outcomes. All services are aimed at achieving impact for young people of: Improved life skills, Increased involvement in education, employment or training, Staying safe and well, and	100.0		<b>100.0</b>	C 9

		preventing needs from escalating. It is now proposed to reduce the commissioned work for youth by a further £100k from the currently allocated £965k.				
CYP14	SERVICES TO SCHOOLS	Service Level agreements are offered by the council to schools and cover a variety of support services. Schools pay for these services from their delegated formula budgets. The services continue to trade successfully with schools and are increasing the value of services they are selling. It is proposed to increase the range of charges to schools and to ensure that all services to schools by the council are achieving the 15% overheads recovery.	75.0	75.0	<b>150.0</b>	C 2
CYP15	COST REDUCTIONS	The Directorate has been operating a Departmental Expenditure Panel (DEP) for two years in order to challenge the need for all proposed expenditure. The departmental expenditure panel consists of the Executive Director of Children of Young People and the Directorate's Head of Resources. It approves all expenditure that is incurred within the Directorate before it is committed unless it is an emergency or is for a social care / special educational needs placement. This has already resulted in in-year savings through stopping expenditure or budget holders deciding it is no longer appropriate to undertake expenditure in these austere times. It is proposed now to take out of the budget the savings that have been delivered in the past through this process.	216.0		<b>216.0</b>	C 9
<b>Total 2014 / 16 New Savings Proposals - Children and Young People Directorate</b>			<b>971.0</b>	<b>475.0</b>	<b>1,446.0</b>	

## Summary of 2014 / 16 New Savings Proposals - Community Services Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
COM01	ADULT SOCIAL CARE	This proposal builds on a number of previous savings proposals (Rounds 1 and 2 ) that bring together adult health and care services. The integrated adult health and care programme has been established to deliver better outcomes for residents and, through the joining up of health and care services and the removal of duplication across the whole health and care system deliver a range of efficiencies.. The integrated care programme will focus on developing teams of professionals and support services that work closely with GP practices to reduce duplication of assessment , care planning and management of care. It is anticipated that this way of working will enable a saving of 2.5 m to be made in 2014/15.	2,500.0		<b>2,500.0</b>	T1
COM02	CULTURE & COMMUNITY DEVELOPMENT	Both Leisure contracts include provision for free swims for under 16s and over 60s. In future, given the recognised benefits of swimming in terms of health and wellbeing, Public Health funding will be used to deliver this provision going forward as part of their physical activity programme. The commitment to free swims for under 16s and over 60s will therefore remain and work in partnership with Public Health will take place to promote the scheme and increase take up.	200.0		<b>200.0</b>	C 4
COM03	CULTURE & COMMUNITY DEVELOPMENT - VCS grants	It is proposed to reduce the £6.4m grants budget by £0.5m. This saving proposal will not impact on the small grants, faith fund or existing commitments in the main grants programme. The saving will be taken from unallocated funds. Savings have become available through reduction to the required contribution to London Borough Grants Scheme and previously agreed tapered funding.	500.0		<b>500.0</b>	C 4

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
COM04	SUPPORTING PEOPLE	The Supporting People service received an additional amount within its budget to cover inflation costs. However the Supporting People Framework Agreement and call-off contracts under it do not provide for indexation or any inflationary increase and this additional funding can therefore be offered as a saving.	100.0		100.0	T 1
COM05	DRUGS & ALCOHOL	Savings will be delivered through improved efficiencies, following a review of the drug and alcohol treatment budget and reallocation of resources in line with priorities. The Drug and Alcohol Action Team is working closely with Public Health in this work. The Tier 4 (detox and rehab) panel has been overhauled and the Tier 4 provider framework re-commissioned. This ensures improved utilisation of rehabilitation provision and mitigates against the possible reduction in overall rehab places. In order to support people leaving rehab, an Aftercare service (TTP) has been commissioned and this ensures wraparound support is provided to residents following a period in a rehab setting. This results in sustained recovery. Local community based detox provision has also been established (also known as ambulatory detox) which is less costly than a residential rehab placement.	300.0		300.0	T 1
<b>Total 2014 / 16 New Savings Proposals - Community Services Directorate</b>			<b>3,600.0</b>	<b>0.0</b>	<b>3,600.0</b>	

## Summary of 2014 / 16 New Savings Proposals - Customer Services Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CUS01	HOUSING STRATEGY & PROGRAMMES	This proposal is to restructure the entire Housing Strategy and Programme team to provide a more streamlined approach by merging three teams into two new units, which will reduce management overheads, duplication and streamline processes. Of the £173k, £100k is already accounted for in the 2014/15 budget with a further £73k being a new saving achieved by a wider scale restructure of the team	73.0		<b>73.0</b>	C 5
CUS02	BECKENHAM PLACE PARK, BEREAVEMENT SERVICES, REFUSE & FLEET SERVICES	Cost reviews in Beckenham Place Park, Bereavement Services, Refuse & Fleet Services: £53k	53.0		<b>53.0</b>	C 6
CUS03	REFUSE	1.Reduction of recycling collection round and vehicle (x1). There are currently 9 rounds. Route optimisation will allow for one round to be reduced. 2.Income from bin hire charges introduced this year is exceeding original estimate. There is no indication that this will reduce in future years.	270.0		<b>270.0</b>	C 6
CUS04	PRIVATE SECTOR HOUSING UNIT	To transfer the hostels from the HRA to the General Fund. The budget for Hostel accommodation is currently held in the HRA. In recent years hostels have been used to increase the Council's stock of temporary accommodation, along side Bed & Breakfast accommodation (B&B) and Private Sector Leases (PSL), which are charged to the General Fund. The transfer of Hostels to the General Fund would allow a consistent approach for all types of temporary accommodation. An effect of this change would be to set the rents for those in hostel accommodation on the same basis as those in PSL properties. This would have the effect of increasing income to the Council of £200k from 2015/16		200.0	<b>200.0</b>	C 5
CUS05	HOUSING STRATEGY & PROGRAMMES	This saving will be achieved by absorbing an element of the expected £516k management costs within the Council as a result of the fact that now a large number of the properties have been let the resource requirement to manage the scheme has reduced. The effect of these efficiencies is a reduction in the expenditure budget for the Milford Towers project of £158k in this year.	158.0		<b>158.0</b>	C 5

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
CUS06	SERVICE POINT	The Registration Service provides a Nationality Checking Service (NCS) which generates an income (budgeted income of £116K). The savings proposal increases the income budget by £200K to £316K. There is a significant demand for the NCS service and this is expected to continue for the next 2 years. The increase will be achieved by increasing the number of appointments available and processing more checks. The increased income assumes 60% of customers will go on to attend a Citizen Ceremony	200.0		<b>200.0</b>	C 7
CUS07	SERVICE POINT	The Call.Point service current delivers an out of hours emergency telephone service. This savings proposal recommends the outsourcing of the service. Previous recommendations were to outsource the service to the London wide shared service centre operated by Vangent. However, concerns were raised over performance and risk. This proposal recommends the service is put out to tender rather than using the London wide shared service centre. Soft market testing suggests that once set up £200K savings are possible. Other providers (e.g. Agilisys and Capita) both deliver for other local authorities who report they are satisfied with the services received.	100.0	100.0	<b>200.0</b>	C 7
CUS08	SERVICE POINT	Reorganise Service Point staff to delayer and rationalise management duties. Delete remaining 6 x Sc6 supervisor posts, but create 1 scheduling and planning officer and 2 x Sc4.	25.0	25.0	<b>50.0</b>	C 7
<b>Total 2014 / 16 New Savings Proposals - Customer Services Directorate</b>			<b>879.0</b>	<b>325.0</b>	<b>1,204.0</b>	



## Summary of 2014 / 16 New Savings Proposals - Resources and Regeneration Directorate

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
RNR01	AUDIT & RISK	<p><b>Internal Audit</b> – review assurance priorities and delivery mechanisms to save £75,000. <b>Counter Fraud</b> – reduce resourcing of Housing Benefit Investigation by £25,000 (part year) ahead of move to the Single Fraud Investigation Service under Department for Work and Pensions direction. This post is currently vacant. <b>Health &amp; Safety</b> – delete the vacant post for administration support H&amp;S post to save £30,000 and connect this team to the Business Support Services review to get administration support centrally.</p>	130.0		<b>130.0</b>	C 1
RNR02	PLANNING	<p>The Planning Service introduced a fee of £1000 plus VAT for the provision of pre-application advice on Major planning applications with a £40,000 income target per annum. This fee was introduced on 1 April 2011. At the time, the Service stated that it would assess the potential to extend pre-application fees to other planning application categories including householder applications.</p> <p>The provision of the pre-application advice service has now been internally reviewed by the Planning Service and also benchmarked against other comparable London Boroughs.</p> <p>A combination of an increase in fees for pre application advice on Major planning applications and a new fee for householder and other small scale scheme pre-application advice should enable an additional £50k to be achieved in fees.</p>	50.0		<b>50.0</b>	C 8

Ref	Service	Proposal Narrative	2014/15 £'000s	2015/16 £'000s	Total Saving £'000s	Thematic (T) / Cross- cutting (C) Reference
RNR03	POLICY & GOVERNANCE	A saving across the salaries budgets is proposed at £128k for 2014/15 through the deletion of 2.4 vacant posts	128.0		128.0	C 1
RNR04	STRATEGY	Community Budget 100K reduction: reduction in cross partner project work, Seek resources for specific projects when needed rather than baseline funding	100.0		100.0	C 4
<b>Total 2014 / 16 New Savings Proposals - Resources &amp; Regeneration Directorate</b>			<b>408.0</b>	<b>0.0</b>	<b>408.0</b>	
<b>Total 2014 / 16 New Savings Proposals</b>			<b>5,858.0</b>	<b>800.0</b>	<b>6,658.0</b>	

## APPENDIX D – Detailed Budget Savings Proposals

### BUDGET SAVING PROPOSAL 2014 / 16

**DIRECTORATE AND DIVISION: Children & Young People – Resources**

**REF: CYP01**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Performance**

**LEAD OFFICER: Alan Docksey**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
691	37	654

#### Description of Service

**Briefly describe your service and state who your customers and stakeholders are:**

Performance Service provides statutory data collections, data analysis, performance reporting to the Children and Young People's Strategic Partnership Board (CYPSPB), Lewisham Safeguarding Children Board (LSCB), DMT, Directorate Services, with particular emphasis on Children's Social Care and School Improvement.

#### Description of saving proposed

**Please provide sufficient details on the proposal:**

The implementation of the replacement corporate software for monitoring and reporting performance should result in fewer administrative processes to produce the monthly and annual performance data reports. This is expected to result in a saving of one post with an estimated value of £50k.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** It is anticipated that the reduction in administrative processes will make the performance Team more efficient in its functions. This may impact on the output of the service but we will try to minimise this.

**Does this proposal require a full report . (Seek advice from Legal Services)**

YES

NO

**Is this proposal "cross-cutting?" ie. span over different Services**

YES

NO

#### Value of Proposals per year (£000's)

2014/15:	2015/16:	Total 2014 / 16:
50		50

**Percentage of Net Budget proposed: 7.6%**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**

**DSG:**

**Can this saving be taken in current Financial Year:**

YES

NO

**If YES to previous question, what is the value that can be taken:**

Outcome of Consultation (if required)											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable											
4			2			3			4		
Impact on Corporate Priorities:											
Main Priority – Most Relevant			Secondary Priority			Corporate Priorities:-					
<i>J -Inspiring efficiency, effectiveness and equity</i>			<i>B - Young people's achievement and involvement</i>			A. Community Leadership and empowerment					
						B. Young people's achievement and involvement					
						C. Clean, green and liveable					
						D. Safety, security and a visible presence					
						E. Strengthening the local economy					
						F. Decent Homes for all					
						G. Protection of children					
						H. Caring for adults and the older people					
						I. Active, health citizens					
						J. Inspiring efficiency, effectiveness and equity					
Impact of saving on corporate priority											
Positive	Negative	Neutral	Positive	Negative	Neutral						
Level of Impact			Level of Impact								
High	Medium	Low	High	Medium	Low						
What is the overall impact on equalities?											
2014/15			2015/16			2016/17					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
Level of impact: State the level of impact on the protected characteristics below:											
Ethnicity:			High	Medium	Low						
Gender:			High	Medium	Low						
Age:			High	Medium	Low						
Disability:			High	Medium	Low						
Religion/Belief:			High	Medium	Low						
Pregnancy/Maternity			High	Medium	Low						
Marriage & Civil Partnerships			High	Medium	Low						
Sexual Orientation:			High	Medium	Low						
Gender reassignment			High	Medium	Low						
If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :											
Outcome of full Equalities Analysis Assessment (if required) :											
Please outline the outcome of the full EAA if undertaken											
Ward/Geographical implications – State which specific Wards are directly affected by this proposal											
All Wards :			If individual Wards, please state:								
YES											
Legal Implications – State any specific Legal Implications relating to this proposal											
Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector											

<b>Human Resources Implications – Details relating to the Existing structure</b>							
Will this saving proposal have an impact on staffing levels within your team (yes/no)?						<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:						<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:							
<b>Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count &amp; Vacant)</b>							
♠ (not covered by council employee)							
♦ (covered by council employee)							
♥ including posts covered by agency)							
(HR Advisory Service will provide you with data where this is available)							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		2	1	7	2		
Head Count		2	1	7	2		
Vacant♠				2			
Vacant♦							
Vacant♥							
<b>Workforce Profile Information</b>							
Please provide a breakdown of your service area:							
Gender:	Female: 7			Male: 5			
Ethnicity:	BME: 5		White: 6		Other: 1		Not Known:
Disability:	0						
Sexual Orientation:	Where known: 4 Heterosexual			Not Known: 8			
<b>Human Resources Implications – To be completed on conclusion of consultations</b>							
<b>From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent &amp; Head Count)?</b>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE				1			
Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy		TUPE			Delete vacant post	
FTE :						1	
Head Count:							
Grades :							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Standards and Achievement**

**REF: CYP03**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Early Years**

**LEAD OFFICER: Sue Tipler**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
337	55	282

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Early Years Improvement Team provides advice, support and training for practitioners working with children in the Early Years Foundation Stage in the maintained and non-maintained sector.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £58k

It is proposed to make a saving on £58k through a review of work.

Local authorities are required to make arrangements to secure that early childhood services in their area are provided in an integrated way that facilitates access to services and maximises the benefits to children, parents and prospective parents.

Early years providers providing early years for which they are registered under the Childcare Act 2006 (or would be required to register but for being exempted) are required to ensure compliance with the “Early Years Foundation Stage”. The proposed review of work in this area will have to ensure that sufficient advice, support and training will be available to ensure early years providers comply with their requirements to deliver the “Early Years Foundation Stage”.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The team will have to do less with early years providers and childminders. We will focus on areas of support which have the greatest impact.

**Is this proposal “cross-cutting?”** i.e. span over different Services

**YES**

**NO**

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

**YES**

**NO**

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 to 2015**

**DIRECTORATE AND DIVISION: Children & Young People – School Standards & Achievements**

**REF: CYP04**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Looked after Children Education Team**

**LEAD OFFICER: Sue Tipler**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
62	0	62

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:** The Looked After Children Education Team oversees the education of Looked After Children, including providing tuition to support their learning, support in transition from primary to secondary school, and peer mentoring. The team also ensure that destinations data is collected to monitor pathways and ensure the right support is provided to individuals.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£62k**

Most of the funding is provided through the Dedicated Schools Grant (£200k) although there is a contribution of £62k to the service from the General Fund. In future all costs will be contained within the Dedicated Schools Grant.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

A review of the service will be required. The education of our Looked After Children will continue to be a priority.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value: £62k**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP05**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Business Support, Placements & Procurement**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,617	Nil	2,617

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Business Support within Children's Social Care providers administrative support for all the services in the division. These are Referral & Assessment; Family Social Work; Looked After Children; Adoption; Leaving Care; Fostering; Placements & Procurement; Quality Assurance; and Children with Complex Needs.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

As well as the Business Support teams based in the front line services, there are currently 2 specialist teams providing centralised functions in compliance with separation of duties under Financial Regulations. This contributes to safeguarding functions by freeing up and supporting Social Workers to concentrate on direct work with vulnerable children and families. A review of business support across the Children's Social Care Division is being undertaken to examine the opportunities for reshaping current activities and identifying opportunities for sharing resources with other support teams in the Council such as Finance and Adult Social Care. These are in addition to the savings in the previous two years of £575k.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

It is anticipated that the make up of staff teams will change through the delivery of this proposal.

**Does this proposal require a full report . (Seek advice from Legal Services)**

YES

NO

**Is this proposal "cross-cutting?" ie. span over different Services**

YES

NO

**Value of Proposals per year (£000's)**

<b>2014/15:</b>	<b>2015/16:</b>	<b>Total 2014 / 16:</b>
100	50	150

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**

**DSG:**

**Can this saving be taken in current Financial Year:**

YES

NO

**If YES to previous question, what is the value that can be taken:**



<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
Consultation with staff will be undertaken.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
4			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>					
G - Protection of children			B - Young people's achievement and involvement			A. Community Leadership and empowerment					
						B. Young people's achievement and involvement					
						C. Clean, green and liveable					
						D. Safety, security and a visible presence					
						E. Strengthening the local economy					
						F. Decent Homes for all					
						G. Protection of children					
						H. Caring for adults and the older people					
						I. Active, health citizens					
						J. Inspiring efficiency, effectiveness and equity					
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
Positive	Negative	Neutral	Positive	Negative	Neutral						
<b>Level of Impact</b>			<b>Level of Impact</b>								
High	Medium	Low	High	Medium	Low						
<b>What is the overall impact on equalities?</b>											
2014/15			2015/16			2016/17					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			High			Medium			Low		
<b>Gender:</b>			High			Medium			Low		
<b>Age:</b>			High			Medium			Low		
<b>Disability:</b>			High			Medium			Low		
<b>Religion/Belief:</b>			High			Medium			Low		
<b>Pregnancy/Maternity</b>			High			Medium			Low		
<b>Marriage &amp; Civil Partnerships</b>			High			Medium			Low		
<b>Sexual Orientation:</b>			High			Medium			Low		
<b>Gender reassignment</b>			High			Medium			Low		
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>											

<b>Human Resources Implications – Details relating to the Existing structure</b>							
Will this saving proposal have an impact on staffing levels within your team (yes/no)?						<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:						<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:							
<b>Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count &amp; Vacant)</b>							
♠ (not covered by council employee)							
♦ (covered by council employee)							
♥ including posts covered by agency)							
(HR Advisory Service will provide you with data where this is available)							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE	2	4	17.8	2	1		
Head Count	2	5	18	2	1		
Vacant♠							
Vacant♦							
Vacant♥							
<b>Workforce Profile Information</b>							
Please provide a breakdown of your service area:							
Gender:	Female: 21			Male: 7			
Ethnicity:	BME: 16		White: 12		Other:		Not Known:
Disability:	4						
Sexual Orientation:	Where known:			Not Known:			

<b>Human Resources Implications – To be completed on conclusion of consultations</b>							
<b>From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent &amp; Head Count)?</b>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy		TUPE			Delete vacant post	
FTE :							
Head Count:							
Grades :							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP06**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Looked After Children**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
2,711	Nil	2,711

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The leaving care team currently works with children looked after from the age of sixteen.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

We propose to make savings and improve the performance of the service by changing the way the service functions. Currently there are three Looked after Children's Teams that work with looked after children from roughly the age of 5 to 16 at which point they transfer to one of three Leaving Care Teams who provide support as the young person leaves care and onwards until they are 21 (or 25 if they are in full time education). Feedback from the Children in Care Council is that they would prefer not to have the change of worker at the age of 16.

We are therefore proposing to have Looked after Children Teams that will take young people through to 25 where required. We can achieve this with 5 teams and delete one team manager post. The staff from that team will be spread out amongst the remaining teams.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

Service users will have fewer changes of social workers, which is something they have requested. It is envisaged that this change will also improve service user experience of transition points.

For staff, there will be a gradual change in caseload. Training will be offered to all staff to manage this.

<b>Does this proposal require a full report . (Seek advice from Legal Services)</b>	YES	NO
<b>Is this proposal “cross-cutting?” ie. span over different Services</b>	YES	NO

**Value of Proposals per year (£000's)**

2014/15:	2015/16:	Total 2014 / 16:
0	100	100

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

HRA:  
DSG:

<b>Can this saving be taken in current Financial Year:</b>	YES	NO
--	-----	----

**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
Consultation with staff will be undertaken.											
<b>Risk to Achievability:</b> Please use the following to quantify risk: 1-Least achievable to 4 – most achievable											
1			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>					
G - Protection of children			B - Young people's achievement and involvement			A. Community Leadership and empowerment					
						B. Young people's achievement and involvement					
						C. Clean, green and liveable					
						D. Safety, security and a visible presence					
						E. Strengthening the local economy					
						F. Decent Homes for all					
						G. Protection of children					
						H. Caring for adults and the older people					
						I. Active, health citizens					
						J. Inspiring efficiency, effectiveness and equity					
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>						
<b>Level of Impact</b>			<b>Level of Impact</b>								
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>What is the overall impact on equalities?</b>											
<b>2014/15</b>			<b>2015/16</b>			<b>2016/17</b>					
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Gender:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Age:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Disability:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Religion/Belief:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Pregnancy/Maternity</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Marriage &amp; Civil Partnerships</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Sexual Orientation:</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>Gender reassignment</b>			<b>High</b>			<b>Medium</b>			<b>Low</b>		
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
<b>YES</b>											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
Services can be provided to young people who are defined as being eligible, under the Children (Leaving Care) Act 2000 and the 1989 Children Act. The duties are:											
<ul style="list-style-type: none"> <li>a duty to advise, assist and befriend a looked after young person with a view to promoting their welfare when they cease being looked after;</li> <li>a duty to advise and befriend a young person who was previously looked after and is under 21 years;</li> <li>a power to assist a young person who was previously looked after and is under 21 years (and beyond if help needed is regarding education/ training or employment and the course begins before they are 21).</li> <li>A power to assist other young people who were accommodated by a health authority, education authority or privately fostered.</li> </ul>											

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ♦ (covered by council employee)  
 ♥ including posts covered by agency  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		5.6	8	37.1	7.6	2	
Head Count		6	8	41	8	2	
Vacant♠							
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 53	Male: 12		
Ethnicity:	BME: 34	White: 24	Other: 1	Not Known: 6
Disability:	2			
Sexual Orientation:	Where known: 1 Bisexual 14 Heterosexual		Not Known: 50	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			
Head Count:			
Grades :			

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP07**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Contact**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
19,683	Nil	19,683

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

We are required by legislation to provide contact between some parents and their children who have been removed from their care.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal: £50k (2015/16 only)**

Some of these contacts need to be supervised and most of which are ordered by the courts. The Supervised Contact is provided in a safe place due to risks that the parent may still pose to the child. There is a requirement in many instances for birth parents to have contact with their children in Local Authority care. Contact will often be in secure environments, as some parents have difficult and challenging behaviour. We currently use specialist agencies to carry out this contact, who charge for premises. It is proposed to use Council premises in the future which will mean we will save on the cost of premises hire and/or alternatively negotiate significant reduction in room hire and other costs. This is in addition to the previous savings of £200k in 2013/14 and already offered for 2014/15.

The proposed saving relates to a reduction in costs of premises where the service is located. Any new competitive procurement would seek bids which could reduce this cost.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no anticipated impact on staff or service users.

<b>Is this proposal “cross-cutting?” i.e. span over different Services</b>	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

<b>Will this saving proposal have an impact on staffing levels within your team (yes/no)?</b>	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP08**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Adoption Service**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,900	1,048	1,852

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Adoption Support Team provide services and advice to families to assist them through the process of adoption and as required by legislation provide contact between some parents and their children who have been removed from their care. We are currently implementing the Government reforms on adoption. The reforms included an equalisation of the assessment fee to £27k.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£50k**

Historically the adoption service has not targeted Lewisham families for adoption as many Lewisham LAC cannot be placed in the borough in close proximity to their birth families.

The equalisation and reform grant monies mean we now have capacity to recruit surplus adopters, including Lewisham based adopters, that other Local Authorities and Adoption agencies can use. We anticipate that this will generate income for Lewisham. £50k represents two additional assessments.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

Lewisham has a good reputation for recruiting adopters, and being able to recruit adopters in Lewisham will be beneficial for children needing placements regionally, and across the country. Staff will now be able to target Lewisham families for adoption, and the service has the capacity to do this through the Adoption Reform Grant.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Children & Social Care**

**REF: CYP09**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Family Social Work**

**LEAD OFFICER: Ian Smith**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
643	Nil	643

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Meliot Road is a family centre that provides support to vulnerable families and Court reports as part of care proceedings.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £15k

It is planned to sell surplus capacity to other London boroughs.

Where the Council sells surplus capacity to other London Boroughs, officers must ensure that there are appropriate contractual arrangement in place to cover such arrangements.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no anticipated impact on staff or service users.

**Is this proposal “cross-cutting?”** i.e. span over different Services

YES

NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

YES

NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**Note:** Where the saving proposal is cross cutting or an aggregation of lower value savings to arrive at the de-minimis level of £100k, please ensure that sufficient detail is maintained locally to support these.



**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted services and Joint Commissioning**

**REF: CYP10**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Early Intervention**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
151	NIL	151

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

This budget covers delivery of the Family Information Service which provides a directory that covers early years and childcare, employment and training, health, housing, safety and other issues.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£45k**

The database has been brought in house and the cost has therefore reduced.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

This service will now be delivered through the Council's Callpoint service. There will be no impact on staff and service users will continue to have access to the same information.

**Is this proposal "cross-cutting?"** i.e. span over different Services

**YES**

**NO**

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

**YES**

**NO**

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted Services and Joint Commission**

**REF: CYP11**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Early Intervention**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
1,650	NIL	1,650

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Targeted Family Support contract - the commissioned Targeted Family Support contract provides support to vulnerable families.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £100k

Through better commissioning arrangements savings can be made as we have managed the current Targeted Family Support contract to deliver to a lower value than initially set aside for the contract. This saving does not reduce the number of families who will receive support from the service, but does reduce the unit costs

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no anticipated impact on staff or service users.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**Note:** Where the saving proposal is cross cutting or an aggregation of lower value savings to arrive at the de-minimis level of £100k, please ensure that sufficient detail is maintained locally to support these.

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted Services and Joint Commission**

**REF: CYP12**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: Attendance and Welfare**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Finance**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
1,087	Nil	1,087

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Attendance and Welfare Service - Parents have a legal responsibility to ensure that their child is attending school regularly. The service works closely with families, schools and other agencies to improve school attendance. Failure to attend school regularly could result in the Council taking legal action. Magistrates can also impose a Parenting Order, requiring parents or carers to attend counselling or guidance sessions for a period of up to three months.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

A full re-organisation of the service was proposed in the last budget round, including de-layering of management as well as considering the caseloads of staff and the areas of work that have the greatest impact on absence. Savings of £200k have already been agreed. It will become a traded service for non-statutory elements. A further saving is now believed possible to make. The total saving is £500k or 50% of the original budget (£1,087k), taking expenditure into line with our statistical neighbours.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is a likely reduction in staff. Discussions are taking place with schools about the work they do on attendance and the expectations on them in future to take greater responsibility for casework. Secondary schools already have developed infrastructures for doing this, and primary schools will be offered support in moving to the new model. Schools will be offered the opportunity to buy a range of services to supplement what they deliver themselves, and there will be a number of core statutory services which will remain free. It is planned to implement the changes in September 2014 delivering a part year saving in 14/15

<b>Does this proposal require a full report . (Seek advice from Legal Services)</b>	<b>YES</b>	<b>NO</b>
<b>Is this proposal “cross-cutting?” i.e. span over different Services</b>	<b>YES</b>	<b>NO</b>

**Value of Proposals per year (£000's)**

<b>2014/15:</b>	<b>2015/16:</b>	<b>Total 2014 / 16:</b>
100	200	300

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**  
**DSG:**

<b>Can this saving be taken in current Financial Year:</b>	<b>YES</b>	<b>NO</b>
<b>If YES to previous question, what is the value that can be taken:</b>		

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
Consultation is under way with staff, schools and the third sector but is not yet complete.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
4			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b>					
<i>B - Young people's achievement and involvement</i>			<i>J - Inspiring efficiency, effectiveness and equity</i>			A. Community Leadership and empowerment					
						B. Young people's achievement and involvement					
						C. Clean, green and liveable					
						D. Safety, security and a visible presence					
						E. Strengthening the local economy					
						F. Decent Homes for all					
						G. Protection of children					
						H. Caring for adults and the older people					
						I. Active, health citizens					
						J. Inspiring efficiency, effectiveness and equity					
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
Positive	Negative	Neutral	Positive	Negative	Neutral						
<b>Level of Impact</b>			<b>Level of Impact</b>								
High	Medium	Low	High	Medium	Low						
<b>What is the overall impact on equalities?</b>											
2014/15			2015/16			2016/17					
High	Medium	Low	High	Medium	Low	High	Medium	Low			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			High			Medium			Low		
<b>Gender:</b>			High			Medium			Low		
<b>Age:</b>			High			Medium			Low		
<b>Disability:</b>			High			Medium			Low		
<b>Religion/Belief:</b>			High			Medium			Low		
<b>Pregnancy/Maternity</b>			High			Medium			Low		
<b>Marriage &amp; Civil Partnerships</b>			High			Medium			Low		
<b>Sexual Orientation:</b>			High			Medium			Low		
<b>Gender reassignment</b>			High			Medium			Low		
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
Under The School and Early Years Finance (England) Regulations 2012 "Expenditure arising from the authority's functions under Chapter 2 of Part 6 of the 1996 Act (school attendance)" falls within the Non Schools Education Budget as set out at Schedule 1 to the Regulations. It follows that such expenditure should properly be funded from general local authority resources (not DSG). This does not prohibit the charging of school budgets for all services provided which relate to school attendance.											
Where the responsibility rests with the local authority then the local authority are not able to seek to charge											

schools for such activities, e.g. school attendance orders and school attendance prosecutions. Where however the charge relates to functions additional or ancillary to the local authority functions then it seems that the local authority may seek charges from schools.

The "School Attendance" statutory guidance confirms "Only local authorities can prosecute parents and they must fund all associated costs."

Local authorities are statutorily responsible for ensuring that parents fulfil their legal duty that their child/ran of compulsory school age receive suitable, efficient fulltime education either by regularly attending school or otherwise. Local authorities are statutorily required to make arrangements to enable them to establish (as far as it is possible to do so) the identity of children in their area who are not receiving a suitable education.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

Neutral

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:	CYP46, Jan 2013	

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		3.6		18.8	1		
Head Count		5		19	1		
Vacant♠							
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 23	Male: 2		
Ethnicity:	BME: 12	White: 11	Other: 1	Not Known: 1
Disability:	3			
Sexual Orientation:	Where known: 8 heterosexual		Not Known: 17	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Targeted Services and Joint Commission**

**REF: CYP13**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Youth Service**

**LEAD OFFICER: Warwick Tomsett**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,977	160	2,817

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Youth Service has been reorganised and provides directly and through commissioning a range of services supporting young people in the borough aged 8-19, up to 25 with LDD covering: 1:1 intensive support for young people with identified vulnerabilities, Issue based group work for specific vulnerable groups, Street based youth work and Access to positive activities through fun and vibrant places to go and things to do. With activities targeted at young people at the greatest risk of poor life outcomes. All services are aimed at achieving impact for young people of: Improved life skills, Increased involvement in education, employment or training, Staying safe and well, and preventing needs from escalating.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £100k

It is now proposed to reduce the commissioned work for youth by a further £100k from the currently allocated £965k.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

Service users will continue to have access to a wide range of youth provision. There will be no impact on Council staff, since this money is related to commissioning services from external providers. It will mean less provision. However, the pot would remain large and therefore there would still be a range of high quality provision and providers.

**Is this proposal “cross-cutting?” i.e. span over different Services**

YES

NO

**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

YES

NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – School Standards and achievements**

**REF: CYP14**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 2**

**SERVICE: School Improvement**

**LEAD OFFICER: Alan Docksey**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Service Level agreements are offered by the council to schools and cover a variety of support services. Schools pay for these services from their delegated formula budgets.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £150k

The services continue to trade successfully with schools and are increasing the value of services they are selling. It is proposed to increase the range of charges to schools and to ensure that all services to schools by the council are achieving the 15% overheads recovery.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** By increasing the range of charged for services and decreasing the number of “free” services then schools will find that their delegated budgets do not enable the same amount of services to be procured as previously. It is expected that the percentage impact on a school’s budget is 0.1%.

**Is this proposal “cross-cutting?”** i.e. span over different Services - CYP YES NO

**If proposal delivers part year saving in 2014/15, state value:** £75k

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Children & Young People – Cross Directorate Savings**

**REF: CYP15**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 9**

**SERVICE: Safeguarding and early intervention**

**LEAD OFFICER: Alan Docksey**

**PORTFOLIO: Children & Young People**

**SELECT COMMITTEE: Children & Young People**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
50,068	4,889	45,179

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:** The Directorate has been operating a Departmental Expenditure Panel (DEP) for two years in order to challenge the need for all proposed expenditure. The departmental expenditure panel consists of the Executive Director of Children of Young People and the Directorate's Head of Resources. It approves all expenditure that is incurred within the Directorate before it is committed unless it is an emergency or is for a social care / special educational needs placement.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** **£216k**

This has already resulted in in-year savings through stopping expenditure or budget holders deciding it is no longer appropriate to undertake expenditure in these austere times. It is proposed now to take out of the budget the savings that have been delivered in the past through this process.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** This proposal brings the budget for the Directorate into line with the reduced spending level as a result of operating the DEP.

<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services - CYP	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value:**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							



**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Services**

**Ref COM01**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: T 1**

**SERVICE: Adult Social Care**

**LEAD OFFICER: Joan Hutton/ Dee Carlin**

**PORTFOLIO: Assessment/ Care Management. Provision of care**

**SELECT COMMITTEE: HCSC**

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
107,500	26,500	81,000

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The aim of adult social care services is to enable residents who are eligible for social care funding to:

- gain maximum independence
- make choices about their care
- stay healthy and safe and
- increase their ability to participate in family and community life.

Adult social care fulfils the council's statutory duties in respect of vulnerable adults under the National Assistance Act 1948 and subsequent related legislation. By April 2014, all of this legislation will be streamlined into the one Social Care Act,

Councils are required to complete a thorough assessment of people's needs and to meet these assessed needs in the most cost effective manner by providing community care services.

The eligibility criteria is set by the Department of Health's Fair access to services FACS

The service also provides information and advice for residents who are not eligible for adult social care.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**      **£ 2.5m**

This proposal builds on a number of previous savings proposals (Rounds 1 and 2 ) that bring together adult health and care services.

The integrated adult health and care programme has been established to deliver better outcomes for residents and, through the joining up of health and care services, and the removal of duplication across the whole health and care system, deliver a range of efficiencies.. The integrated care programme will focus on developing teams of professionals and support services that work closely with GP practices to reduce duplication of assessment , care planning and management of care. It is anticipated that this way of working will enable a saving of £2.5 m to be made in 2014/15.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:** Making significant financial savings at the same time as meeting the needs of vulnerable adults is clearly a challenge, but joint working should make it possible to decrease costs without impacting on the quality of care offered

**Is this proposal “cross-cutting?”** i.e. span over different Services **YES** **NO**

**If proposal delivers part year saving in 2014/15, state value: £000’s**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/)? **YES** **NO**

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
**♠ (not covered by council employee)**  
**♣ (covered by council employee)**  
**♥ including posts covered by agency)**  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♣							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Community Services

**REF:** COM02

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 4

**SERVICE:** Cultural and Community Development Service - Leisure

**LEAD OFFICER:** Liz Dart

**PORTFOLIO:** Community Services

**SELECT COMMITTEE:** Healthier Communities

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

Expenditure	Income	Net Budget
£000's	£000's	£000's
£2,500	£0	£2,500

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The leisure budget is managed by the Community Resources Team within Culture and Community Development. Leisure services are delivered through two contracts that manage ten sports and leisure facilities across the borough ranging in size from playing fields at Warren Avenue to our newly opened flagship Glass Mill Leisure Centre in Loampit Vale.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £0.2m

Both Leisure contracts include provision for free swims for under 16s and over 60s. In future, given the recognised benefits of swimming in terms of health and wellbeing, Public Health funding will be used to deliver this provision going forward as part of their physical activity programme. The commitment to free swims for under 16s and over 60s will therefore remain and partnership working with Public Health will take place to promote the scheme and increase take up.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There are no staff or service impacts from this proposal.

<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Service**

**REF: COM03**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C4**

**SERVICE: Cultural and Community Development Service – VCS grants**

**LEAD OFFICER: Liz Dart**

**PORTFOLIO: Community Services/Third Sector**

**SELECT COMMITTEE: Safer Stronger Select Committee**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
£6,400	£0	£6,400

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Cultural and Community Development Service works in partnership with residents and the voluntary and community sector to deliver on Lewisham's priorities by:

- Encouraging people to be involved and active
- Building the capacity of the voluntary and cultural sectors
- Giving individuals and community groups a voice
- Encouraging enterprise and innovation

The community sector grants programmes provide funding to voluntary and community sector organisations across the borough and contributes to the London Borough Grants Scheme to ensure Lewisham residents have access to pan London services.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £0.5m

It is proposed to reduce the £6.4m grants budget by £0.5m. This saving proposal will not impact on the small grants, faith fund or existing commitments in the main grants programme. The saving will be taken from unallocated funds. Savings have become available through reduction to the required contribution to London Borough Grants Scheme and previously agreed tapered funding.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There is no impact on staff from this savings proposal. The proposed £0.5m saving relates to unallocated funds within the grants budget so will not require any reduction to existing main grant commitments.

<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	YES	NO
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	YES	NO
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ (including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Services - Crime Reduction and Supporting People**

**REF: COM 04**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: T 1**

**SERVICE: Supporting People**

**LEAD OFFICER: Geeta Subramaniam-Mooney**

**PORTFOLIO: Cllr Chris Best**

**SELECT COMMITTEE: Healthier**

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>14,062</b>	<b>266</b>	<b>13,796</b>

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Service delivers against the following objectives:

- to provide vulnerable people with the support needed to achieve and maintain independent living
- to prevent and avoid more intensive and high cost services
- to prevent homelessness
- to provide support and accommodation for people where there may also be a statutory duty. For example, high support mental health schemes, emergency accommodation in relation to domestic violence, young people and people with learning disabilities.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**

**£100 k**

The Supporting People service received an additional amount within its budget to cover inflation costs. However the Supporting People Framework Agreement and call-off contracts under it do not provide for indexation or any inflationary increase and this additional funding can therefore be offered as a saving.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

**Is this proposal "cross-cutting?"** i.e. span over different Services

YES

NO

**If proposal delivers part year saving in 2014/15, state value: na**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

YES

NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Community Services Crime Reduction and Supporting People**

**REF: COM05**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: T 1**

**SERVICE: Drugs and Alcohol**

**LEAD OFFICER: Geeta Subramaniam-Mooney**

**PORTFOLIO: Cllr Janet Daby**

**SELECT COMMITTEE: Safer Stronger / Healthier Communities**

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

Expenditure	Income	Net Budget
£000's	£000's	£000's
5,981	-5,445	536

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Service delivers against the following objectives :

- to reduce harm caused by drug use both to the individual and to the community
- to deliver a service for offenders with drug use
- to deliver rehabilitation and detoxification provision
- to provide community treatment services
- help drug and alcohol users achieve tangible treatment gains and recovery
- to provide outreach and education and information

People accessing residential rehab will usually have:

- Failed in community treatment more than once
- Longer and more entrenched drug and alcohol misusing careers
- A range of problem substances
- Poorer physical and psychological health
- More significant housing problems

Service users attending residential rehab are likely to be more complex.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £300 k

Savings will be delivered through improved efficiencies, following a review of the drug and alcohol treatment budget and reallocation of resources in line with priorities. The Drug and Alcohol Action Team is working closely with Public Health in this work.

The Tier 4 (detox and rehab) panel has been overhauled and the Tier 4 provider framework recommissioned. This ensures improved utilisation of rehabilitation provision and mitigates against the possible reduction in overall rehab places.

In order to support people leaving rehab, an Aftercare service (TTP) has been commissioned and this ensures wraparound support is provided to residents following a period in a rehab setting. This results in sustained recovery. Local community based detox provision has also been established (also known as ambulatory detox) which is less costly than a residential rehab placement.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: n a**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	YES	NO
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant◆							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Customer Services, Strategic Housing**

**REF: CUS01**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 5**

**SERVICE: Housing Strategy and Programmes**

**LEAD OFFICER: Jeff Endean**

**PORTFOLIO:**

**SELECT COMMITTEE: Housing Select Committee**

**2013/14 (000's) – seek information from Finance**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
422	17	405

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The service contract manages the direct provision of housing services for the Council's retained housing stock of c 18,000 homes through Lewisham Homes and the Brockley PFI. It manages the Council's partnerships with the broader housing sector, including where stock has been transferred to RPs. It manages the Council's policy agenda in relation to housing and homelessness, seeks to ensure housing objectives are delivered through private developments, supports the Executive Director in responding to the Housing Select Committee, provides business planning support across the housing division and oversees the housing capital programme.

The service also oversees the Housing Matters change programme, reviewing the ownership options for the Council's retained housing stock and ALMO, overseeing Council new build housing, and improving housing specifically for older people.

The team also manages the large estate regeneration schemes such as Excalibur, although this is 100% HRA funded and therefore not affected by this proposal.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

This proposal is to restructure the entire Housing Strategy and Programme team to provide a more streamlined approach by merging three teams into two new units, which will reduce management overheads, duplication and streamline processes.

Of the £173k, £100k is already accounted for in the 2014/15 budget with a further £73k being a new saving achieved by a wider scale restructure of the team

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The nature and focus of the teams work is changing and the make-up of the team needs to reflect this. It is likely that a review of the clienting relationship functions between the Council and its key Housing Management Partners will need to take place with a transfer of some of the existing functions to our Partners. In addition, there also needs to be a review of the nature and structure of the policy function across the team.

<b>Does this proposal require a full report?</b> (Seek advice from Legal Services)	YES	NO
<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	YES	NO



Value of Proposals per year (£000's)										
2014/15			2015/16			Total 2014 / 16				
73						73				
Percentage of Net Budget proposed:										
Effect on HRA/DSG: /		YES	NO	If YES, outline the effect below						
HRA: DSG:										
Can this saving be taken in current Financial Year:						YES	NO			
If YES to previous question, what is the value that can be taken:										
Outcome of Consultation (if required)										
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory										
This proposal is subject to staff consultation as stipulated within the Council's Employment/Change Management policies.										
Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable										
1			2			3			4	
Impact on Corporate Priorities:										
Main Priority – Most Relevant			Secondary Priority			Corporate Priorities:-				
F			J			A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity				
Impact of saving on corporate priority			Impact of saving on corporate priority							
Positive	Negative	Neutral	Positive	Negative	Neutral					
Level of Impact			Level of Impact							
High	Medium	Low	High	Medium	Low					
What is the overall impact on equalities?										
2014/15			2015/16			2016/17				
High	Medium	Low	High	Medium	Low	High	Medium	Low		
Level of impact: State the level of impact on the protected characteristics below:										
Ethnicity:			High	Medium	Low					
Gender:			High	Medium	Low					
Age:			High	Medium	Low					
Disability:			High	Medium	Low					
Religion/Belief:			High	Medium	Low					
Pregnancy/Maternity			High	Medium	Low					
Marriage & Civil Partnerships			High	Medium	Low					
Sexual Orientation:			High	Medium	Low					
Gender reassignment			High	Medium	Low					
If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :										

**Outcome of full Equalities Analysis Assessment (if required) :**

Please outline the outcome of the full EAA if undertaken

As this savings proposal has staffing implications, the service will be required to undertake an equalities analysis assessment (EAA) as part of their restructuring process. As part of their operational business processes, the service will monitor the impact of any staffing implications on service delivery and where necessary, take action to mitigate any resultant impacts.

**Ward/Geographical implications – State which specific Wards are directly affected by this proposal**

All Wards : <b>YES /NO</b>	If individual Wards, please state:
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**Legal Implications – State any specific Legal Implications relating to this proposal**

None

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

None

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<del>NO</del>
Is this a continuation of a previous proposal?	<b>YES</b>	<del>NO</del>
If YES, please state the previous Reference No.(s) and year:	2014/15 – CUS31	

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE				8	4	1	
Head Count				7	3	1	
Vacant♠							
Vacant◆							
Vacant♥				1	1		

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 9	Male: 4		
Ethnicity:	BME: 3	White: 10	Other:	Not Known:
Disability:	0			
Sexual Orientation:	Where known:		Not Known:	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							

Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy	TUPE			Delete vacant post		
FTE :							
Head Count:							
Grades :							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services, Environment Division

**REF:** CUS02

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 6

**SERVICE:** Beckenham Place Park, Bereavement Services Refuse & Fleet Services

**LEAD OFFICER:** Nigel Tyrell

**PORTFOLIO:**

**SELECT COMMITTEE:** Sustainable Development

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's

**Description of Service**

Briefly describe your service and state who your customers and stakeholders are:

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**      £000's      £53k

Staff related cost reviews in Beckenham Place Park, Bereavement Services Refuse & Fleet Services: £53k

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

No impact on service users. Increased workload for staff. Reduction of 1 part-time post.

**Is this proposal “cross-cutting?”** i.e. span over different Services

YES

NO

**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications** – Details relating to the Existing structure

Will this saving proposal have an impact on staffing levels within your team (yes/no)?

**YES**

NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♣ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE	28%						
Head Count							
Vacant♣							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION: Customer Services, Environment Division**

**REF: CUS03**

**THEMATIC (T) / CROSS-CUTTING (C) Ref: C 6**

**SERVICE: Refuse**

**LEAD OFFICER: Nigel Tyrell**

**PORTFOLIO:**

**SELECT COMMITTEE: Sustainable Development**

**2013/14 BUDGET (£000's) – seek information from Group Finance Managers**

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
5,641	2,161	3,480

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Refuse Collection Service collects domestic and trade waste and provides a recycling collection service.

The service customers are Lewisham residents and local business, including local housing providers. The stakeholders are residents, local business, members and central government.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**      **£000's      £270,000**

1.Reduction of recycling collection round and vehicle (x1). There are currently 9 rounds. Route optimisation will allow for one round to be reduced.

2.Income from bin hire charges introduced this year is exceeding original estimate. There is no indication that this will reduce in future years.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

No impact on service users. Increased workload for remaining staff Reduction of 4 agency posts (driver and 3 loaders).

<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

<b>Will this saving proposal have an impact on staffing levels within your team (yes/no)?</b>	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

**♠ (not covered by council employee)**

**♦ (covered by council employee)**

**♥ including posts covered by agency)**

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services, Strategic Housing

**REF:** CUS04

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 5

**SERVICE:** Private Sector Housing Unit: TRANSFER OF HOSTELS TO THE GENERAL FUND

**LEAD OFFICER:** Madeleine Jeffery

**PORTFOLIO:**

**SELECT COMMITTEE:** Housing Select Committee

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:** (note this is General Fund, there is also an HRA element)

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
795	119	676

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Council currently operates 24 hostels comprising of 334 rooms. These are made available to homeless households while they await the offer of a permanent social tenancy within the Council's main housing stock. The hostels are contained within the Housing Revenue Account and are managed by the Private Sector Housing Agency. The Council charges rents and a service charge for the hostel properties to residents. For those residents that are not working these charges are met through housing benefit. Working households meet the rental costs themselves. In addition to rent the hostel residents pay a heat, light, water and power charge directly.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £200k for 2015/16

There are two elements to this proposal. The two elements are:

1. To transfer the hostels from the HRA to the General Fund. This requires Secretary of State approval. It would however place the hostels in the same place as other TA types such as B&B and PS leasing which are already managed within the General Fund. The clientele are the same (i.e. transient residents and those who face hardship as a result of homelessness) and locating the management of all of the stock allocated to these residents in one place would make sense.
2. The second element to the change is an increase in the rents charged to residents of hostels. The proposed level of increased rents is set out below and would work within the current HB limitations but does not maximise this. If we took the rents to the limitation maximums then this would raise the 1 bed space rents by 59% or £70pw and the 2 bed space rents by 23% or £36pw. The proposal dampens the impacts as follows:

<b>Bedspace</b>	<b>Current</b>	<b>Proposed</b>	<b>Change (£)</b>	<b>Change (%)</b>
1	119.58	150.00	30.02	25.0
2	154.21	165.00	10.79	7.0
3	188.44	190.00	1.56	0.8
4	205.58	190.00	-15.58	-7.6
5	205.58	190.00	-15.58	-7.6
6	205.58	190.00	-15.58	-7.6
7	205.58	190.00	-15.58	-7.6

The total estimated additional income that would be generated by these changes is £201,768 after allowing for 10 per cent void loss. The issue of any increased interest costs coming from an increased valuation have not been calculated in this surplus.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There will be a minimal impact on working service users housed in 1 and 2 bed space units who meet their own rent and service charge costs as a result of the proposed change from the HRA to the General Fund.

<b>Is this proposal “cross-cutting?”</b> i.e. span over different Services	<b>YES</b>	<b>NO</b>
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**If proposal delivers part year saving in 2014/15, state value: £000’s**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant◆							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services, Strategic Housing

**REF:** CUS05

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 5

**SERVICE:** Housing Strategy and Programmes: MILFORD TOWERS HOUSING PROJECT

**LEAD OFFICER:** Jeff Endean

**PORTFOLIO:**

**SELECT COMMITTEE:** Housing Select Committee

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:** (note this is General Fund, there is also an HRA element)

Expenditure	Income	Net Budget
£000's	£000's	£000's
0	250	(250)

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

In anticipation of the wider Catford town centre regeneration, the decant of Milford Towers began in April 2012. Market conditions slowed the regeneration process, and so the opportunity arose to use the decanted properties for a meanwhile use. This has been undertaken in combination with Notting Hill Housing who are targeting these properties to local residents at a discount to market rents.

This meanwhile, can be expected to continue for a minimum of at least two years while options for the regeneration are developed and then pursued.

A more detailed analysis is being undertaken of the budget for this project by the finance team to confirm the contributions over the next 2 – 3 years.

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £158k

This saving will be achieved by absorbing an element of the expected £516k management costs within the Council as a result of the fact that now a large number of the properties have been let the resource requirement to manage the scheme has reduced.

The effect of these efficiencies is a reduction in the expenditure budget for the Milford Towers project of £158k in this year.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There will be no impact on service users. Staff will achieve the saving through efficiencies in the way in which the management of the scheme is managed, leading to reduced management costs.

<b>Is this proposal "cross-cutting?"</b> i.e. span over different Services	YES	NO
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**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	YES	NO
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**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							



**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services Directorate / Public Services Division

**REF:** CUS06

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 7

**SERVICE:** Service Point

**LEAD OFFICER:** Roy Morgan

**PORTFOLIO:** Cllr Susan Wise

**SELECT COMMITTEE:** Safer Stronger

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
2,585	662	1,993

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Service Point is responsible for the Access.Point, Call.Point and Registration services. Customers are those needing to contact the Council for a service. Stakeholders are the services that Service Point administers and the General Register Office (part of HM Passport Office).

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:** £200K

The Registration Service provides a Nationality Checking Service (NCS) which generates an income (budgeted income of £116K). The savings proposal increases the income budget by £200K to £316K. There is a significant demand for the NCS service and this is expected to continue for the next 2 years. The increase will be achieved by increasing the number of appointments available and processing more checks. The increased income assumes 60% of customers will go on to attend a Citizen Ceremony.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There are no staff impacts. Service Users will benefit from the proposal.

**Is this proposal “cross-cutting?”** i.e. span over different Services YES NO

**If proposal delivers part year saving in 2014/15, state value: £000's**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)? YES NO

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							

**BUDGET SAVING PROPOSAL 2014 / 16****DIRECTORATE AND DIVISION: Customer Services Directorate / Public Services Division****REF: CUS07****THEMATIC (T) / CROSS-CUTTING (C) Ref: C 7****SERVICE: Service Point****LEAD OFFICER: Roy Morgan****PORTFOLIO: Cllr Susan Wise****SELECT COMMITTEE: Safer Stronger****2013/14 BUDGET (£000's) – seek information from Group Finance Managers****Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,585	662	1,993

**Description of Service****Briefly describe your service and state who your customers and stakeholders are:**

Service Point is responsible for the Access.Point, Call.Point and Registration services. Customers are those needing to contact the Council for a service. Stakeholders are the services that Service Point administers and the General Register Office (part of HM Passport Office).

**Description of saving proposed****Please provide savings value and sufficient details on the proposal:**

The CallPoint service currently delivers an out of hours emergency telephone service. This savings proposal recommends the outsourcing of the service. Previous recommendations were to outsource the service to the London wide shared service centre operated by Vangent. However, concerns were raised over performance and risk. This proposal recommends the service is put out to tender rather than using the London wide shared service centre. Soft market testing suggests that once set up £200K savings are possible. Other providers (e.g. Agilisys and Capita) both deliver for other local authorities who report they are satisfied with the services received.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

There are 8 FTE involved in the delivery of the service. Of these 4.5 FTE would TUPE to the new provider and 3.5 would return to the day time service and release agency staff. At least the same level of service would be provided to customers. There is also the potential to deliver a more robust service as more staff would be on duty.

**Is this proposal “cross-cutting?” i.e. span over different Services****Value of Proposals per year (£000's)**

<b>2014/15</b>	<b>2015/16</b>	<b>Total 2014 / 16</b>
100	100	200

**Percentage of Net Budget proposed:****Effect on HRA/DSG: /    YES    NO    If YES, outline the effect below****HRA:****DSG:****Can this saving be taken in current Financial Year:****YES****NO****If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
This proposal is subject to staff consultation as stipulated within the Council's Employment/Change Management policies.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
1			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b> A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity					
J											
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>						
<b>Level of Impact</b>			<b>Level of Impact</b>								
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>What is the overall impact on equalities?</b>											
<b>2014/15</b>			<b>2015/16</b>			<b>2016/17</b>					
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Gender:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Age:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Disability:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Religion/Belief:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Pregnancy/Maternity</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Marriage &amp; Civil Partnerships</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Sexual Orientation:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Gender reassignment</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
As this savings proposal has staffing implications, the service will be required to undertake an equalities analysis assessment (EAA) as part of their restructuring process. As part of their operational business processes, the service will monitor the impact of any staffing implications on service delivery and where necessary, take action to mitigate any resultant impacts.											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards : <b>YES / NO</b>			If individual Wards, please state:								
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											

Outsourcing the service would require the service to be competitively tendered through a procurement process which must be carried out in accordance with the Public Contracts Regulations 2006 and the Council's Constitution. Any savings achieved will be dependent upon the outcome of the procurement process. The outsourcing of the service may result in a TUPE transfer under the TUPE Regulations 2006.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:	2013/14 – CUS22	

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ♦ (covered by council employee)  
 ♥ including posts covered by agency  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		8					
Head Count		8					
Vacant♠							
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 7	Male: 1		
Ethnicity:	BME: 6	White: 2	Other:	Not Known:
Disability:	0			
Sexual Orientation:	Where known:	Not Known:		

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			
Head Count:			
Grades :			

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Customer Services Directorate / Public Services Division

**REF:** CUS08

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 7

**SERVICE:** Service Point

**LEAD OFFICER:** Roy Morgan

**PORTFOLIO:** Cllr Susan Wise

**SELECT COMMITTEE:** Safer Stronger

**2013/14 BUDGET (£000's)** – seek information from Group Finance Managers

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,585	662	1,993

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Service Point is responsible for the Access.Point, Call.Point and Registration services. Customers are those needing to contact the Council for a service. Stakeholders are the services that Service Point administers and the General Register Office (part of HM Passport Office).

**Description of saving proposed**

**Please provide savings value and sufficient details on the proposal:**

Reorganise Service Point staff to delayer and rationalise management duties. Delete remaining 6 x Sc6 supervisor posts, but create 1 scheduling and planning officer and 2 x Sc4.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

No impact on service delivery.

Deletes 6 x Sc6 but opportunity to apply for scheduling and planning officer or go to lower grade of Sc4.

**Is this proposal “cross-cutting?”** i.e. span over different Services

**Value of Proposals per year (£000's)**

<b>2014/15</b>	<b>2015/16</b>	<b>Total 2014 / 16</b>
25	25	50

**Percentage of Net Budget proposed:**

**Effect on HRA/DSG: /** YES NO **If YES, outline the effect below**

HRA:

DSG:

**Can this saving be taken in current Financial Year:**

YES

NO

**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
This proposal is subject to staff consultation as stipulated within the Council's Employment/Change Management policies.											
<b>Risk to Achievability:</b> Please use the following to quantify risk: 1-Least achievable to 4 – most achievable											
1			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b> A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity					
J											
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>						
<b>Level of Impact</b>			<b>Level of Impact</b>								
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>What is the overall impact on equalities?</b>											
<b>2014/15</b>			<b>2015/16</b>			<b>2016/17</b>					
<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>			
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Gender:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Age:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Disability:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Religion/Belief:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Pregnancy/Maternity</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Marriage &amp; Civil Partnerships</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Sexual Orientation:</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>Gender reassignment</b>			<b>High</b>	<b>Medium</b>	<b>Low</b>						
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken											
As this savings proposal has staffing implications, the service will be required to undertake an equalities analysis assessment (EAA) as part of their restructuring process. As part of their operational business processes, the service will monitor the impact of any staffing implications on service delivery and where necessary, take action to mitigate any resultant impacts.											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES / NO											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											

<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>							
<b>Human Resources Implications – Details relating to the Existing structure</b>							
Will this saving proposal have an impact on staffing levels within your team (yes/no)?						<b>YES</b>	<del>NO</del>
Is this a continuation of a previous proposal?						<b>YES</b>	<del>NO</del>
If YES, please state the previous Reference No.(s) and year:						2013/14 – CUS21	
<b>Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count &amp; Vacant)</b>							
♠ (not covered by council employee)							
♦ (covered by council employee)							
♥ including posts covered by agency)							
(HR Advisory Service will provide you with data where this is available)							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		6					
Head Count		6					
Vacant♠							
Vacant♦							
Vacant♥							
<b>Workforce Profile Information</b>							
Please provide a breakdown of your service area:							
Gender:	Female:			Male:			
Ethnicity:	BME:	White:	Other:			Not Known:	
Disability:							
Sexual Orientation:	Where known:			Not Known:			

<b>Human Resources Implications – To be completed on conclusion of consultations</b>							
<b>From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent &amp; Head Count)?</b>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy		TUPE			Delete vacant post	
FTE :							
Head Count:							
Grades :							

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Resources & Regeneration – Audit & Risk

**REF:** RNR01

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 1

**SERVICE:** Internal Audit; Anti-Fraud & Corruption Team; Health & Safety

**LEAD OFFICER:** David Austin

**PORTFOLIO:** Resources

**SELECT COMMITTEE:** Public Accounts Select Committee

**2013/14 BUDGET (£000's)**

**Net Controllable Budget:**

Expenditure £000's	Income £000's	Net Budget £000's
5,439	-2,333	3,106

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

The Audit & Risk Service is responsible for the Council's corporate internal audit, counter fraud, insurance, risk management and health & safety arrangements. It provides assurances on and contributes to the safe, efficient and effective delivery of Council's Services, acting as an agent to challenge where the need and opportunity for improvement is identified.

The Service has a combined net budget of £3.1m (gross £5.4m), 20 staff, a seconded police officer, and manages two large (OJEU) contracts with an internal audit service provider and insurance broker. Other than for H&S it has SLAs with Lewisham Homes and Schools.

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

The savings proposal is £130k.

Internal Audit – review assurance priorities and delivery mechanisms to save £75,000.

Counter Fraud – reduce resourcing of Housing Benefit Investigation by £25,000 (part year) ahead of move to the Single Fraud Investigation Service under Department for Work and Pensions direction. The post is currently vacant.

Health & Safety – delete the vacant post for administration support H&S post to save £30,000 and connect this team to the Business Support Services review to get administration support centrally.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The internal audit saving will enable the current level of internal assurance work to be provided but via a different approach.

The Counter Fraud saving will reduce the level of housing benefit investigation casework able to be conducted although mitigations around case prioritisation will be introduced in the run up to the service transfer to the Department for Work and Pensions.

The Health & Safety saving will mean the current pressure from not filling the vacant post will continue on the team for a while longer (currently it has been 18 months), pending corporate business support changes.

**Does this proposal require a full report.** (Seek advice from Legal Services)

YES

NO

**Is this proposal "cross-cutting?"** ie. span over different Services

YES

NO



Value of Proposals per year (£000's)										
2014/15:			2015/16:			Total 2014 / 16:				
130						130				
Percentage of Net Budget proposed: 4%										
Effect on HRA/DSG: /		YES	NO	If YES, outline the effect below						
HRA: DSG:										
Can this saving be taken in current Financial Year:							YES	NO		
If YES to previous question, what is the value that can be taken:										
Outcome of Consultation (if required)										
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory										
This proposal is subject to processes stipulated within the Council's Employment/Change Management policies.										
Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable										
4			2			3			4	
Impact on Corporate Priorities:										
Main Priority – Most Relevant			Secondary Priority			Corporate Priorities:-				
J – Inspiring efficiency, effectiveness and equity						A. Community Leadership and empowerment				
Impact of saving on corporate priority			Impact of saving on corporate priority			B. Young people's achievement and involvement				
Positive	Negative	Neutral	Positive	Negative	Neutral	C. Clean, green and liveable				
Level of Impact			Level of Impact			D. Safety, security and a visible presence				
High	Medium	Low	High	Medium	Low	E. Strengthening the local economy				
						F. Decent Homes for all				
						G. Protection of children				
						H. Caring for adults and the older people				
						I. Active, health citizens				
						J. Inspiring efficiency, effectiveness and equity				
What is the overall impact on equalities?										
2014/15			YYYY/YY			YYYY/YY				
High	Medium	Low	High	Medium	Low	High	Medium	Low		
Level of impact: State the level of impact on the protected characteristics below:										
Ethnicity:			High			Medium			Low	
Gender:			High			Medium			Low	
Age:			High			Medium			Low	
Disability:			High			Medium			Low	
Religion/Belief:			High			Medium			Low	
Pregnancy/Maternity			High			Medium			Low	
Marriage & Civil Partnerships			High			Medium			Low	
Sexual Orientation:			High			Medium			Low	
Gender reassignment			High			Medium			Low	
If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :										

**Outcome of full Equalities Analysis Assessment (if required) :**

Please outline the outcome of the full EAA if undertaken  
An EAA is not required.

**Ward/Geographical implications – State which specific Wards are directly affected by this proposal**

All Wards : <b>YES /NO</b>	If individual Wards, please state:
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**Legal Implications – State any specific Legal Implications relating to this proposal**

No specific legal implications have been identified. Statutory obligations will continue to be met.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

No specific impact on the voluntary sector has been identified.

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**  
 ♠ (not covered by council employee)  
 ◆ (covered by council employee)  
 ♥ including posts covered by agency)  
 (HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		1	1	14.86	1.86	2	
Head Count			1	13	2	1	
Vacant♠		1		1			
Vacant◆							
Vacant♥				1		1	

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 11	Male: 6		
Ethnicity:	BME: 6	White: 10	Other: 1	Not Known:
Disability:	1			
Sexual Orientation:	Where known:		Not Known:	

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		1		1			
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			2
Head Count:			
Grades :			Sc 3-5; PO1-5

## BUDGET SAVING PROPOSAL 2014 / 16

**DIRECTORATE AND DIVISION:** Resources & Regeneration - Planning

**REF:** RNR02

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 8

**SERVICE:** Development Management, Policy, Conservation & Urban Design

**LEAD OFFICER:** John Miller

**PORTFOLIO:** Regeneration

**SELECT COMMITTEE:** Sustainable Development

### 2013/2014 BUDGET (£000's)

#### Net Controllable Budget:

Expenditure	Income	Net Budget
£000's	£000's	£000's
3,692	1,527	2,165

### Description of Service

#### **Briefly describe your service and state who your customers and stakeholders are:**

The planning system guides the future development and use of land in the long term public interest. This is achieved through the preparation of guidance in the development plan and a positive and proactive approach to shaping, considering, determining and delivering development proposals. It is led by the Planning Service, working closely with those proposing developments and other stakeholders. This service is a 'front-line' service and instrumental in both driving change and development in the Growth Areas of Deptford / New Cross, Lewisham and Catford and resisting inappropriate development across the borough. The preliminary figure for new homes completed in the Borough during 2012/13 is 1,752. This increased level of development means that the service is potentially generating the Council £8-10m per annum in New Homes Bonus funding. The service has also secured £3.7m in Section 106 contributions over the last 2 years.

The Planning Service leads on the future allocation of uses and development of land within Lewisham in the long term public interest. The Service provides a strong policy framework to promote regeneration and work closely with those proposing new development. They also provide a planning service to Lewisham residents seeking advice and information about planning issues in their areas, including for Ward Assemblies and other local meetings. They are responding to and supporting the 'Localism Agenda'. The Planning Service's pages on the Council's web site receive amongst the highest number of hits of any service.

The Planning Function works in tandem with the economic development team within the service, which provides strategic expertise on matters relating to the economy as well as providing guidance, commissioning and delivery of employment and business support. It also provides an EU funding and advisory role council wide. The service supports Lewisham residents seeking employment, employment support providers and independent businesses. The service is also a council wide resource on matters relating to Economic Development, Employment, Business, Local Labour and Inward Investment.

### Description of saving proposed

#### **Please provide sufficient details on the proposal:**

Planning Service introduced a fee of £1000 plus VAT for the provision of pre-application advice on Major planning applications with a £40,000 income target per annum. This fee was introduced on 1 April 2011. At the time, the Service stated that it would assess the potential to extend pre-application fees to other planning application categories including householder applications.

The provision of the pre-application advice service has now been internally reviewed by the Planning Service and also benchmarked against other comparable London Boroughs.

A combination of an increase in fees for pre application advice on Major planning applications and a new

fee for householder and other small scale scheme pre-application advice should enable an additional £50k to be achieved in fees.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

When the paid pre-application service is fully implemented from 1 April 2014 customers will be able to make an appointment with a Planning Officer. The Planning Officer will deal with both the pre application advice and the planning application when submitted. They will also advise the applicant on how to undertake local consultation on their proposals. The advice will be followed up in writing and will provide a level of certainty to the applicant that a future application should be determined more efficiently and quickly if the development proposals follow the pre-application advice.

<b>Does this proposal require a full report.</b> (Seek advice from Legal Services)	<b>YES</b>	<b>NO</b>
<b>Is this proposal “cross-cutting?”</b> ie. span over different Services	<b>YES</b>	<b>NO</b>

**Value of Proposals per year (£000's)**

<b>2014/15:</b>	<b>2015/16:</b>	<b>Total 2014 / 16:</b>
50		50

**Percentage of Net Budget proposed:** 2.3%

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**  
**DSG:**

<b>Can this saving be taken in current Financial Year:</b>	<b>YES</b>	<b>NO</b>
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**If YES to previous question, what is the value that can be taken:**

**Outcome of Consultation (if required)**

Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory

This proposal is not subject to statutory or non-statutory consultation with service users, strategic partners or staff as this will be a discretionary service.

**Risk to Achievability:** Please use the following to quantify risk: 1-Least achievable to 4 – most achievable

<b>4</b>	<b>2</b>	<b>3</b>	<b>-4</b>
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**Impact on Corporate Priorities:**

<b>Main Priority – Most Relevant</b>	<b>Secondary Priority</b>	<b>Corporate Priorities:-</b> A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity
E – Strengthening the local economy	J – Inspiring efficiency, effectiveness and equity	
<b>Impact of saving on corporate priority</b>	<b>Impact of saving on corporate priority</b>	
<b>Positive</b> <b>Negative</b> <b>Neutral</b>	<b>Positive</b> <b>Negative</b> <b>Neutral</b>	
<b>Level of Impact</b>	<b>Level of Impact</b>	
<b>High</b> <b>Medium</b> <b>Low</b>	<b>High</b> <b>Medium</b> <b>Low</b>	

**What is the overall impact on equalities?**

<b>2014/15</b>	<b>YYYY/YY</b>	<b>YYYY/YY</b>
<b>High</b> <b>Medium</b> <b>Low</b>	<b>High</b> <b>Medium</b> <b>Low</b>	<b>High</b> <b>Medium</b> <b>Low</b>

<b>Level of impact: State the level of impact on the protected characteristics below:</b>			
<b>Ethnicity:</b>	High	Medium	Low
<b>Gender:</b>	High	Medium	Low
<b>Age:</b>	High	Medium	Low
<b>Disability:</b>	High	Medium	Low
<b>Religion/Belief:</b>	High	Medium	Low
<b>Pregnancy/Maternity</b>	High	Medium	Low
<b>Marriage &amp; Civil Partnerships</b>	High	Medium	Low
<b>Sexual Orientation:</b>	High	Medium	Low
<b>Gender reassignment</b>	High	Medium	Low
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>			
An Equalities Analysis Assessment will be completed as this proposes a change to the way the service is delivered which will impact on a large number of people.			
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>			
Please outline the outcome of the full EAA if undertaken			
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>			
All Wards : <b>YES / NO</b>	If individual Wards, please state:		
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>			
<p>The proposal is to increase the current fees for provisions of pre-application advice on Major planning applications and to introduce a new fee for householder and other small scale scheme pre-application advice.</p> <p>The power to charge for pre-application advice, which is a discretionary service, is derived from S93 of the Local Government Act 2003.</p> <p>That power allows a best value authority, (of which Lewisham is one), to charge for the discretionary element of its services, if the recipient has agreed to receive that service. This does not apply where the Council has another specific power to charge or where it is expressly prohibited from doing so.</p> <p>However, under Section 93 any charge must be on a not-for-profit basis (year-by-year) and, taking one year with another, the income from charges for such services must not exceed the cost for providing them.</p> <p>The Council is prohibited by law from planning for such a surplus and therefore the Council must ensure that the proposed level of fees are a reasonable estimate of what it will actually cost it to provide the proposed services.</p>			
<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>			
No specific impact on the voluntary sector has been identified.			
<b>Human Resources Implications – Details relating to the Existing structure</b>			
Will this saving proposal have an impact on staffing levels within your team (yes/no)?	<b>YES</b>	<b>NO</b>	
Is this a continuation of a previous proposal?:	<b>YES</b>	<b>NO</b>	
If YES, please state the previous Reference No.(s) and year:			

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♣ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♣							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female:	Male:		
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:	Not Known:		

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			
Head Count:			
Grades :			

## BUDGET SAVING PROPOSAL 2014 / 16

**DIRECTORATE AND DIVISION:** Chief Executive's – Policy & Governance

**REF:** RNR03

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 1

**SERVICE:** Chief Executive's Office; Policy & Partnerships Unit; Governance

**LEAD OFFICER:** Barrie Neal

**PORTFOLIO:** Strategy & Communications

**SELECT COMMITTEE:** Public Accounts Committee

### 2013/14 BUDGET (£000's)

#### Net Controllable Budget:

Expenditure £000's	Income £000's	Net Budget £000's
2,502	(54)	2,448

### Description of Service

#### **Briefly describe your service and state who your customers and stakeholders are:**

The Policy & Governance Division includes the Chief Executive's Office, the Policy & Partnerships Unit, Governance Support and secretariat support to the Resources & Regeneration and Customer Services Directorates.

The Policy function supports the Council's activities in relation to strategic planning, policy development (including statutory equalities duties), consultation & research (including Census intelligence) and performance management. The work underpins and supports robust decision-making and corporate management of the organisation.

The Governance function supports the Mayor and elected members in the administration of effective decision making responsibilities and overview & scrutiny duties. The function also covers responsibilities for member allowances, education appeals, member development, publicity for member surgeries and a whole range of civic events plus international partnerships.

Stakeholders include:

Chief officers, Mayor and Cabinet, senior managers, partners, elected members, MPs, visiting dignitaries, Borough organisations, members of the public, private and public sector institutions.

### Description of saving proposed

#### **Please provide sufficient details on the proposal:**

A saving across the salaries budgets is proposed at £128k for 2014/15 through the deletion of 2.4 vacant posts.

#### **Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

The vacant posts proposed for deletion arise in relation to:

- one of only two posts supporting the Chief Executive's Office;
- a post in the central policy team
- a part-time post in Governance (Business & Committee services)

The overall reduction will impact on the capacity of teams across the Division to co-ordinate corporate initiatives, undertake high profile projects, deliver and support the preparation of statutory reports, contribute to partnership projects and respond to reactive work on Council priorities.

More specifically the part-time post in governance, now vacant, has traditionally supported the administration of Council meetings and civic events. The deleting of this part-time post would therefore increase pressures in these areas where any additional demands might arise.

Does this proposal require a full report .	YES	NO
Is this proposal “cross-cutting?” ie. span over different Services	YES	NO

Value of Proposals per year (£000’s)			
2014/15:	2015/16:		Total 2014 / 16:
128			128

Percentage of Net Budget proposed: 5.2%

Effect on HRA/DSG: / YES NO If YES, outline the effect below

HRA:  
DSG:

Can this saving be taken in current Financial Year: YES NO

If YES to previous question, what is the value that can be taken:

Outcome of Consultation (if required)

Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory

This proposal is subject to processes stipulated within the Council’s Employment/Change Management policies.

Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable

1	2	3	4
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Impact on Corporate Priorities:

Main Priority – Most Relevant	Secondary Priority	Corporate Priorities:- A. Community Leadership and empowerment B. Young people’s achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity
J – Inspiring efficiency, effectiveness and equity	A – Community leadership and empowerment	
Impact of saving on corporate priority	Impact of saving on corporate priority	
Positive Negative Neutral	Positive Negative Neutral	
Level of Impact	Level of Impact	
High Medium Low	High Medium Low	

What is the overall impact on equalities?

2014/15	YYYY/YY	YYYY/YY
High Medium Low	High Medium Low	High Medium Low

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:	High	Medium	Low
Gender:	High	Medium	Low
Age:	High	Medium	Low
Disability:	High	Medium	Low
Religion/Belief:	High	Medium	Low
Pregnancy/Maternity	High	Medium	Low
Marriage & Civil Partnerships	High	Medium	Low
Sexual Orientation:	High	Medium	Low
Gender reassignment	High	Medium	Low



**If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :**

**Outcome of full Equalities Analysis Assessment (if required) :**

Please outline the outcome of the full EAA if undertaken

This proposal is subject to processes stipulated within the Council's Employment/Change Management policies.

**Ward/Geographical implications – State which specific Wards are directly affected by this proposal**

All Wards : YES /NO	If individual Wards, please state:
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**Legal Implications – State any specific Legal Implications relating to this proposal**

This proposal is subject to processes stipulated within the Council's Employment/Change Management policies.

**Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector**

No specific impact on the voluntary sector has been identified.

**Human Resources Implications – Details relating to the Existing structure**

Will this saving proposal have an impact on staffing levels within your team (yes/no)?	YES	NO
Is this a continuation of a previous proposal?:	YES	NO
If YES, please state the previous Reference No.(s) and year:		

**Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count & Vacant)**

♠ (not covered by council employee)

♦ (covered by council employee)

♥ including posts covered by agency)

(HR Advisory Service will provide you with data where this is available)

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		1	5.4	15	7	3	1
Head Count		1	5	13	6	3	1
Vacant♠			0.4	2	1		
Vacant♦							
Vacant♥							

**Workforce Profile Information**

Please provide a breakdown of your service area:

Gender:	Female: 18	Male: 11		
Ethnicity:	BME: 4	White: 23	Other: 2	Not Known:
Disability:	1			
Sexual Orientation:	Where known:	Not Known:		

**Human Resources Implications – To be completed on conclusion of consultations**

**From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent & Head Count)?**

	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE			0.4	1	1		
Head Count							

**How do you expect to reduce these posts?**

	Redundancy	TUPE	Delete vacant post
FTE :			2.4
Head Count:			
Grades :			Sc3-5; PO1-5; PO6-8

**BUDGET SAVING PROPOSAL 2014 / 16**

**DIRECTORATE AND DIVISION:** Chief Executive - Strategy

**REF:** RNR04

**THEMATIC (T) / CROSS-CUTTING (C) Ref:** C 4

**SERVICE:** Strategy

**LEAD OFFICER:** Robyn Fairman

**PORTFOLIO:** Strategy & Communications

**SELECT COMMITTEE:** Safer Stronger

**YYYY/YY BUDGET (£000's)** – seek information form Finance

**Net Controllable Budget:**

<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>
<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
2,840	(424)	2,416

**Description of Service**

**Briefly describe your service and state who your customers and stakeholders are:**

Strategy includes the Mayor and Cabinet Office (support to Mayor and Cabinet, and the Young Mayor) Communications (corporate communications, media and internal communications) and the Local Strategic Partnership Team (support to partnerships, co-ordinating major partnership activity such as Troubled Families Programme, Community Budgets, Youth Task Force implementation, and Apprenticeships).

**Description of saving proposed**

**Please provide sufficient details on the proposal:**

A budget reduction of £100k for the Community Budgets Project which will mean a reduction in cross-partner project work.

**Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff and service users:**

As this savings proposal will mean a reduction in cross-partner project work around innovation, the service will develop a business case and seek resources for specific projects from external sources when needed rather than drawing on baseline funding.

<b>Does this proposal require a full report . (Seek advice from Legal Services)</b>	<b>YES</b>	<b>NO</b>
<b>Is this proposal “cross-cutting?” ie. span over different Services</b>	<b>YES</b>	<b>NO</b>

**Value of Proposals per year (£000's)**

<b>2014/15:</b>	<b>2015/16:</b>	<b>Total 2014 / 16:</b>
100		100

**Percentage of Net Budget proposed:** 4.1%

**Effect on HRA/DSG: / YES NO If YES, outline the effect below**

**HRA:**  
**DSG:**

**Can this saving be taken in current Financial Year:** YES NO

**If YES to previous question, what is the value that can be taken:**

<b>Outcome of Consultation (if required)</b>											
Please outline the outcome and mitigation (where appropriate) of any consultation undertaken on this proposal to cover, where relevant, Service User/Strategic Partner and Staff – statutory and non statutory											
This proposal is not subject to statutory or non-statutory consultation with service users, strategic partners or staff.											
<b>Risk to Achievability: Please use the following to quantify risk: 1-Least achievable to 4 – most achievable</b>											
1			2			3			4		
<b>Impact on Corporate Priorities:</b>											
<b>Main Priority – Most Relevant</b>			<b>Secondary Priority</b>			<b>Corporate Priorities:-</b> A. Community Leadership and empowerment B. Young people's achievement and involvement C. Clean, green and liveable D. Safety, security and a visible presence E. Strengthening the local economy F. Decent Homes for all G. Protection of children H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity					
E – Strengthening the local economy			J – Inspiring efficiency, effectiveness and equity								
<b>Impact of saving on corporate priority</b>			<b>Impact of saving on corporate priority</b>								
Positive	Negative	Neutral	Positive	Negative	Neutral						
<b>Level of Impact</b>			<b>Level of Impact</b>								
High	Medium	Low	High	Medium	Low						
<b>What is the overall impact on equalities?</b>											
2014/15			YYYY/YY						YYYY/YY		
High	Medium	Low	High	Medium	Low				High	Medium	Low
<b>Level of impact: State the level of impact on the protected characteristics below:</b>											
<b>Ethnicity:</b>			High	Medium	Low						
<b>Gender:</b>			High	Medium	Low						
<b>Age:</b>			High	Medium	Low						
<b>Disability:</b>			High	Medium	Low						
<b>Religion/Belief:</b>			High	Medium	Low						
<b>Pregnancy/Maternity</b>			High	Medium	Low						
<b>Marriage &amp; Civil Partnerships</b>			High	Medium	Low						
<b>Sexual Orientation:</b>			High	Medium	Low						
<b>Gender reassignment</b>			High	Medium	Low						
<b>If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline what steps have been/will be taken to mitigate such an impact :</b>											
<b>Outcome of full Equalities Analysis Assessment (if required) :</b>											
Please outline the outcome of the full EAA if undertaken An EAA is not required.											
<b>Ward/Geographical implications – State which specific Wards are directly affected by this proposal</b>											
All Wards :			If individual Wards, please state:								
YES /NO											
<b>Legal Implications – State any specific Legal Implications relating to this proposal</b>											
No specific legal implications have been identified. There are no contractual issues for this as there is no budget committed under any contracts.											
<b>Impact on Voluntary Sector – State any impact of this proposal on the Voluntary Sector</b>											
No specific impact on the voluntary sector has been identified.											

<b>Human Resources Implications – Details relating to the Existing structure</b>							
Will this saving proposal have an impact on staffing levels within your team (yes/no)?						YES	NO
Is this a continuation of a previous proposal?:						YES	NO
If YES, please state the previous Reference No.(s) and year:							
<b>Within this savings proposals, please state the number of posts in your current structure by grade band. (FTE equivalent, Head Count &amp; Vacant)</b>							
♠ (not covered by council employee)							
♦ (covered by council employee)							
♥ including posts covered by agency)							
(HR Advisory Service will provide you with data where this is available)							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
Vacant♠							
Vacant♦							
Vacant♥							
<b>Workforce Profile Information</b>							
Please provide a breakdown of your service area:							
Gender:	Female:			Male:			
Ethnicity:	BME:	White:		Other:		Not Known:	
Disability:							
Sexual Orientation:	Where known:			Not Known:			

<b>Human Resources Implications – To be completed on conclusion of consultations</b>							
<b>From your proposals, how many posts will be deleted within your structure by grades (FTE equivalent &amp; Head Count)?</b>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE							
Head Count							
<b>How do you expect to reduce these posts?</b>							
	Redundancy		TUPE			Delete vacant post	
FTE :							
Head Count:							
Grades :							

## APPENDIX E

### Key Dates – Budget timetable for 2014/15

Key task	Key dates
Mayor & Cabinet agree budget process	13 Nov
Overview and Scrutiny Business Panel (OSBP) – Strategic Financial Review Update report	26 Nov
Select Committees review budget savings proposals	29 Nov to 16 Dec
Trade union consultation (Joint Consultative Committees and Corporate Joint Council, Works Council)	TBC
Provisional Local Government Finance Settlement (expected)	w/c 16 Dec
Mayor & Cabinet consider budget savings proposals	18 Dec
OSBP – option to consider Mayor & Cabinet decisions on budget proposals	TBC
Mayor & Cabinet considers Council Tax Base report	15 Jan
Council agree Council Tax Base report	22 Jan
Public Accounts Select Committee review 2014 Budget Report	6 Feb
Final Local Government Finance Settlement and GLA precepts notification (expected)	20 Jan to 13 Feb
Mayor & Cabinet review proposals and 2014 Budget Report	12 Feb
OSBP - 2014 Budget Report	18 Feb
Despatch Budget Report to Council	18 Feb
Mayor & Cabinet consider Budget Report update (precepts and final Settlement)	19 Feb
Council agree 2014 Budget Report	26 Feb
Council 'fall back' date for 2014 Budget Report	5 March

<b>HOUSING SELECT COMMITTEE</b>		
<b>Report Title</b>	Housing Revenue Account (HRA) – Rent Setting Consultation	
<b>Key Decision</b>	Yes	Item 7
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Customer Services Executive Director for Resources & Regeneration	
<b>Class</b>	Part 1	Date: 4 December 2013

## 1 Purpose of the Report

- 1.1 To inform members of the forecast rent, service charge, garage and heating and hot water increases for Lewisham Council Dwellings in 2014/15, based on the Rent Restructuring formula issued by Central Government, prior to resident consultation meetings set for December 2013. It also outlines the financial context in which the proposed increases have been set.

## 2 Executive Summary

- 2.1 Following the introduction of the self-financing system for the housing revenue account (HRA) the Council has been considering the options for how its stock is managed and developed.
- 2.2 A financial model has been developed to assist in assessing the various management and development options. Within this, there are assumptions about future costs, for example for lifecycle repairs, capital investment, new build and so on. Most significantly of all it is based on an assumption that rents will rise in line with the Government's 'Convergence Formula' until 2015/16 (RPI + 0.5% + £2pw) and at RPI + 0.5% p.a. thereafter. As set out in the report, the Council is not obliged to follow this formula, but if it chooses not to do so there would be significant financial implications.
- 2.3 Following Government's rent restructuring formula would result in average increases in rent for 2014/15 of £4.61 or 5.05% over a 52 week period. This will raise the full year average dwelling rent for the London Borough of Lewisham from £91.36 to £95.97pw. The proposed increase will raise an additional £3.540m of rental income to the HRA. The increase is in line with the assumptions in the current HRA financial model.
- 2.4 The authority can raise rents by more or less than that indicated by the Government's formula calculation. However, it is important to understand that if rent is increased by less than the Formula amount then the Council suffers the full cost of the lost rent which would have a significant impact the Council's investment plans. It should also be remembered that if rent is increased by

more than the Formula amount, the Council receives only part of the financial benefit of the extra rent raised because of the way the housing benefit system operates in such circumstances.

- 2.5 The potential average service and heating and hot water charge rises are contained in the Lewisham Homes Budget Strategy Report 2014/15, which is considered elsewhere on the agenda. The proposal is for an increase of £0.17pw or 2.23%. This will move the average charge from £7.55pw to £7.72pw.
- 2.6 Efficiencies/Savings of -£0.744m are being proposed for 2014/15 as outlined in section 5. These saving would be available for reinvestment into stock or services.
- 2.7 No proposals have been received to increase the current levy for Tenants' Fund which will remain at 13p per week.
- 2.8 Garage rents are proposed to rise in line with RPI inflation @ September 2013 which is 3.20%. This represents an increase of £0.35pw and would raise the average charge from £10.97pw to £11.32pw. The proposed increase will raise an additional £33k of revenue income.

### **3 Policy Context**

- 3.1 The proposals in this report support the priorities of 'Shaping our Future' – Lewisham's Sustainable Community Strategy (2008 -20), specifically 'Clean, green and liveable - where people live in high quality housing and can care for and enjoy their environment' and supports the Council's corporate priority regarding 'Decent Homes for all'.

### **4 Introduction**

- 4.1 The delivery of Lewisham's housing management service has undergone significant changes in recent years. This is as a result of the stock options appraisal submitted in July 2005 which recommended a mixed approach to improving the stock to meet the Government's Decent Homes Strategy. The approach involved some stock transfers, refurbishment through Private Finance Initiatives (PFI) and the establishment of an Arms Length Management Organisation (ALMO).
- 4.2 Lewisham will receive £94.5m of Decent Homes funding from DCLG. This is currently profiled as:

2011/12	£14.0m
2012/13	£20.5m
2013/14	£24.0m
2014/15	<u>£36.0m</u>
	<b>£94.5m</b>



4.3 The council bid for £186m, being the cost of the full decent homes programme, and will continue to press DCLG for the balance of the funding. However, the government did announce that additional decent homes grant funding would become available during 2015/16 targeted at authorities with more than 10% of stock classified as non decent at that time.

4.3.1 Whilst full details of the processes for claiming this additional funding have not yet been clarified, it is expected that Lewisham will be able to bid for additional decent homes grant.

#### **4.4 Self-financing**

4.4.1 HRA subsidy was abolished from 1<sup>st</sup> April 2012 and replaced by self-financing on the same date. The changes mean that the authority can now keep all rents and income generated from its stock, rather than contribute it to the national HRA rent pool. This allows the authority to reinvest in the stock or services provided and moves housing to a position where the housing stock is 'self sustaining'.

In summary the key features of the self financing system are:

- A one-off settlement and redistribution of existing housing debt. Lewisham had debt paid off by Government reducing the current level of HRA debt down from £219.9m to £83.5m. There has been no movement in the net debt levels since the self-financing settlement.
- Following the settlement local housing authorities are now free to either repay debt or take on new borrowing (up to a centrally determined cap), taking account of local priorities and housing investment needs. The cap for Lewisham was set at £127.3m.
- From 1 April 2012 local housing authorities are no longer required to make contributions to, or receive contributions from, the national subsidy system.
- The existing system of rent restructuring controls will continue, with the expected 'convergence date' of 2015/16.
- Local housing authorities will continue to be accountable for ensuring effective housing management and investment.
- The HRA 'ring-fencing' will continue.

#### **4.5 Welfare Reforms**

4.5.1 In March 2012 the Welfare Reform Act received royal Assent, legislating for the biggest change to the welfare system for over 60 years.

4.5.2 The Act introduced phased changes to the benefit system as follows:

- From April 2013 the Under-Occupation rules were introduced for working age people who live in social housing, and are in receipt of benefits. This is in the form of financial penalties for living in social housing which is larger than their needs defined by legislation. The reduction in Housing Benefit is at the level of 14% of rent or up to £14 per week for under-occupying by 1 bed room and 25% of rent or up to £32 per week for under-occupying by 2 or more bedrooms.
- Between April and September 2013 (12<sup>th</sup> August 2013 for Lewisham) a cap was introduced to the amount of benefits an out of work claimant can receive. This has been capped at £350pw for single people and £500pw for families.
- October 2013 will see the national phased rollout of Universal Credit. However, Lewisham will not 'go-live' until after April 2014. UC replaces many existing benefits, including housing benefit. Nationally, the movement to UC will be in phases with new claims from out of work claimants from October 2013 and new claims from in work and HB claimants from April 2014. There will also be a period of 'migration' as a result of a change in circumstances up to October 2017. Key features of the scheme are:
  - The benefit is paid monthly in arrears
  - Is paid to one member of the household
  - Is paid directly to the claimant, not the housing provider

4.5.3 Changes to the welfare system and the impacts on the revenue account are still being assessed, but are likely to be substantial. At present, over 60% of tenants receive Housing Benefit. The changes being implemented could result in higher rent arrears and result in the need to increase bad debt provisions to cover the potential impact.

## **5 Efficiencies & Savings Proposals for 2014/15**

- 5.1 The HRA strategy and self-financing assessments are continually updated and developed with the view to ensuring resources are available to meet costs and investment needs and are funded for 2014/15 and future years.
- 5.2 Savings and efficiencies delivered in the 2014/15 budget can be re-invested to help bridge the investment gap identified. As a prudent measure the original financial model was developed with no savings identified. Subsequently, discussions have taken place regarding appropriate savings and 'target' management and maintenance costs per unit. The savings and growth below are part of the process to reduce costs to enable reinvestment in priority areas. The package of savings proposed by way of this report can mostly be delivered through efficiencies in back office services.

## HRA Efficiencies/Savings & Growth proposals 2014/15

Item	Area	Proposals 2014/15 £'000
	<b>Savings/Efficiencies</b>	
1.	Lewisham Homes Fee	-324
2.	Nil Inflation Increase for Repairs & Maintenance	-420
	<b>Savings/Efficiencies total</b>	<b>-744</b>
	<b>Growth</b>	n/a
	<b>Total Budget Proposals</b>	<b>-744</b>

- 5.4 As can be seen from the above table, savings/efficiencies proposals result in a saving of £0.744m for 2014/15. If achieved, they could be used for investment needs currently identified by the HRA Business Plan.
- 5.5 Lewisham Homes have prepared a separate paper on the increase in Tenants and Leaseholders service Charges, which is to be considered elsewhere on the agenda.
- 5.7 An update of the HRA Strategy, Savings Proposals, proposed rent & service charge increases and comments from consultation with tenant representatives will be reported to Mayor & Cabinet as part of the HRA Rents and budget strategy report. Mayor & Cabinet will make the final budget decisions in the new year.
- 5.8 The following is a commentary on the savings and efficiencies listed in the table above.

### Savings/Efficiencies

- 5.8.1 Item 1 - Lewisham Homes management fee** – The initial fee proposal for 2014/15 after allowing an inflationary increase of 1% on salaries and 2.5% on running costs, less a reduction of £176k for stock loss through right to buy sales' and regeneration schemes was £19.000m.
- 5.8.2 However, Lewisham Homes have proposed a fee for 2014/15 of £18.676m which is a saving of £0.324m.
- 5.8.3 The net effect, if the saving is taken, will be a management fee of £18.676m in 2014/15, against the fee for 2013/14 of £18.891m. This reflects an overall decrease of 0.23% in the fee per property compared to 2013/14.

- 5.8.3 Savings of £0.324m can be achieved through efficiencies with minimal impact on service provision.
- 5.8.4 **Item 2- No Inflationary increase to Repairs & Maintenance budgets** – It has been proposed by Lewisham Homes that the forecast inflationary increase to the Repairs & Maintenance budget of 2.5% is removed, producing a saving or cost reduction of £0.420m.
- 5.8.5 This proposal will have an impact on Lewisham Homes trading account and M&E budgets. However, the Repairs Trading Account, operated by Lewisham Homes, made surpluses in both 2011/12 and 2012/13 respectively. It is felt that this proposal can be accommodated without any impact on service provision, or reduction in repairs undertaken, due to improvements in efficiency.

## 6.0 Rents and Rent Restructuring

- 6.1 The 2014-15 financial year is the 14<sup>th</sup> year of what was originally a 10-year rent restructuring programme due to complete by 2011/12. However, DCLG moved the convergence date to 1 April 2015 i.e. in 1 years' time.
- 6.2 The government has confirmed that the 2014/15 limit rent calculations (used for HB purposes) continues to assume a convergence date of 2015/16. In addition, they have confirmed that they expect that the actual rent rise calculations would also be based on this assumption if authorities are following formula rent increases.

### 2014/15 Rent Rise – Technical Formula Calculation

- 6.3 The forecast increase in actual tenants rents, using the rent restructuring guidance of limiting actual increases to RPI @ September 2013 of 3.20% + 0.5% + £2 (maximum convergence element) is 5.05%, which equates to an average rise of £4.61pw. This would raise the average 52 week dwelling rent for the London Borough of Lewisham from £91.36 to £95.97pw based on stock in the HRA as at 1<sup>st</sup> April 2013.
- 6.4 There have been no other changes in the methodology for calculating formula rents.
- 6.5 Following the rent restructuring formula will result in an average Limit Rent, which is the amount of rent that would be covered by Housing benefit, of £95.68pw, based on the stock in the HRA as at 1<sup>st</sup> April 2013.
- 6.6 The rent rise noted above in section 6.3 will generate £3.540m in additional rental income. A rent rise lower than the formula calculation is likely to result in lost resources in the HRA. For example a rent rise of RPI less 1% would generate £2.834m in additional rental income, a reduction of £0.706m or £0.92 per dwelling per week. A rent rise of £1 less than the forecast amount would result in a reduction of £0.767m in additional rental income. Any reduction in the proposed rent increase would result in less resources available to the HRA

business plan. It would therefore be likely that additional savings would be required to make up for any lost resources

- 6.7 A rent rise higher than the formula calculation will result in additional recharges to the HRA via the HB subsidy limitation charges. For example an increase of 1% or £1 above the calculated average will generate some additional income, all of which will be lost through additional limitation recharges and therefore result in no benefit to the HRA.

## **7 Service Charges & Garage Rents**

- 7.1 The agreed policy on Service Charges are that charges should reflect full cost recovery for the type of service undertaken. Heating and hot water costs are also recovered by a charge to tenants and leaseholders.
- 7.2 Lewisham Homes have provided a separate consultation report to panels regarding the increase to be applied for 2014/15. The overall tenant increase being proposed is 2.23% or £0.17pw. This will raise the overall charges from £7.55pw to £7.72pw.
- 7.3 RB3 have provided a separate consultation report to panels regarding the increase to be applied for 2014/15. The overall tenant increase being proposed is 3.59% or £0.18pw. This will raise the overall charges from £4.95pw to £5.13pw

### **Garage Rents**

- 7.4 Garage rents are proposed to rise in line with RPI inflation @ September 2013 which is 3.20%. This represents an increase of £0.35pw and would raise the average charge from £10.97pw to £11.32pw. The proposed increase would raise an additional £33k of revenue income.

## **8 Tenants' Levy**

- 8.1 As part of the budget and rent setting proposals for 2005/6 a sum of £0.13p per week was 'unpooled' from rent as a tenants service charge in respect of the Lewisham Tenants' Fund. There has been no increase in this levy since its introduction, following consultation with Housing Panels.
- 8.2 There have been no proposals put forward by the tenants fund committee to increase the amount of the 2014/15 Levy.
- 8.3 The tenants' fund has provided the panels with a consultation report regarding the accounts of the fund and budget proposals for 2014/15.

## **9 Consultation**

- 9.1 Consultation under tenants' compact

Consultation will take place in line with the tenants' compact arrangements. Since these arrangements provide an opportunity to engage tenants in a discussion on rent rises, it is proposed to continue to involve tenant representatives through the Housing Panels in December/January and feed back any views to Mayor & Cabinet.

## 9.2 Housing Select Committee

It is proposed that Housing Select Committee will consider the proposals that Mayor & Cabinet will consider, in January/February 2014.

## 9.3 Public Accounts Committee

It is proposed that Public Account Committee will first consider the proposals that Mayor & Cabinet will consider, in January/February 2014.

# 10 **Financial Summary**

- 10.1 The impact on rents and service charges are contained in each section of the report. In summary these are:
- Rents are proposed to increase by 5.05% which is an average increase of £4.61pw.
  - Tenant service charges are proposed to increase by 2.23%, which is an average increase of £0.17pw.
  - Garage charges are proposed to increase by 3.20% which is an average of £0.35pw.
  - There are no proposal to increase the tenants fund levy which will remain at £0.13pw.
- 10.2 The housing matters programme is currently undertaking a full assessment of both long and short-term requirements against resources available, including assumptions on future liabilities, programmes, savings and other requirements in-order to confirm the resource need and identify potential gaps in funding.
- 10.3 In June 2013, the Government published its spending review. Within this review Government announced that funding for decent home would continue into 2015/16 but would only be aimed at Local Authorities with more than 10% non-decent stock. Whilst exact details are yet to be published on how to access this funding, Lewisham is expected to benefit from this announcement.
- 10.5 Also announced within the spending review, the Government has put forward proposals to change the way rent increase are made from financial year 2015/16 onwards. The Governments proposal is to raise rents by CPI + 1% for up to 10 years, rather than RPI + 0.5% and remove the convergence element of a £2 maximum where rents are not at formula levels.
- 10.6 The Government is to issue a consultation paper on these proposals, however, the impact of this change is currently being assessed, but is likely to

reduce rental income projections and could put pressures on the HRA Business Plan.

## **11 Financial Implications**

- 11.1 This report is for information only and, as such, there are no direct implications arising from this report.

## **12 Legal Implications**

- 12.1 Section 24 of the Housing Act 1985 provides that a local housing authority may make such reasonable charges as they determine for the tenancy or occupation of their houses. The Authority must review rents from time to time and make such changes as circumstances require. Within this there is discretion to look at any reasonable option. The consequences of each option must be fully explained so that Members are fully informed of the implications.
- 12.2 Section 76 of the Local Government and Housing Act 1989 provides that local housing authorities are under a duty to prevent a debit balance in the HRA. Rents must therefore be set to avoid such a debit.
- 12.3 Section 103 of the Housing Act 1985 sets out the terms under which secure tenancies may be varied. This requires –
- the Council to serve a Notice of Variation at least 4 weeks before the effective date;
  - the provision of sufficient information to explain the variation;
  - an opportunity for the tenant to serve a Notice to Quit terminating their tenancy.
- 12.4 The timetable for the consideration of the 2014/15 rent levels provides an adequate period to ensure that legislative requirements are met.
- 12.5 Part III of Schedule 4 of the Local Government and Housing Act 1989 provides that where benefits or amenities arising out of the exercise of a Housing Authority's functions, are provided for persons housed by the authority, but are shared by the community as a whole, the authority shall make such contribution to their HRA from their other revenue accounts to properly reflect the community's share of the benefits or amenities.
- 12.6 Where as an outcome of the rent setting process, there are to be significant changes in housing management practice or policy, further consultation may be required with the tenants affected in accordance with section 105 of the Housing Act 1985.
- 12.7 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 12.8 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the act.
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.
- 12.9 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 12.10 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:  
<http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>
- 12.11 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
1. The essential guide to the public sector equality duty
  2. Meeting the equality duty in policy and decision-making
  3. Engagement and the equality duty
  4. Equality objectives and the equality duty
  5. Equality information and the equality duty.
- 12.12 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:  
<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>
- 13 Crime and Disorder**  
There are no specific implications.



## **14 Environmental Implications**

There are no specific implications.

## **15 Equality Implications**

- 15.1 Council tenants include a higher than average proportion of elderly people and black and ethnic minorities. Many tenants are unemployed or on low income. The service has specific provision for more vulnerable groups within the community. A significant proportion of new allocations are made to families and women with young children.
- 15.2 In undertaking consultation and examining potential options, the equalities impact for different groups of people will be considered, particularly black and ethnic minorities, women, disabled people and young people.

## **16 Conclusion**

- 16.1 It is currently forecasted that a rent rise of 5.05% (£4.61pw) will be applied to Council dwellings in 2014/15 under the rent restructuring formula.
- 16.3 The proposed timetable enables scrutiny of the budget and proposals by Public Accounts Select Committee in January/February 2014.
- 16.4 The consultation arrangements have been strengthened in the light of the Tenants Compact and Tenants Strategy Group are asked to consider the proposals accordingly.

**If you require any more information about this report please contact Mark Humphreys on 0208 314 8379 ( e-mail [mark.humphreys@lewisham.gov.uk](mailto:mark.humphreys@lewisham.gov.uk))**

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# Agenda Item 8

Housing Select Committee		
<b>Report Title</b>	Housing Matters Update	
<b>Key Decision</b>	No	Item No. 8
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Customer Services, Executive Director for Resources, Head of Law	
<b>Class</b>	Part 1	Date: 4 December 2013

## 1. Summary

- 1.1. This report provides Housing Select Committee with the content of the Mayor & Cabinet report on Housing Matters which is scheduled to be considered on the same day as that of the Committee meeting.
- 1.2. Most of the substantive elements of this report have been discussed in detail at previous Housing Select Committee meetings. This is particularly the case with the results of the last stage of the Housing Matters consultation, the progress and proposals for the new build programme – including the proposition for a mixed tenure development programme – and the detail around new standards for older people’s housing.
- 1.3. However there are two aspects of this which contain some limited new information or proposals, and on that basis are reported to Committee as well. Those two aspects of the programme are as follows:
  - The manner in which the next stage of the Housing Matters consultation will take place.
  - The recommendation that consultation is commenced with the residents of the Council’s two extra care schemes at Kenton Court, in Sydenham, and Somerville, in New Cross, to enable them to move to new build extra care housing if they choose.
- 1.4. The results of the past phase of the Housing Matters consultation have previously been reported to committee and these are now included here for Mayor & Cabinet. In addition, the uncertainty around the stock transfer guidance, also discussed at previous Committees, is detailed.
- 1.5. Paragraphs 6.28 to 6.31 of the report combine this information and set out how the next stage of the consultation will be delivered. To summarise, they state that given the level of uncertainty around some key financial issues that would underpin the rationale for any possible stock

transfer, the priority for the next phase of the programme should be to take stock of the current situation, the available options and then to compare those to the views and preferences expressed by residents

- 1.6. To support this assessment, Lewisham Homes will undertake a more locally based conversation with residents. This will focus on three things: the ways in which residents can participate in the delivery of services and influence the decisions that affect them; the services that residents receive and how they can be improved; and the ways in which investment should be targeted locally to improve homes and places. Housing Select Committee will be fully apprised of the progress of this conversation.
- 1.7. The recommendation to commence a consultation with the residents of the Kenton Court and Somerville extra care schemes is detailed at paragraphs 9.9 to 9.29. These set out that the current extra care provision does not meet the standards for modern extra care, as discussed at the previous Committee. Given this, and to enable residents of these schemes to move to new provision if they choose, it is recommended that officers commence a consultation with the residents of the schemes about both their housing and their care and support needs. Progress in delivering this consultation will also be regularly reported as required by Committee.
- 1.8. Set out from this point forward is the Mayor and Cabinet report on Housing Matters scheduled for consideration on 4 December 2013.

<b>MAYOR AND CABINET</b>		
<b>Report Title</b>	Housing Matters Programme Update	
<b>Key Decision</b>	Yes	Item No.
<b>Ward</b>	All Wards	
<b>Contributors</b>	Executive Director of Customer Services, Executive Director for Community Services, Head of Law	
<b>Class</b>	Part 1	Date: 4 December 2013

## **1 Summary**

- 1.1. The Housing Matters programme was launched in July 2012 in response to the severe housing challenges in Lewisham and across London more generally. The programme consists of three interlinked streams of work designed to address those challenges.
- 1.2. First, it is reviewing the options for the future ownership and management of the Council's housing stock so as to maximise investment in existing housing and the supply of new homes.
- 1.3. Second, it is delivering against the target for the Council to build at least 250 new homes by 2017, the first new Council housing in Lewisham for 30 years.
- 1.4. Finally, it is reviewing the Council's specific policy and approach to older people's housing and is targeting new and additional investment to drive improvements in existing housing and much needed new modern extra care facilities.
- 1.5. This paper presents for Mayor and Cabinet a summary of the progress that has been made in delivering against each of these objectives, and sets out a series of recommendations in relation to the new build and older people's housing aspects of the programme.

## **2 Purpose of report**

- 2.1 To set out an update on the Housing Matters review of the options for the ownership and management of the Council's housing stock, and the manner in which the next stage of this process will be delivered.
- 2.2 To set out an update on progress in delivering against the target of 250 new homes by 2017, and to present for approval the proposed next phase of development.
- 2.3 To present the results of a S105 consultation regarding the disposal of land at the corner of Mercator Road and Blessington Road, in Lewisham Central, and to recommend that the said land be declared surplus to the Council's requirements.
- 2.4 To provide an update on the development of new specialised "extra care" housing, and to set out a summary of the condition of the Council's current extra care housing including that there is no viable option for refurbishing that housing to meet modern standards.
- 2.5 To recommend that a consultation be commenced with the residents of extra care accommodation at Somerville in New Cross and Kenton Court in Sydenham, to establish their housing options and care requirements and enable them to move to new-build provision as it becomes available

## **3 Recommendations**

It is recommended that the Mayor:

- 3.1 Notes the progress of the Housing Matters consultation so far and the proposals for continuing the conversation in the next phase;
- 3.2 Notes the progress on the new build programme, and proposals for the next phase of development and agrees that plans for the six sites identified in paragraph 7.5 and Appendix A of this report be developed in consultation with residents and Tenant and Resident Associations, in order for the carrying out of statutory consultation pursuant to Section 105 of the Housing Act 1985 with the results of that consultation being reported back to Mayor & Cabinet for consideration, including appointing to the Architect and Employers' Agent roles at an estimated cost £550,000;
- 3.3 Agrees the proposed tenure mix of social rent and private sales on the next phase of development in order to cross-subsidise the tenanted units, increase the number of homes that can be built with available resources, and achieved more mixed tenure development;

- 3.4 Agrees that officers should develop options for intermediate housing options such as shared ownership and other intermediate rental models which might then be incorporated in later phases of the build programme;
- 3.5 Notes the comments made by secure tenants in response to the statutory consultation undertaken pursuant to Section 105 of the Housing Act 1985 in relation to the proposal for a new housing development on the corner of Mercator Road and Blessington Road, and having considered those comments agrees that this site should be declared surplus to the Council's requirements and that authority to finalise the terms of any disposal to Pocket Living is delegated to the Executive Director for Resources and Regeneration, in consultation with the Director of Regeneration and Asset Management and Head of Law, subject to the Executive Director for Resources and Regeneration being satisfied that the disposal is for market value;
- 3.6 Notes that the Council's existing extra care schemes at Kenton Court and Somerville do not meet the standards demanded of modern extra care housing, and that feasibility studies show that it is not possible to refurbish the existing blocks into viable extra care schemes meeting modern standards;
- 3.7 Agrees, on that basis, that officers should start the process of consulting with the residents of the Kenton Court and Somerville extra care schemes, to establish their housing options and care requirements and enable them to move to new-build provision as it becomes available and other provision as appropriate to their care needs; and
- 3.8 Agrees that discretionary payments be made to tenants of Kenton Court and Somerville who would like to be re-housed at levels that are in accordance with the Land Compensation Act 1973 and notes that the estimated total sum of such payments is £186,000.

## **4 Policy Context**

- 4.1 Addressing issues relating to the quality and quantity of housing stock in the borough relates directly to the Council's Sustainable Communities Strategy (clean, green and liveable) and to the Council's corporate priorities (decent homes for all).

## **5 Background**

- 5.1 In July 2012 the results of a technical and financial appraisal of the options available to the Council to meet the growing pressure on housing in the

- borough and London were presented to Mayor and Cabinet. As a result, the “Housing Matters” programme was launched, with three objectives: to investigate how the different options for the ownership and management of Council homes might enable greater investment and improve housing services; to build 250 new homes by 2017; and to continue to review the provision of housing services specifically for older residents, and to develop options for how those might be improved.
- 5.2 In January 2013, Mayor & Cabinet received the first update on progress in delivering these three objectives. This included the results of a first stage of consultation with residents about the future ownership and management of Council homes, which found strong support among residents for Lewisham Homes.
- 5.3 As a result Mayor & Cabinet agreed that the number of options under consideration for the ownership and management of Council homes be reduced to two: either that the current arrangement with Council ownership and management services provided by Lewisham Homes be retained, or that Lewisham Homes takes over ownership of the homes, is no longer constrained by HRA borrowing limits, and accesses greater investment capacity for homes and places.
- 5.4 Mayor & Cabinet also agreed to commence consultation with residents living near to the first four potential sites for new homes, to bid to the GLA Care and Supported Housing Fund for £2.3m to support the delivery of a new extra care facility near Lewisham Park, and to support Phoenix Community Housing, through S106 funding, in its bid to the same fund for a new extra care facility next to Hazelhurst Court in Bellingham.
- 5.5 In May 2013 Mayor & Cabinet received an update specifically on the new build programme, and agreed that the Mercator Road site in Lewisham Central should be prioritised for the first new homes as part the partnership home building programme between the council and Lewisham Homes, which was to be known as “New Homes, Better Places”.
- 5.6 In the intervening period good progress has been made across all three strands of the Housing Matters programme. This report updates Mayor & Cabinet on that progress for each strand, and sets out a series of recommendations to enable the next phase of the programme to be delivered.

## **6 Housing Matters resident consultation and strategic review**

- 6.1 A full legal, technical and financial appraisal of the investment required for the Council’s current housing stock and of the ownership and management options that might meet both current demand and the need



to increase supply to address broader challenges in the housing economy was presented to Mayor & Cabinet in July 2012.

- 6.2 This appraisal found that there was an estimated gap of £85m between the funding available to the Council within the following ten years under the current structure, and the investment needed to achieve all its policy objectives, which included improving sheltered and extra care housing, meeting and maintaining homes at the Decent Homes standard, and developing at least 600 new homes on infill sites.
- 6.3 Following this appraisal Mayor & Cabinet agreed that a consultation with residents should be launched to test their opinions and ambitions and their views in relation to four options for the future ownership and management of Council homes, which were:
  1. To remain with the current ALMO structure
  2. To bring the ALMO back within the direct management of the council
  3. To explore transferring ownership of the stock to either
    - a. An existing RP or
    - b. A mutual model with a high degree of resident and tenant control and influence.
- 6.4 In January 2013 an update was presented to Mayor and Cabinet setting out the results of this consultation with residents, in which more than 2,000 resident views were obtained. The key findings were that:
  1. There was a high level of agreement with the Council's priorities, residents felt that the Council was right to investigate how it could attract additional investment, and also agreed that the Council should find ways to increase their influence over decisions that affect them.
  2. Residents were concerned about the impact of change, and especially transfer of ownership, on their rights as tenants, the rent that they pay, and their security of tenure.
  3. Residents expressed strong support for Lewisham Homes. Resident satisfaction with the services Lewisham Homes provides was high, and throughout the process the option to retain the ALMO with Council ownership of the stock was the most popular.
  4. In general, residents' understanding about the issues and options was low at the outset of the consultation. Varying methods of engagement were used to raise understanding, and as a result the responses to the different elements of the consultation are based on varying levels of understanding among the respondents.
  5. Levels of understanding were particularly low among respondents to the online and postal survey, and especially in relation to the proposed options, with less than a quarter of residents saying that they felt they fully understood the two transfer options.

6. Residents preferred retention with the ALMO to retention with a return to Council management.
  7. Little support was expressed for transfer to an existing housing association in any of the various consultation mechanisms.
  8. Support for a resident-led option was more varied. Support was higher among tenants who had time to consider the options in more detail, such as members of the resident steering group or tenants who attended presentations about the options. However, in the online and postal survey, support for a resident led option was similar to that for a housing association.
- 6.5 After considering these findings, Mayor & Cabinet agreed that the number of options under consideration should be reduced and agreed:

that the Council works alongside residents, Lewisham Homes and other bodies to better understand how, by retaining but evolving Lewisham Homes - with a view to a possible transfer of ownership to Lewisham Homes as a resident-led organisation – it might attract further investment, increase resident control, deliver residents' aspirations and address their concerns.

- 6.6 Since January there have been two key strands of activity that are now reported here for Mayor & Cabinet to consider. The first of those was to compile a better understanding of the views of residents in relation to their aspirations and needs for investment in their homes, and their views in relation to Lewisham Homes and any potential changes to its role and structure in the future. The second of those was to further and better understand the extent of further investment in homes and estates that might be made possible through the evolution of, and potential stock transfer to Lewisham Homes.

#### Further resident consultation

- 6.7 Lewisham Homes carried out a planned programme of door-knocking and telephone contact with residents across its management area from February until the end of May 2013 with the aim to complete 2,000 surveys. The design and structure of this programme was approved by Council officers and it was overseen by both the new Independent Tenant Advisor, Solon, and the Residents Steering Group.
- 6.8 The purpose of the consultation was to:
- Continue to raise awareness of the Council's Housing Matters consultation;
  - Increase residents' understanding of the options being considered;
  - Gain a better understanding of resident priorities for improvements to services, their homes and community; and

- Understand the way the options being considered might address residents priorities and concerns.
- 6.9 Lewisham Homes consultation team captured the views of 2,144 residents (about 14 per cent) across a representative range of age groups and areas of the borough. It is likely that through this exercise the team would have spoken to more than 6,000 residents about the consultation, helping to raise awareness of the issues for housing in Lewisham. The results of this exercise can be considered in three main areas: residents' understanding, their investment priorities, and their views in relation to the options.
- 6.10 It is positive to note that 90 per cent of respondents felt that they had some understanding of the two potential future options (i.e. Lewisham Homes as an ALMO, and a newly constituted Lewisham Homes which owns the stock). This was an improvement on the 60 per cent found in the exercise carried out in the autumn of 2012.
- 6.11 However it has to be noted that at this stage residents have been provided only with limited information about the two options. There will need to be much greater information available at an appropriate point in the future to enable residents to continue to develop their understanding and awareness of the issues and options under consideration.
- 6.12 Residents were also asked about their priorities for their homes and communities. They were asked to suggest three main priorities for improving where they lived, including their home, services, block and external areas. The survey produced consistent residents' priorities across all areas of the borough, with security and safety, improvements to communal areas and the completion of the Decent Homes programme most commonly mentioned by respondents. The most common priorities for service improvement were response repairs, better enforcement of tenancy conditions and tackling anti-social behaviour.
- 6.13 This information provides an excellent basis for further and more localised conversations with residents about how they would wish to improve their homes and estates, and thereby to develop a more detailed assessment of the long term investment required to achieve those aspirations.
- 6.14 Residents were also asked to consider whether, in principle, they thought it was a good idea for Lewisham Homes to evolve into a new organisation. Residents had limited detailed information on which to base their assessment, and so it is important that the answers they gave should not be over-interpreted. Potentially at a later point in this process, if and when there is much more detailed information for residents to consider about what the evolution of Lewisham Homes would mean for them, their tenancy rights and the investment that will be made in their homes and

estates, then it will be appropriate to draw firm conclusions. That would happen during the build up to a ballot which, for the avoidance of any doubt, is very unlikely to be possible within the next eighteen months.

- 6.15 At this stage however, the results should be interpreted as a guide to resident perceptions, at a very high level. The survey found that 33 per cent thought it was a good idea to evolve Lewisham Homes into a new organisation, 31 per cent were unsure, and 35 per cent did not think it was a good idea. Perhaps the most reasonable way to summarise these results is to say that residents were open minded to the idea, although they were not particularly enthused one way or the other. It is clear that there was no groundswell of opinion supporting the evolution of Lewisham Homes but, equally, there was no strong opinion against either.

#### Financial and other considerations

- 6.16 As well as reviewing residents' views and perceptions, officers have undertaken further work to test the feasibility and options for the evolution of Lewisham Homes into a new type of organisation that is outside of the borrowing constraints imposed on the Council, and therefore is able to access greater investment for Lewisham's homes and communities.
- 6.17 A very large part of this has been to assess the external environment and the policy and legislative changes that will have a bearing on any future change. The following paragraphs briefly summarise the three main factors that have been considered and that have the greatest bearing on the options for the evolution of Lewisham Homes.
- 6.18 Probably the most important factor over the past nine months has been the continued uncertainty regarding Government's policy position in relation to stock transfer and whether any financial support might be available to facilitate stock transfers where residents preferred that option.
- 6.19 In particular this relates to the significant delay in the publication of the DCLG stock transfer manual. This is important even at this early stage because the manual sets out the process and timetable required for stock transfer, and the information that Government would want to see to justify a debt write off, which historically has been available to transfer organisations. There is currently about £85m of debt associated with the housing stock being considered by this process and so the availability of debt write-off would have a very significant impact on the financial case for stock transfer.
- 6.20 Officers had originally expected the manual to be published in the spring of 2013. In fact, although a draft consultation version was available in July, the final version was only published on 12 November. This guidance runs

for the period until March 2015, after which the position of any future Government is not clear.

- 6.21 The key element of the guidance for the Council is that it requires all stock transfers to complete before its expiry at the end of March 2015. It is not feasible that a full stock transfer process could be completed in Lewisham in that timeframe, given the current early stage of consultation with residents and the fact that no clear preference has been stated by residents for transfer. It is therefore clear now that there can be no certainty about how Government may treat a transfer in Lewisham, and whether it would make funding available to write off debt in that scenario, at the point at which any transfer could take place.
- 6.22 This is not to say that the programme should not continue to consider all options for the evolution of Lewisham Homes, including potentially a stock transfer. Rather it is important that Mayor & Cabinet is aware of the inherent uncertainty about the financial and strategic parameters of such a transfer because at this point the position that Government will take in that regard is unknowable. As this process continues officers will continue their dialogue with Government to better understand the position that may be taken in the future, and also to consider other options for the evolution of Lewisham Homes that are subject to less strategic uncertainty.
- 6.23 More positively for the Council, the second key factor for consideration is the Government announcement, made in the Comprehensive Spending Review in June 2013 that two new funding streams will be made available. These impact directly on the issues being considered by this review and therefore their availability will affect the strategic financial modelling that underpins this process.
- 6.24 The first of these funding streams is additional capital funding for Decent Homes improvements for 2015/16, the year after the current funding for Decent Homes expires. Initial feedback from the GLA, which will be managing the funding, indicates that the money will be targeted at local authorities with more than ten per cent non-compliance with the Decent Homes standard at the end of the current funding round in March 2015. Current projections show that approximately 19 per cent of the stock managed by Lewisham Homes will be non-compliant at that time, and on that basis Lewisham will be strongly placed to bid for additional funding, potentially for as much as £12m.
- 6.25 The second funding stream is the announcement of further grant funding for new build affordable housing. With a target of 600 new homes as part of the programme, the availability of such funding – and the rules surrounding how it will be allocated – will again have a significant impact on the financial appraisal which underpins this process. The funding

prospectus for both the new build and the Decent Homes funding rounds is expected in late December 2013 or early 2014.

- 6.26 The final consideration that affects the rationale for choosing if and how Lewisham Homes might be evolved is the success or otherwise of the myriad other models emerging and being developed to enable investment outside of HRA borrowing limitations imposed by Government.
- 6.27 Officers understand that a number of Authorities, particularly in London, are considering a range of methods for the creation of housing vehicles which can attract additional investment into housing, and will monitor the development of those closely, as the success of other models might provide a basis on which the evolution of Lewisham Homes can be delivered.

#### Next steps for the Housing Matters programme

- 6.28 Given all of these contextual factors, and in particular the development of new models for housing investment and the timetabling problems caused by the delay to and subsequent content of the stock transfer manual, the priority for the next phase of the programme is to take stock of the current situation, the available options and then to compare those to the views and preferences expressed by residents
- 6.29 To support this assessment, Lewisham Homes will undertake a more locally based conversation with residents. This will focus on three things: the ways in which residents can participate in the delivery of services and influence the decisions that affect them; the services that residents receive and how they can be improved; and the ways in which investment should be targeted locally to improve homes and places.
- 6.30 The conversation will generate two important sources of information which in turn can inform future choices. First it will generate a much more local perspective on the need for housing investment, and the ways that homes, estates and places generally should be improved. This will enable local “action plans” to be developed to set out to the Council the sorts of improvements that residents wish to see in each place. Second, in combination the investment requirements set out in these plans will help to guide the Council in its decision making about the most appropriate form for any future evolution of Lewisham Homes to take.
- 6.31 Further reports to Mayor & Cabinet setting out the progress in delivering this programme, and the results it generates, will follow in due course.

## **7 “New Homes, Better Places” build programme: update and next steps**

- 7.1 In July 2012 Mayor and Cabinet decided that officers should bring forward options for the delivery of new housing on infill development sites, with an initial target of 250 new homes over the next five years. This target is being addressed in two ways: first Lewisham Homes is directly developing homes on the Council's behalf on Council-owned sites, and second the programme is supporting the development of new homes by partners for example by releasing sites or by providing finance to make new developments viable.
- 7.2 Excellent progress has been made in the first year of the programme, such that proposals for a total of 237 new homes have been developed across both delivery routes. The following sections set out those options in detail, and make recommendations for the next stage of the programme.

1. Lewisham Homes direct build programme

- 7.3 In May 2013 Mayor & Cabinet agreed that the disused garage site off of Mercator Road should be prioritised for the first new homes of what was to be called the "New Homes, Better Places" Programme. Planning permission was obtained for six new homes on this site in September, and this agenda contains a separate contract award report to Mayor and Cabinet (Contracts) to appoint a build contractor to build those homes. The contractor will start on site in January 2014, and the homes are scheduled to be complete and let by Lewisham Homes at social rents by the end of 2014.
- 7.4 In order to take the programme forward, consent is now sought from Mayor & Cabinet to take forward an additional six sites, which it is proposed will form phase two of the New Homes, Better Places programme. At this stage it is estimated that in total the Mercator Road site and the phase two programme will provide for around 100 homes, subject to the outcome of resident consultation and planning requirements.
- 7.5 For each of the sites PTE Architects has carried out development feasibility studies and initial consultation with surrounding residents has taken place on four of the six sites. Discussions have taken place with the Lettings and Support Service and Customer Services team at Lewisham Homes to inform the most appropriate mix of homes for each site.
- 7.6 Full details of the sites are contained in Appendix A, and a summary of that is presented in the table below for Mayor & Cabinet's approval

Site	Estimated number of units	Additional information
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Site	Estimated number of units	Additional information
Longfield Crescent, Forest Hill	23	Full details of this proposal were presented to M&C in January 2013. Subsequent consultation has shown general support for new homes, but some concerns over loss of amenity space. Residents would also value improvements to the footpath to Forest Hill station, and it may be possible too to improve access to the adjoining Albion Memorial Green.
Woodvale, Forest Hill	15	Full details of this proposal were presented to M&C in January 2013. Subsequent consultation has again showed general support for new homes. Residents were worried about the impact on nearby gardens and this proposal for 15 homes is smaller than the original proposal and addresses those concerns. Residents would value improved road access to the rear of the estate if possible as part of the process.
Lawn Terrace, Blackheath	6	This site has not previously been reported to Mayor and Cabinet. The proposal is for approximately six homes on the current garage site to the rear of Lawn Terrace and off of Prendergast Road. Initial consultation with the Lawn Terrace TRA has found that residents are concerned about the impact of development on them, particularly in terms of noise disturbance and increased density on the estate. Officers have committed to ensuring that the TRA is fully consulted in the design stage of any development on the estate.



Site	Estimated number of units	Additional information
Dacre Park/Boone Street (two sites), Blackheath	32	Full details of the proposal on one of these sites were presented to M&C in January 2013. The other site is a current garage block is to the south of Belmont Park at the junction with Dacre Park. Consultation at the main site found residents were concerned about loss of light, the impact on parking and the need to re-provide any lost play space, all of which will be factored into the design process in taking the schemes forward.
Achilles Street, New Cross	18	This site has not previously been reported to Mayor and Cabinet. The proposal is for approximately 18 homes on the current garage site to the east of Achilles Street, bordering Fordham Park.
Total	94	

- 7.7 Mayor & Cabinet is recommended to agree that plans for these sites be further developed, with a view to obtaining planning permission and subsequently procuring a build contractor as appropriate. If this recommendation is approved plans will be developed in consultation with residents and TRAs, sufficient for the statutory S105 consultation to take place. The results of the S105 consultations on all sites will subsequently be reported back to Mayor & Cabinet for consideration, prior to further approval to further develop plans and make a submission for planning approval being requested.
- 7.8 Two appointments will be required at this stage to develop these plans further, which will be for the Architect and Employers' Agent roles. The estimated cost of the works required by both of these appointments up to the submission of a planning application is £550,000 based on the cost of both appointments on the Mercator Road site, and the expected construction cost of the 94 new homes proposed here of £14.04m.
- 7.9 In instructing architects and other professional advisors to develop plans for these sites, it is important that there is clarity around the Council's preferred position in relation to tenure mix of the homes that will be developed. This is so that designs appropriate to the planned end use of

the homes can be developed, and commercial options for private sale can be identified, where relevant.

- 7.10 The impact of a mixed tenure programme on the volume of new homes that can be delivered using the same financial resources is set out in the following, indicative table:

	Scenario 1: All homes built for social rent	Scenario 2: 80% social rent, 20% sales	Scenario 3: 60% social rent, 40% sales
New homes at social rent	300	370	675
New homes for sale	0	90	450
Total new homes	300	460	1,125
Total capital requirement	£45m	£44.25m	£45m
<i>Assumptions: average build cost £150,000; average sales value: £275,000</i>			

- 7.11 To summarise this table, a programme for the construction of 300 homes for social rent would require the same net capital contribution from the Council as a programme for the construction of 370 social rented homes and 90 homes for private sale, giving a total 460 new homes. Taking the argument further, a 1,125 home programme would be possible for the same capital contribution if 450 were sold and 675 new social rented homes retained for social rent.
- 7.12 Put simply, by making a surplus on the costs of construction through the sale of a proportion of homes, the Council will be able to build more homes of all tenures including more social rented homes. A balance will need to be struck between creating a surplus to extend the programme into the future, and building the new social housing that is required to address the demand the Council faces today. However, given the additional capacity to build new homes that such a mixed tenure strategy offers, it is recommended that Mayor and Cabinet agree that officers should consider a mix of social rent and private sales on the next phase of development.
- 7.13 At present the Council has no model for shared ownership or shared equity which would enable residents to purchase smaller shares in new homes rather than buy outright. Having such a model would enable for a wider range of tenure types on future developments, and enable a greater number of residents to be able to benefit from the new housing the Council is developing. In addition, there are other intermediate and,

potentially, full market rental options that might be considered in the future where by doing so the viability of planned developments is improved and housing options are improved for a greater number of residents.

- 7.14 Mayor & Cabinet is therefore recommended to instruct officers to develop a range of models for intermediate tenures between social rent and outright sale for future agreement and subsequent inclusion in future phases of the development programme.
- 7.15 It is not possible at this early stage of design development on the phase two sites to state with certainty what the final tenure mix will be. However officers' early estimates of where private sale housing maybe viable and provide sufficient returns to pay for additional social housing elsewhere in the programme, suggest a possible mix on phase two of approximately 80 per cent social housing and 20 per cent private sale. This mix will be confirmed during the next stage of design and will be reported to Mayor & Cabinet for final approval at a later stage.
- 7.16 The following sets out the expected delivery programme for the phase two homes, if approved:
- Appointment of design team: January 2014
  - Design development, including consultation: January to March 2014
  - S105 consultation: April 2014
  - M&C consideration of S105 consultation and approval to proceed: April 2014
  - Planning submission: June 2014
  - Planning permission: September 2014
  - Contractor appointment: December 2014
  - Start on Site: January 2015
  - Completion: February to June 2016
- 7.17 In addition to this phase two of development, officers will continue to develop and appraise options for future sites and phases of development and will ensure that ward members and the Housing Select Committee are aware of those developing plans ahead of presentation to future Mayor & Cabinet meetings.

## 2. Supporting development through partners

- 7.18 In addition to directly building homes, the programme is also developing options for supporting the Council's partners to develop new build housing in the borough. This includes supporting our partners to bid for external funding, providing additional financial support to make schemes viable, and identifying sites which may be made available for others with access

- to external finance to build homes in line with the Council's strategic priorities.
- 7.19 In the first year of the New Homes, Better Places programme, opportunities have been identified for 137 new homes on three sites in this manner, and further details of these are set out below.
- 7.20 In January 2013 Mayor & Cabinet approved the submission of a Council bid to the Mayor's Care and Supported Housing Fund for £2.5m in support of a new extra care housing scheme of 51 units in Lewisham Central. This bid was successful and detailed planning, including securing vacant possession of the entire site, is underway. Officers have negotiated with the GLA to agree a start on site date of March 2015 at the latest, with completion of the homes by late 2016.
- 7.21 The delivery model for this scheme is that the Council will manage the design development process in parallel with procuring a registered provider partner which will subsequently take on the site, construct the scheme, own the homes and manage the housing and care provision. The Council will have full nomination rights to this scheme.
- 7.22 At the same meeting Mayor & Cabinet agreed in principle to provide capital funding, from S106 funds for affordable housing, to Phoenix Community Housing (PCH) for another new extra care scheme, of 60 units, adjacent to the existing Hazelhurst Court estate in Bellingham. PCH was successful in obtaining £2.6m from the GLA 'Building the Pipeline' fund to support the development and officers are working with PCH to support design development and ascertain the level of gap funding required. The timeframes for delivery on this scheme are broadly the same as for the Lewisham Park development.
- 7.23 The third opportunity is to introduce an innovative affordable home ownership product into the borough. Pocket Living is a developer of homes designed specifically to be affordable to people who fit the criteria for shared ownership in London. Their model is for small but very well designed blocks of mainly one bed homes for outright purchase. The homes are marketed at a discount – normally of 20 per cent – to the full market value. The discount is maintained in perpetuity through a covenant on the sale that limits re-sales only to people who meet the criteria for shared ownership in London and sales can be limited to people who either live or work in Lewisham. Restrictions on the sales mean that they are only available to owner occupiers and not for buy to let landlords.
- 7.24 Pocket has completed a small number of very popular schemes across London and, following the announcement that it had secured funding from the GLA for the construction of up to 4,000 Pocket homes in ten years,

officers have been in negotiations to identify potential sites for a development in the borough. These negotiations have not yet concluded, but a site has provisionally been identified that would suit the Pocket model and enable a viable development. Current estimates show that this would enable the construction of a scheme with 25 one bed units and one two bed unit.

## 8 Disposal of land adjacent to Mercator Road

- 8.1 The potential site for the Pocket Living scheme is land on the corner of Mercator Road and Blessington Road. This had been identified as a potential development site for the Council’s build programme, before Pocket Living identified it as a good site for its model.
- 8.2 The site consists of 20 garages, 14 of which are currently in use. If the site ceases to be used for its current purpose, officers and Lewisham Homes staff will work with the tenants of the garages to identify whether there are alternative garages available in the area.
- 8.3 The former Anton Bobb Community Centre is also on the proposed site. This building was used by the local TRA until it was disbanded in 2007. It was used infrequently afterwards for external bookings until December 2011 when an inspection by the Lewisham Homes Health & Safety team found that a new boiler would be required to enable hot running water on site for bookings, which there wasn’t at the time. Given the infrequent use of the Centre and the cost of replacing the boiler, the decision was made at that point to close the centre, and as such it has not been used for two years.
- 8.4 Given the proximity of the site to secure tenants living in the surrounding area, officers have carried out a statutory S105 consultation with those tenants about the potential disposal of the site to enable the construction of new homes. A copy of the letter that was sent to residents can be found at Appendix B to this paper. A site plan attached at Appendix C.
- 8.5 The consultation opened on 30 September and ran for 28 days. In that time one response was received which is set out below alongside officers’ response:

S105 Consultation response	Officer response
<p><u>Response 1</u> Would not support the proposal to build new homes on the site as it will mean the loss of garages. Suggests the Council should prioritise construction on other sites rather than at the expense of garages.</p>	<p>The development of this site will lead to the loss of 20 garages, 15 of which are currently in use. Officers will work with affected tenants to identify if there are any alternative options available, should the development proceed. It is not possible to develop new homes on this site without the loss of garages however.</p>

- 8.6 Any disposal of the site will be carried out in accordance with the requirements of Section 32 of the Housing Act 1985 and General Consent A3.1.1 of The General Housing Consents 2013 to ensure that the disposal is at market value. It is recommended that authority to finalise the terms of any disposal to Pocket Living is delegated to the Executive Director for Resources & Regeneration, acting on the advice of the Director of Regeneration and Asset Management and Head of Law.

## **9 Older People's housing**

- 9.1 In July 2012 Mayor and Cabinet decided that officers should review the Council's approach to housing for older people and bring the existing stock of specialised housing for older people up to the required standard. Since then officers have prioritised seeking funding for new high quality homes for older people, as well as setting out some broad principles to shape the delivery of housing to older people more generally, which are set out in the following paragraphs.
- 9.2 The key priority is to ensure that the Council is able to offer a better range of housing options for older people in Lewisham whether they are: active and pre-retirement; retired, independent and active; more frail and in need of support.
- 9.3 Officers have worked closely with specialists in the Adult Social Care and Health sectors in the borough and have consulted extensively, including with the Positive Ageing Council and Lewisham Pensioners Forum. As a result the following aspiration has been developed:

Lewisham Council wants to help people to maintain their independence for as long as possible and we want people's homes to be:

- suitable for their changing needs
- attractive, spacious and well located
- safe and secure
- affordable
- warm in the winter, comfortable in the summer
- able to maintain and improve people's health and wellbeing

- 9.4 In addition this process has set a standard for new accommodation to ensure that it meets the aspiration set out above and residents aspirations. That standard is that accommodation for older people should be:
- spacious - at least 50m<sup>2</sup> for a 1-bed unit
  - wheelchair accessible – 10% to an enhanced standard
  - self contained homes, with full bathroom facilities

- “Care ready”
- community focused
- mixed dependency

9.5 The sections that follow update Mayor & Cabinet on progress in implementing these new standards, and reviews the Council’s current extra care schemes against them.

#### New build extra care housing

9.6 The previous section set out how, as part of the new homes better places programme two new specialised housing schemes for older people are being developed, and will lead to the development of 111 new specialised homes for older people by the end of 2016.

9.7 In addition, Berkeley Homes has partnered with Notting Hill Housing Trust to develop 78 units of extra care accommodation in their development at Marine Wharf, SE16. This scheme is due to complete and handover in June 2014 and the Council has full nomination rights to it.

9.8 There will be a total of 189 new units of extra care in the borough by the end of the financial year 2016/2017, which provides an opportunity for tenants currently living in the Council’s outdated extra care accommodation to move into more modern housing if they choose.

#### Existing extra care provision

9.9 Extra care was originally developed as a concept in Lewisham in the mid-90s and was aimed to provide greater levels of care and support on-site to people in their own homes and there are currently 135 units in the borough.

9.10 55 of those units are within Lewisham’s own stock in two schemes – Kenton Court in Sydenham and Somerville in New Cross. In these two schemes housing management services are provided by Lewisham Homes and care and support services are provided by the Council’s in-house Supported Housing and Care Service along with domiciliary care from the external providers for those individuals that require additional support to manage their personal care needs.

9.11 The remaining 80 units are provided by Housing21 across two schemes in Grove Park and Deptford. Housing21 provides both housing management and care and support services under a contract that is due to end in 2017.

9.12 The Council extra care schemes within Lewisham’s housing stock were originally remodelled from existing hard-to-let sheltered housing schemes.

Somerville was opened as extra care in 1995 and Kenton Court was opened as extra care in 1999.

- 9.13 Somerville is made up of 21 small bedsits (of 29m<sup>2</sup> each) and 4 one bed units (42m<sup>2</sup>). The bedsits do not have bathrooms. There are assisted bathrooms and shower rooms with toilets on each floor for shared use among tenants. Kenton Court is comprised of 28 bedsit studio flats (approx 27m<sup>2</sup> each), two one-bed units and a single large 2 storey maisonette flat (73m<sup>2</sup>) that is currently being used as offices. Again the bedsit units do not have bathroom facilities, with tenants sharing facilities instead.
- 9.14 Neither scheme therefore meets the proposed new standard for modern extra care. The units are too small and they do not enable wheelchair access. Shared bathing facilities are not appropriate for tenants with additional care and support needs. These factors combine to mean that the levels of care that can be provided to the tenants are restricted by the physical fabric of the building.
- 9.15 Both schemes have had high void rates for a number of years, which may indicate that prospective residents also feel that the homes are not suitable for their needs. Since 2010, as an interim solution to the high number of void units and the increasing demand for short-term placements, four of these units have been used for a short term purpose, such as for people leaving hospital or for residents who are awaiting re-housing following a change in their support needs.
- 9.16 Detailed stock condition surveys of both buildings have been carried out. The results of these confirm that both buildings are not suitable for continued use as extra care in their current form. This review also assessed the possibility of remodelling both buildings in order to achieve the new standard set out above. This would have required the conversion of the bedsits into one-bed flats and the modernisation of the communal areas.
- 9.17 The conclusion of this exercise was that significant investment of over £1million would be required to carry out this remodelling, in addition to on-going maintenance costs. The conversion of bedsits to one bed units would also reduce the number of units in both schemes by nearly half, from 55 to 29, with a loss of 26 units.
- 9.18 External benchmarking of extra care schemes run by other local authorities and housing associations suggests that a minimum of 42 units is required to create a sustainable and viable extra care scheme. This number of units allows for the sharing of management costs across a sufficient number of tenanted properties, and also allows for larger



communities with people with a range of care and support needs to live in the scheme. Smaller schemes are likely to need to focus more on people with greater care needs, which is not consistent with the ambition to create communities made up of people with a mix of support needs who can, in part, help to support each other, enabling residents to retain greater independence for longer.

- 9.19 In addition any remodelling would require significant disruption to residents, including that most tenants would need to be decanted temporarily while the works were carried out.
- 9.20 It is clear therefore that the existing buildings at Somerville and Kenton Court are not suitable for extra care at present and that it is not viable for them to be refurbished to meet the new standard set out above. Given all of this, Mayor & Cabinet is asked to agree that officers should explore better housing standards and options for the tenants at the Kenton Court and Somerville extra care schemes, to establish their housing options and care requirements and enable them to move to new-build provision as it becomes available or to other suitable alternative homes according to their needs and wishes.
- 9.21 Some existing tenants may wish to move into alternative extra care housing at Marine Wharf, and it is timely to start talking to tenants in the early 2014 so that they can take advantage of the properties which are available in this development from June 2014
- 9.22 As well as the new build supply of extra care housing, and the Housing21 extra care schemes, some tenants may prefer other options available to them. These options include moving to Sheltered Housing (either Lewisham Homes Sheltered properties, or sheltered housing provided by another Registered Provider). They may also prefer to consider a move to general needs housing, including adapted ground floor properties.

#### Current tenants of Somerville and Kenton Court

- 9.23 There are currently 14 tenants at Kenton Court and 17 tenants at Somerville. In Kenton Court tenants range in age from 55 to 90. In Somerville tenants range in age from 63 to 94. At present the average number of care hours provided at Kenton Court is 4.5 hours per week (range 0 hours to 10 hours). The average number of care hours provided at Somerville is 7 hours per week (range 1 hour to 11.75 hours).
- 9.24 In order to better understand the housing needs of existing tenants officers propose that a programme of resident consultation is launched to ascertain tenants' current housing needs.

- 9.25 Full community care assessments will be undertaken to get up-to-date information on the care needs of existing tenants. Currently held local service data indicates that, for some tenants at least, care needs might be better met in another setting, either in alternative extra care accommodation (Housing21 or Marine Wharf), or in any of the other options available to tenants (depending on their assessed housing need).

#### Proposed process and timetable

- 9.26 In order to take full advantage of the new build extra care housing available at Marine Wharf in June 2014, officers will need to carry out care assessments and start discussions with tenants about the housing options available to them as soon as possible.
- 9.27 The initial conversation with tenants will focus on the recommendations included in this report and the process which will be followed. This process will include face to face meetings with tenants to assess their care needs and talk to them about the housing options which are available to them.
- 9.28 Tenants' families will also be involved, where this is the tenants wish, or where the tenant does not have capacity to understand the proposed change. An Independent Mental Capacity Advocate (IMCA) may also be engaged, as required, at the point at which assessments are carried out and future options are discussed.
- 9.29 The Council has an established and experienced approach to re-housing tenants. This includes financial compensation and practical support available to help people find suitable alternative accommodation, bid for properties, and to manage any transition to a new property. This approach would be fully utilised here in close discussion with family and carers as appropriate. Officers propose that the compensation will be a discretionary payment, to the same levels as provided elsewhere where tenants are re-housed where payments are in accordance with the Land Compensation Act 1973. Current home loss payments are £4,700 per household and disturbance payments are to cover reasonable costs associated with removals. The overall sum anticipated is £186,000.

## **10 Financial implications**

- 10.1 The Council's 30 year financial model for the Housing Revenue Account includes provision for the build of 250 properties at an average cost of £150k each (adjusted for inflation) over the first 10 years of the model;
- 10.2 The fees of £550k arising from the engagement of the Architect and Employers' Agent is included in that provision (recommendation 4.1.2).

- 10.3 A potential loss of income of approximately £10k will arise from the decision to declare the land on the corner of Mercator Road and Blessington Road surplus to the Council's requirements. This can be managed within the Council's HRA business model although it is hoped that the loss may be mitigated by letting vacant garages elsewhere to current users (recommendation 4.1.6).
- 10.4 The Council's 30 year financial model for the Housing Revenue Account also includes provision of £17m to raise the standard of older people's housing, again over the first 10 years of the model.
- 10.5 The proposed home loss compensation payments of up to £186k will be met from that provision (recommendation 4.1.8).
- 10.6 Any additional costs arising from the review of care needs of the tenants at Kenton Court and at Somerville will be considered by the Community Services directorate as a part of their normal budget management process (recommendation 4.1.7).

## **11 Legal implication**

- 11.1 The Council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power. The Council can therefore rely on this power to carry out housing development, to act in an "enabling" manner with other housing partners and to provide financial assistance to housing partners for the provision of new affordable housing.
- 11.2 Section 105 of the Housing Act 1985 provides that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of housing management to which the section applies. The section specifies that a matter of housing management is one which relates to the management, maintenance, improvement or demolition of dwelling houses let by the authority under secure tenancies and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. The section further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. This report therefore asks the Mayor to note and consider the comments made by secure tenants in response to the statutory consultation undertaken pursuant to Section 105 of the Housing Act 1985 in relation to the proposal for a new housing development on the corner of Mercator Road and Blessington Road, prior to declaring the site surplus to requirements and approving its

disposal on the basis outlined in this report. This report also seeks authority to carry out statutory consultation in relation to the plans for the additional six sites, which it is proposed will form phase two of the New Homes, Better Places programme, with the results of that consultation to be reported back to Mayor & Cabinet for consideration in due course.

- 11.3 In accordance with Section 32 of the Housing Act 1985, a local authority may not dispose of land held for housing purposes (Part II) without the consent of the Secretary of State. The Secretary of State has issued The General Housing Consents 2013 under Section 32. General Consent A3.1.1 permits a local authority to dispose of land for a consideration equal to its market value. This report recommends that authority to finalise the terms of any disposal of the Mercator Road site to Pocket Living is delegated to the Executive Director for Resources and Regeneration, in consultation with the Director of Regeneration and Asset Management and Head of Law, subject to the Executive Director for Resources and Regeneration being satisfied that the disposal is for market value. On that basis, a specific Ministerial Consent will therefore not be necessary for the disposal.
- 11.4 General Consent A3.1.1 will also apply to any disposal of new build properties for private sale, provided this is at market value. The General Consent also includes the grant of any shared ownership lease.
- 11.5 Section 106 and Schedule 3A of the Housing Act 1985 set out the formal consultation requirements for stock transfer. Schedule 3A applies in place of Section 105. Essentially, the required process has two stages, requiring a Stage 1 and Stage 2 Notice. There is only a statutory requirement to undertake a ballot in the case of stock transfer.
- 11.6 At this stage in the process, the Council has been carrying out the S105 formal consultation. See paragraphs 8.4 and 8.5 above.
- 11.7 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 11.8 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
  - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - advance equality of opportunity between people who share a protected characteristic and those who do not.

- foster good relations between people who share a protected characteristic and those who do not.

11.9 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

11.10 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

11.11 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

11.12 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

## 12 Crime and disorder implications

12.1 There are no specific crime and disorder implications.

### **13 Equalities implications**

13.1 The report sets out that the Council's existing extra care schemes do not meet the standards demanded of modern housing for older people. The recommendation is that officers begin the consultation process with the residents of the existing extras care schemes at Kenton Court and Somerville to identify their housing and their care and support needs, in order to allow those residents to move into new modern accommodation as it becomes available.

13.2 This recommendation therefore has a positive equalities implications in relation to older people, in that the commencement of this process will enable older residents living in accommodation that does not meet the Council's standard to move, if they choose to do so.

13.3 Consultations of this nature require careful planning and considered communication to avoid unnecessary distress to residents. A detailed communications plan will inform the manner in which this consultation is delivered, and in turn will ensure that the consultation is sensitive residents' needs and responds to any concerns they may have. All residents will be supported by a dedicated officer and will be visited on a regular and individual basis to better understand their circumstances and requirements, such as language, mobility and support needs, so that these can be taken into account. The consultation and communication will be inclusive of any family members and/or advocates of the residents.

### **14 Environmental implications**

14.1 Any new housing provided will be built to the standards required by planning as a minimum and wherever possible, in design or viability, include higher and more innovative environmental elements.

### **15 Background documents and originator**

<b>Short Title of Document</b>	<b>Date</b>	<b>Location</b>	<b>Contact</b>
Future of Housing	18 January 2012	3 <sup>rd</sup> Floor Laurence House	Jeff Endean
"Housing Matters": New investment and delivery approaches	11 July 2012	3 <sup>rd</sup> Floor Laurence House	Jeff Endean
Housing Matters Update	16 January 2013	3 <sup>rd</sup> Floor Laurence House	Jeff Endean

Housing Matters Update	22 May 2013	3 <sup>rd</sup> Floor Laurence House	Jeff Endean
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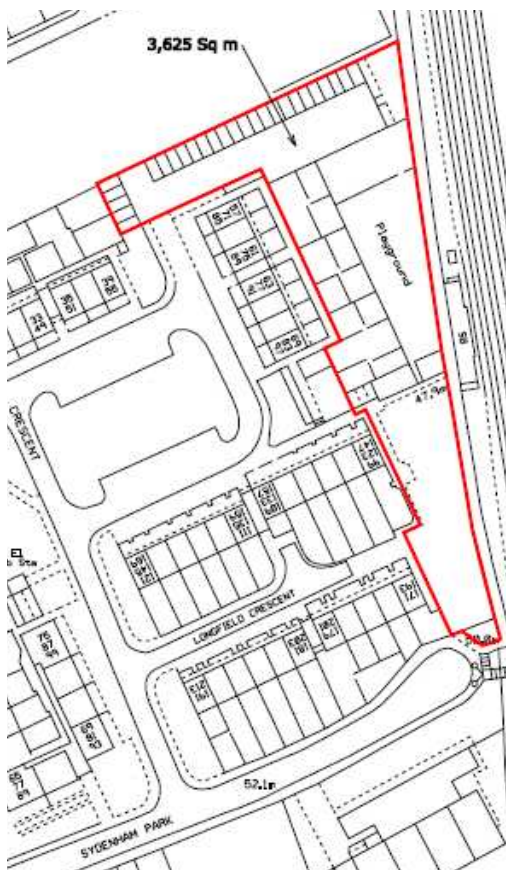
15.1 If you would like any further information on this report please contact Jeff Endean, Housing Strategy and Programmes Manager on 020 8314 6213.

## **Appendix A: Summary of proposed schemes**

Further information regarding the six proposed sites for the next stage of the new build programme is set out below.

### **Site 1: Longfield Crescent, Forest Hill**

#### Site



#### Proposal

The site comprises a garage area and two areas of land adjacent to 99-147 and 171-201 Longfield Crescent. The garage site at Longfield Crescent could provide 7 family homes in a mews type development. The garage block currently contains 25 garages of which 8 are empty, and of the remaining 17 only 8 are rented by local residents. The remaining two sites here would involve the development of 'bookend' blocks to 99-169 and 171-213 Longfield Crescent providing 16 flats in total.

These could be built on the flank ends of two of the existing blocks; one of which is five storeys and another which is four storeys. The new buildings would be built on grassed open space with no real loss of amenity to existing residents with footprints of around 150m<sup>2</sup>. There would still be significant areas of green space in the locality. Alongside the new homes it is envisaged that improvements to existing 'detached gardens' could be included in this scheme.

#### Consultation feedback:

A leaflet containing an outline design was distributed to all households in the vicinity inviting them to attend a public consultation event on 11 February 2013, or to respond with comments to Council officers. A total of 20 feedback forms were received, which identified:

- Some concerns about the loss of green space and impact on light
- The prospect of removing run down individual garden plots and replacing with improved communal landscaping was generally well received
- The idea of bookend blocks attached to existing blocks providing lift access for existing residents appeared attractive, though the impact on service charges would need to be carefully considered
- Concerned that the proposals would have a negative impact on the community on the estate causing overcrowding and further parking problems
- Support for new build if there was a local letting plan of some sort and scope for residents to be involved in the design of the scheme
- Would like windows to individual properties renewed
- Would like provision of good play facilities for younger children
- Would like to see better access to footpath along railway line and better access to the Albion Millennium Green conservation area
- Generally the plans were well received, with residents understanding the need for new housing and that this could be achieved with a better use of space

Council Officers also carried out a door knocking exercise to speak with those residents directly affected by the potential loss of their individual garden plots which are situated away from the block where they live. Overall the response from these residents was that the gardens were little used and that providing some communal space in place of the garden plots would be welcomed

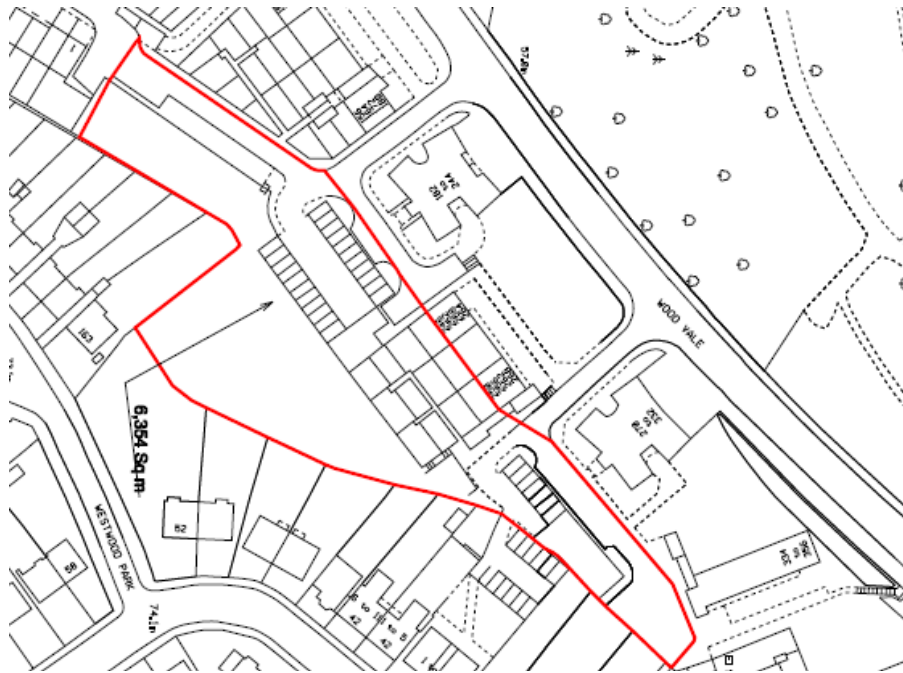
#### Site Constraints:

Longfield Crescent is a narrow road and access for construction would be best via Sydenham Park which would minimise disruption for existing residents. The site is adjacent to the railway and the design of the new homes would need to address this.



## Site 2: Woodvale, Forest Hill

### Site



### Proposal

Development of this site would involve the demolition of 22 garages of which 9 are currently empty. Of the remaining 13 only 5 are rented by residents on the estate. The new scheme could provide 15 homes. The proposals to be further developed would also look at whether a mix of houses and flats might be possible to help provide options for under-occupying residents, although this could affect the number of homes delivered. Improvements to the existing 'detached' garden areas could be included in this scheme as well as consideration to improving the amount of parking possible on existing land.

### Consultation feedback

A leaflet containing an outline design was distributed to all households in the vicinity inviting them to attend a public consultation event on 14 February, or to respond with comments to Council officers. Council Officers also carried out a door knocking exercise to speak with those residents directly affected by the potential loss of their individual garden plots.

- A total of 24 feedback forms were received, which identified:
- Concerns regarding the state of repair of the garages
- Fly tipping in and around the garage area
- Concerns about loss of car parking provision
- Narrow and limited vehicle access is problematic with careless parking blocking the route in and out
- Overall the feedback was positive. Residents were keen to see a local letting scheme to provide suitable homes for older people on the estate in

order to release under occupied family sized housing which is already there

- Also suggested that this should be a shared ownership scheme as enough
- Social housing on the estate already
- Major concerns raised regarding loss of garden plots. Vast majority of residents directly affected are leaseholders and they are not in favour of losing the garden plots, many of which are used as allotments or general garden spaces
- Residents also wanted to improve the 'desire line' pathway through the estate to the school on Honor Oak Road.

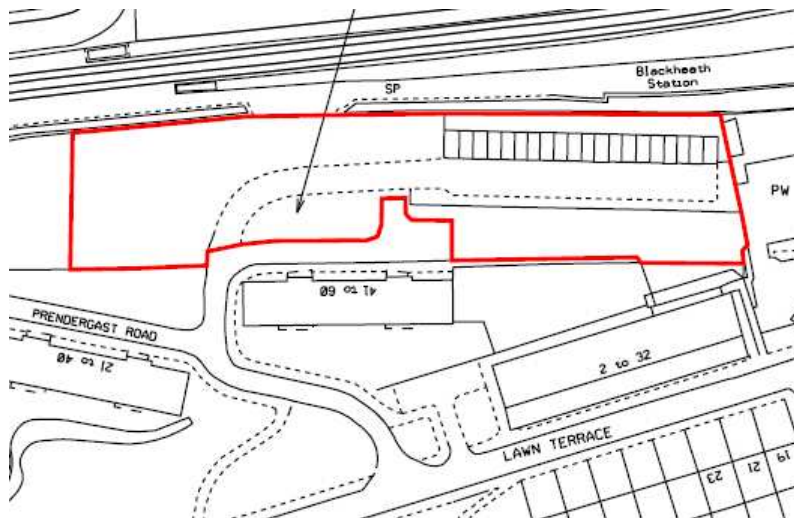
#### Site constraints

As with all of the sites so this is a constrained site. Additionally at Woodvale there are topographical issues with the land sloping down towards the site from Canonbie Road and Westwood Park to the east.

### Site 3: Lawn Terrace, Blackheath

#### Site

This site contains 20 garages. All are empty and all are in a poor state of repair. The site could provide up to 6 houses or 12 flats depending on the further consultation and needs analysis to be carried out on the surrounding estate.



#### Consultation feedback

An initial meeting has been held with residents and all residents have been invited to a further meeting to discuss outline proposals. The concerns expressed at the initial meeting were:

- Concerns about over-development
- Lack of play space for older children on the estate already and this area could be used as a ball court
- At present there are major parking issues due to commuter parking in already limited space
- Whilst understanding that new homes were needed in the borough they did not want more family homes here as there already large numbers of children on the estate; would prefer smaller homes for under occupiers
- Wanted improvements to communal areas generally to be prioritised

Officers will continue to liaise closely with the TRA and involve them in the development of detailed designs for this site prior to any decision from Mayor & Cabinet to proceed.

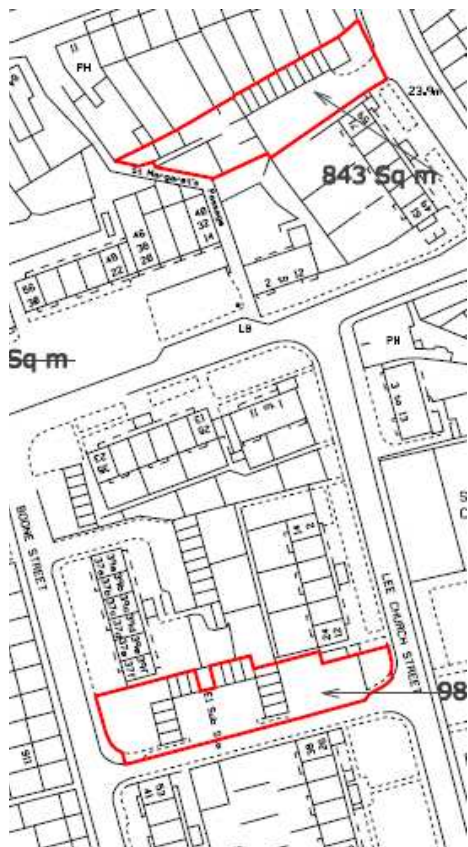
#### Site constraints

The site can only be accessed through the narrow estate roads so could present issue for delivery of materials. The land slopes from south to north and there may be the need for retaining walls. The railway runs along the northern edge of the site and the design of the homes will need to address this.

## Sites 4 and 5: Dacre Park/Boone Street (two sites), Blackheath

### Sites

There are two sites in the Dacre Park/Boone Street area as set out below:



The northern site adjacent to 49-71 Dacre Park currently contains 10 used garages. This site could contain five family houses. There are three possible development areas on the southern site which currently contains 31 garages in total of which 8 are empty, of the remaining 23 only 7 are rented by residents on the estate. There are 30 garages available elsewhere in the vicinity for those who live on the estate and wish to retain a garage; 7 of these are currently vacant.

Development on both sites could provide up to 32 new homes for both families and smaller households who are currently under-occupying larger homes. Three flatted blocks would 'book-end' the existing three and four storey flats at 13- 35 Boone Street, 2-24 Lee Church Street and 37-39 Boone Street; with the terrace of 6 family houses being built between two of the blocks of new flats. A further five houses are proposed for the garage site in Dacre Park.

### Consultation feedback:

A leaflet containing an outline design was distributed to all households in the vicinity inviting them to attend a public consultation event on 12 February, or to

respond with comments to Council officers. A total of 11 feedback forms were received, which identified:

- Residents would like better facilities for youth, replace play area if removed
- Would like improved and more parking provision, security and better lighting
- Concerns that the proposals will reduce open space
- Better landscaping required and more storage space
- Concerns regarding loss of light
- Overall the respondents were positive about the proposals

Officers also carried out a door knocking exercise to speak with those residents directly affected by the potential loss of their individual garden plots. There was a mixed response to this. Many are leaseholders and use or would want to retain their garden plot and are concerned about loss of green space. As a result the current scheme being considered does not include the removal of the garden plots.

#### Site Constraints:

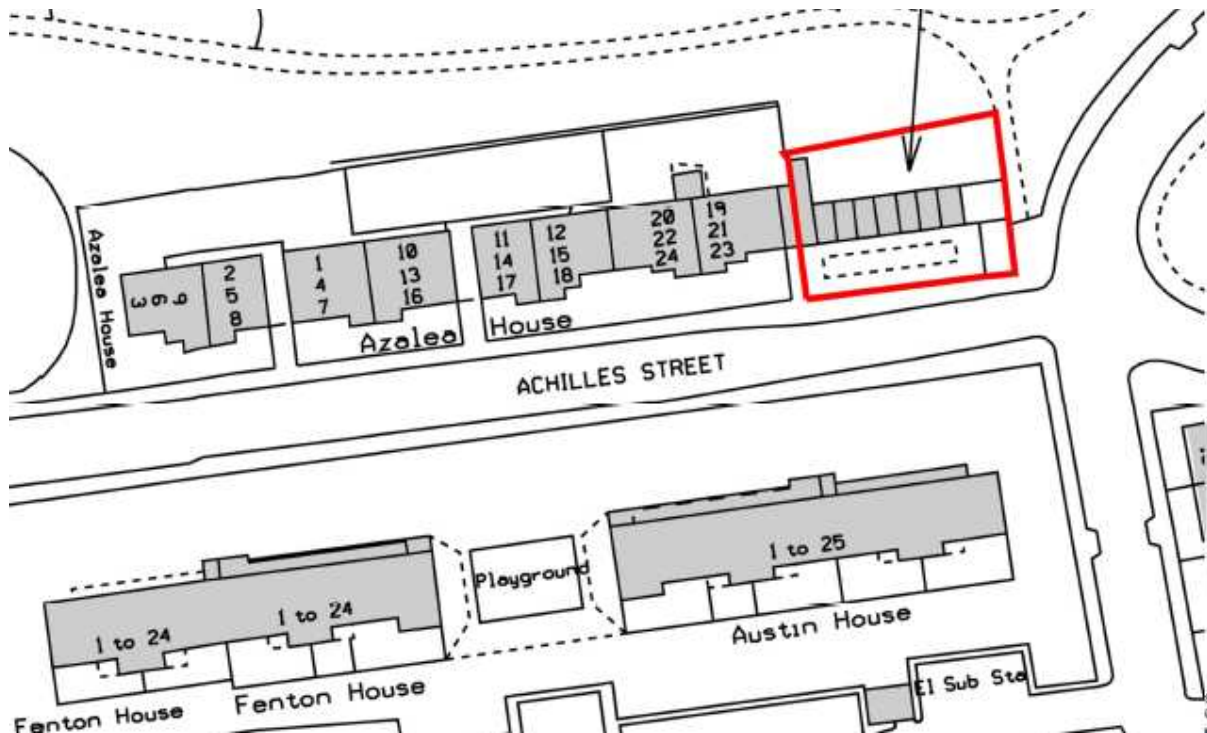
The development of the 6 houses and 14 flats between Boone Street and Lee Church Street would entail the relocation of a sub-station and small play area. The area has relatively narrow roads and is entirely residential in nature. Any construction would need to be tightly managed. This site contains 20 garages. All are empty and all are in a poor state of repair. The site could provide up to 6 houses or 12 flats depending on the further consultation and needs analysis to be carried out on the surrounding estate.

## Sites 6: Achilles Street, New Cross

### Site

The small 7 garage site here could provide up to 34 new flats in the location, although for planning purposes it is currently assumed that 18 flats would be possible.

There are currently seven garages on the site, of which only two are rented by residents of the adjacent block.



### Consultation feedback

There has been no consultation carried out on this site at this point.

### Site constraints

There are no identified constraints at this time.

**Appendix B: S105 letter**



Jeff Endean  
Strategic Housing  
3rd Floor Laurence House  
Catford  
London SE6 4RU

direct line 020 8314 6213  
jeff.endean@lewisham.gov.uk

date 30/09/2013

Dear

**PLEASE READ THIS LETTER CAREFULLY**

**THE FUTURE OF GARAGES IN FRONT OF 1-20 MERCATOR ROAD/ REAR  
OF MARISHAL ROAD**

**IT ALSO EXPLAINS HOW YOU CAN PROVIDE US WITH YOUR VIEWS  
ABOUT  
THE COUNCIL'S PROPOSALS**

I am writing to consult you about the Council's proposals to build a new housing development on the garage site to the front of 1-20 Mercator Road and rear of Marishal Road. If the development goes ahead, it would involve the the garages no longer being available to rent and the land being used for the construction of new homes instead. This letter represents formal consultation under Section 105 of the Housing Act 1985, and is within the arrangements which the Council maintains for this purpose.

**Background**

In July 2012 Lewisham's Mayor, Sir Steve Bullock set out his ambition to build new homes to help meet the demand for housing in the borough and the site at Mercator Road has been identified as one such opportunity.

**Proposal**

The attached plans show the location of the site (outlined in red).

The proposal is for the garages and former community centre on this site to be demolished and the land to be used instead for new housing and will be subject to planning consent.

### **Consultation**

The Council is seeking your views on the proposals set out in this letter. If you and any other secure tenant in your home wish to make any representations about any aspect of these proposals and their effect as outlined in this letter, you must do so please by **no later than 12 noon on Monday 28 October 2013**. The representations should be in writing and sent to the following address:

**London Borough of Lewisham  
Strategic Housing  
3<sup>th</sup> Floor, Laurence House  
1 Catford Road  
London SE6 4RU**

A freepost envelope is enclosed for this purpose.

Comments can also be made via email at: **[theresa.clarke-livingstone@lewisham.gov.uk](mailto:theresa.clarke-livingstone@lewisham.gov.uk)**

All representations received by the time specified will be considered by Mayor and Cabinet before deciding whether or not to progress the development of housing on the site at a meeting to be held on 13 November 2013.

Yours sincerely

**Jeff Endean  
Housing Strategy and Programmes Manager**



# Agenda Item 9

<b>Select Committee</b>	Housing Select Committee		
<b>Report Title</b>	The Localism Act 2011 – six month review of complaints about social housing		
<b>Wards</b>	All	Item No.	9
<b>Contributors</b>	Corporate Complaints Manager		
<b>Class</b>	Part 1	<b>Date</b>	4 December 2013

## 1. Summary and Purpose of this report

- 1.1 The Localism Act 2011 introduced changes to the way complaints against a social landlord are handled. The purpose of this report is to provide an overview of the changes to the way that social housing complaints has been dealt with, since 1 April 2013 whilst highlighting the impact the changes have had on the Council.
- 1.2 From 1 April 2013, the responsibility of dealing with complaints about social landlords, including Arm Length Management Organisations (ALMO's) fell under the jurisdiction of the Housing Ombudsman Service.
- 1.3 The Localism Act 2011 introduces changes to the way complaints against social landlords are handled prior to referral to the Housing Ombudsman Service. The referral to the Housing Ombudsman (HO) must now be through a 'designated person' (DP) in writing, once the landlords' existing complaints procedure have been exhausted. A designated person can be a Member of Parliament, a local councillor or a Tenant Panel.
- 1.4 In order to manage this process efficiently it was proposed at housing select committee on the 6 March 2013, that the Chair of Housing Select Committee would undertake the role of the statutory "designated person". In addition, two other members of the Housing Select Committee would need to be appointed to ensure that this role can continue in the Chairs absence, or if there is a conflict of interest regarding a particular complaint.
- 1.5 All other housing complaints, for example complaints about homelessness issues, allocation policy etc. would continue to be dealt with by the internal complaints process and if the complainant remains dissatisfied, they would be advised to approach the Local Government Ombudsman as is currently the case.

## 2. Recommendations

Members are recommended to:

- 2.1 note the contents of the report.

### **3. Housing Ombudsman Scheme**

- 3.1 On 1 April 2013 the new process for complaints handling, as outlined in the Localism Act 2011, came into effect, in order to bring all social landlords under the jurisdiction of the Housing Ombudsman (HO). The intention is that it will provide a consistent approach in the handling of complaints for residents whether their landlord is a council or housing association. This will also include complaints from leaseholders of social landlords and the Council's managing agents; for example, Lewisham Homes and Regenter B3. However, complaints from leaseholders disputing their service charges will not be considered under this process but will instead be considered by a Leasehold Valuation Tribunal (LVT) as is currently the case.
- 3.2 The intent of the Housing Ombudsman Scheme is to add value to the complaints process with a focus on resolving complaints at a local level wherever possible. The HO's approach will be outcome focussed and may consider wider issues than those raised by the complainant. In order to ensure that localism is at the centre of the process, the HO may refer cases back to the 'designated person' for resolution.

### **4 Designated Person**

- 4.1 The Localism Act 2011 states that tenants of housing associations, local authorities, and ALMO's will be able to ask for their complaints to be considered by a 'designated person' (DP) once the complainant has exhausted their landlord's internal complaints procedure. By introducing the role of the DP the intention is to involve local politicians and local people in resolving local housing issues.
- 4.2 A DP can be an MP, a local Councillor, or a Tenant Panel. Landlords do not have to set up tenant panels but they are expected to support their formation and activities if their tenants want them.
- 4.3.1 Prior to the 1 April 2013, both Lewisham Homes and Regenter consulted with their residents and/or Board members to ascertain whether they would be interested in their organisations having a Tenant Panel. Feedback from these discussions concluded that a Tenant Panel will not be set up in their organisations, at this time but would be reviewed following the changes being implemented on the 1 April 2013.
- 4.4 A report was taken to Housing Select Committee (HSC) on 6 March 2013. The report noted; the chair of the housing select committee to act as the main Designated Person and the remaining members of the HSC will act as designated people where there is a conflict of interest or the chair is unavailable.
- 4.5 The corporate complaints team has been offering administrative support to the DP. This includes monitoring the dedicated email account set up to receive DP referrals.

## **5. Progress so far**

- 5.1 Since the implementation of the new changes, eight cases have been received via the dedicated email box for the DP. Of the 8 cases referred, 7 residents complained about their landlord and 1 resident made a compliment about the caretaking service at Sydenham Park hostel.
- 5.2 Four out the seven DP referrals related to Lewisham Homes, two for Pinnacle and one for London and Quadrant (L&Q).
- 5.3 The complaints received for Lewisham Homes varied from damp, leaking guttering, cutting back a tree in the back garden and internal repairs to the kitchen and bathroom.
- 5.4 The complaints received for Pinnacle were relating to damp and major works. Whilst the complaint received for L&Q related to anti social behaviour issues.
- 5.5 Although 8 cases were received in the dedicated designated email box, only two had exhausted the landlords internal complaints procedure. As such, each of the other cases were referred to the appropriate landlord for them to investigate via their internal complaints process.
- 5.6 It is felt that the arrangement that has been put in place appears to be working and no changes are recommended at this point. However, the process will be reviewed in March 2014 and the committee will be updated in April 2014.

## **6. Case studies**

- 6.1 To date, two legitimate cases have been received by the DP. One case falls under the remit of Lewisham Homes and the other case falls under the remit of Regenter. More detailed information on the cases can be found below.

### **Case study 1**

- 6.2 Mr B is a leaseholder of a property at Mandarin Court, Deptford, SE8.
- 6.3 Since purchasing the lease, Mr B has raised several issues relating to the property, the block and the surrounding areas. His complaints included; leaking guttering, delay in repairing a faulty window latch and delay in replacing communal lighting.
- 6.4 The complainant made a stage 1 complaint on 16 April 2013 and escalated his complaint to stage 2 and 3 on the 10 May 2013 and 12 June 2013, respectively. The Independent Adjudicator (IA) concluded her investigations on 23 July 2013. On the issue of the leaking guttering, the IA concluded that she was satisfied that Lewisham Homes had carried out the necessary checks on the guttering and that no faults had been detected.

- 6.5 On 4 August 2013, Mr B made a referral to the DP but stated that he only wanted to escalate his complaint about the leaking guttering.
- 6.6 The DP carried out a joint site visit with representatives from the Council and Lewisham Homes to investigate the complaint further.
- 6.7 A Council Officer also attended Mandarin Court at a later date and established that the gutters were leaking from several places. These findings were given to Lewisham Homes who have accepted them.
- 6.8 The site visit also identified that the gullies on the walkway were blocked from debris and the DP asked Lewisham Homes to have the gullies jetted.
- 6.7 Based on these findings, the DP upheld the complaint and asked Lewisham Homes to write to the complainant within two weeks with an apology, as well as a timeframe when the remedial works will be carried out, to rectify this matter.

### **Case study 2**

- 6.8 Mr P is a leaseholder of Elm Court, Brockley, SE4
- 6.9 Mr P has raised several issues relating to his property and his block, in general. Some of the issues Mr P complains about includes; substandard works, such as, poor electrical installation, poor signage, cracks to walls/ flooring due to the major works carried out and poorly repaired walls.
- 6.10 Mr P made a stage 1 complaint on 22 October 2010 and escalated his complaint to stage 2 and 3 on the 14 February 2011 and 1 July 2011, respectively. The Independent Adjudicator (IA) concluded her investigations on 11 August 2011. The IA concluded that the matters raised by Mr P were in fact resolved. The IA also advised Mr P that all leaseholders have the right to approach the Leasehold Valuation Tribunal (LVT), if they felt that their landlord is providing a poor service under the terms of their lease.
- 6.11 Mr P made a joint application to the LVT, along with other Brockley leaseholders, on 23 January 2013.
- 6.12 The case was heard by the LVT on 10 April 2013 and the LVT did not uphold any of Mr P's issues raised.
- 6.13 On 9 October 2013, Mr P made a referral to the DP regarding his outstanding issues.
- 6.14 The DP met with the Partnerships and Service Improvement Manager on 12 November 2013, to discuss the case and obtain an update of the current situation.
- 6.15 At that meeting it was concluded that a joint site visit would be carried out on 27 November 2013. Senior managers from Regenter, the DP and Mr P will be

in attendance to establish the outstanding issues and then propose a solution.

## 7. Comparisons between the Registered Social Landlords within Lewisham and other Local Authorities

7.1 As part of the review, the Council liaised with 15 local authorities and RSLs (detailed in Appendix 1) to find out what impact the implementation of the new changes had made.

7.2 Further details of the ten landlords that responded are listed in the table below.

Organisation	Volume of referrals	Internal complaints process exhausted	Decision reviewed by DP	DP referred to HO	Tenant Panel?
Bromley	Bromley do not own any housing stock.	n/a	n/a	n/a	n/a
Croydon	None	n/a	n/a	n/a	No
Family Mosaic	One	n/a	n/a	One	Yes
Hackney	Six	Yes	Three	One	No
Hexagon	None	n/a	n/a	n/a	No
Hyde Housing	None	n/a	n/a	n/a	No
Islington	One	Yes	n/a	One	No
L & Q	One	Yes	Still under investigation	No	No
Lewisham Homes	One	Yes	Yes	No	No
Phoenix	None	n/a	n/a	n/a	No
Regenter B3	None	n/a	n/a	n/a	No
Southwark	Two	Yes	No	No, but HO received and accepted 2 cases as were over 8 weeks.	No

7.2.1 The table illustrates that the volume of referrals made to the Designated Person, varied from zero to six.

7.2.2 Only one out of the ten landlords has set up a Tenant Panel.

7.2.3 Two cases have been referred to the Housing Ombudsman by the Designated

Person. Two cases were accepted by the Housing Ombudsman, without the intervention of the Designated Person, as 8 weeks had lapsed.

## **8. Financial Implications**

8.1 There are no direct financial implications arising from this report.

## **9 Legal Implications**

9.1 The Housing Ombudsman Scheme is an approved national scheme, pursuant to s.51 of and Schedule 2 to the Housing Act 1996, as amended by section 180 of Part 6 to the Localism Act 2011. The national Scheme came into effect on 1<sup>st</sup> April 2013.

9.2 The Council, as a Local Housing Authority in England (being a registered provider of social housing) is a “social landlord” (s. 51(2) of and Schedule 2 to the Housing Act 1996) and therefore must be a member of the Housing Ombudsman Scheme in connection with:

1. our housing activities, re: provision or management of social housing; and
2. the management of dwellings which the Council owns and lets on any long leases.

9.3 As a condition of membership of the Scheme, a member must:

- Agree to be bound by the Scheme
- Establish and maintain a complaints procedure
- As part of that complaints procedure, inform complainants of their right to bring complaints to the Housing Ombudsman under the Scheme and
- Publish its complaints procedure and its membership of the Scheme, and make information about them available to those entitled to complain to the Housing Ombudsman.

9.4 Under the Scheme, “a Complaint against a social landlord is not “duly made” to a housing ombudsman ... unless it is made in writing to the Ombudsman by a “designated person” by way of referral of a complaint made to the designated person”. (para 7A(1)). Complaints must be referred by a designated person unless any of the specific exceptions set out within paragraph 7B applies. See numbered paragraph 11.7 below for the exceptions.

9.5 A designated person under the scheme means:

- a) member of the House of Commons;
- b) a member of the local housing authority for the district in which the property concerned is located; or
- c) a designated tenants panel for the social landlord.

9.6 The published draft Housing Ombudsman Scheme states that “A designated person will help resolve the complaint in one of two ways; they can try and

resolve the complaint themselves or they can refer the complaint straight to the Ombudsman.

9.7 Complaints that do not need to be made by way of referral by a designated person are those, which meet any of the exceptions specified within para. 7B(1) or 7B(2), as follows:-

- 7B(1) paragraph 7A(1) does not apply in relation to a complaint against a social landlord made to a housing association under an approved scheme if the ombudsman is satisfied that –
  - (a) the social landlord has procedures for considering complaints against the social landlord,
  - (b) the matter that forms the subject of the complaint has been submitted to those procedures,
  - © those procedures have been exhausted, and
  - (d) the complaint has been made to the ombudsman after the end of the eight weeks beginning with the day on which those procedures were exhausted.
  
- 7B(2) Paragraph 7A(1) does not apply in relation to a complaint against a social landlord made to a housing ombudsman under an approved scheme if-
  - (a) the ombudsman is satisfied that a designated person –
    - (i) has refused to refer the complaint to a housing ombudsman under an approved scheme, or
    - (ii) has agreed to the complaint being made otherwise than by way of a referral by a designated person
  - And
  - (b) the refusal, or agreement, is in writing or the ombudsman is satisfied that it has been confirmed in writing.”

9.8. Decisions of the Ombudsman may become enforceable as if they were orders of the Court, pursuant to anticipated secondary legislation.

9.9 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

9.10 In summary, the Council must, in the exercise of its functions, and therefore when handling complaints under the Housing Ombudsman Scheme, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

9.11 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

9.12 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

9.13 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

9.14 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice.

Further information and resources are available at:  
<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

## **10 Equalities Implications**

10.1 The iCasework system enables the Council to collect equalities monitoring information which is used to ensure the complaints process remains accessible and that no particular parts of the community suffer injustice in service delivery. No specific issues have been identified.



## **11. Environmental Implications**

11.1 There are no environmental implications to this report.

## **12. Conclusion**

12.1 It is proposed that the contents of this report are noted.

## **13 Background documents and originator**

13.1 There are no background documents to this report.

13.2 If you require more information on this report please contact Jennifer Greaux, Corporate Complaints Manager on 0208 314 6340.

## Appendix 1 - Comparisons between the Registered Social Landlords within Lewisham and other Local Authorities

Housing Provider	How many referrals have you received via the designated person? Was any received via a tenants panel?	Was the decision changed as a result of the intervention of the DP?	How many cases were referred to the Housing Ombudsman? Was the case referred straight away or did the DP make a decision on the case first?	Did the Housing Ombudsman overturn the decision?
Bromley	Bromley doesn't have any housing stock – complaints are directed to the relevant housing association	n/a	n/a	n/a
Croydon	None and we do not have a tenants panel currently	n/a	n/a	n/a
Family Mosaic	We have had only one such request. We have our own designated panel (3 tenants).	n/a	We have had only one such request and this resulted in a referral by the DP to the Ombudsman (we don't know whether they have accepted this for review yet).	unknown
Hackney	<p>A total of 6 requests have been received:</p> <p>5 requests made to our designated person from complainants who have exhausted the Council's complaints procedure.</p> <p>1 request made to our designated person from another Registered Provider – DP decision: referred to HOS</p> <p>Hackney does not use a tenants' panel.</p>	<p>3 cases were reviewed by our DP and intervention taken – in each case a nominal increase in compensation was offered to the complainant together with action by the DP to raise and progress matters at the highest level of the organisation (Hackney Homes, our Arms Length Management Organisation).</p> <p>2 of the 3 complainants accepted the revised offer made by the DP</p> <p>1 complainant refused the revised offer and continued to pursue the matter with the Housing Ombudsman</p>	<p>3 of the total of 6 cases were referred to the Housing Ombudsman:</p> <p>2 cases received from Council tenants were referred direct to the Ombudsman following a review of the paperwork by the DP and his decision that his intervention could add nothing further to the Council's investigation and resolution of the matter.</p> <p>1 case was reviewed and intervention taken by the DP, however the new offer was not accepted by the tenant and he has subsequently approached the Housing Ombudsman direct.</p> <p>1 case received from the tenant of an external Registered Provider</p>	<p>1 of the cases we forwarded to the Housing Ombudsman was subsequently returned by both the HOS &amp; the LGO as being outside both of their jurisdiction (it was from a private landlord who was not in tenant/landlord relationship with a member of the HOS scheme). It would be interesting to hear if anyone else has had experience of this as it appears that a private landlord or indeed a resident may not have an opportunity to pursue a complaint</p>

Housing Provider	How many referrals have you received via the designated person? Was any received via a tenants panel?	Was the decision changed as a result of the intervention of the DP?	How many cases were referred to the Housing Ombudsman? Was the case referred straight away or did the DP make a decision on the case first?	Did the Housing Ombudsman overturn the decision?
			was referred direct to the Ombudsman by the DP having reviewed the paperwork received from the tenant – which included his landlord's responses. We are not aware of the decision of this case.	made against the Council  In the other case the HOS agreed with the Council's decision – no maladministration and case closed.
Hexagon	None	n/a	n/a	n/a
Hyde Housing	None	n/a	n/a	n/a
Islington	Only 1 so far. We don't have tenant panels	DP referred it on to HOS	only one so far.	No decision yet
L & Q	One resident has approached Designated person councillor with no feedback as yet. No tenant panel referrals	No decision has been notified as yet.	No cases referred to Housing Ombudsman since April 13	n/a
Lewisham Homes	1 referral. No Tenant Panel set up	Yes	No cases referred to Housing Ombudsman since April 13	n/a
Phoenix	We received no referrals via the designated person or a tenants panel	n/a	One case went to the Ombudsman but was not considered by them as the person had not completed our complaints policy or been to a tenants panel or designated person	n/a
Regenter B3	None	n/a	n/a	n/a
Southwark	So far two cases have been referred to us by designated persons but probably not in the way intended by the Localism Act. One Councillor contacted us as she was confused by her role as a DP and felt she didn't have enough complaints experience or knowledge to be	So far no, based on above, as no real intervention	We have two cases, both of which I think the HO took as over the 8 weeks. However they seem to be very ad-hoc in their dealings. We were led to believe that they were taking cases where the final response was sent after 01 April	We are still waiting for updates on all of these, so far have not had much in the way of outcomes from them. There was one case where we had declined

Housing Provider	How many referrals have you received via the designated person? Was any received via a tenants panel?	Was the decision changed as a result of the intervention of the DP?	How many cases were referred to the Housing Ombudsman? Was the case referred straight away or did the DP make a decision on the case first?	Did the Housing Ombudsman overturn the decision?
	<p>helpful. We explained the role of the DP to her and gave her some more info (we did of course do member briefings in March). We also clarified the current position with the complainant. It was a complex complaint involving major works and the home ownership team and was from a regular complainant. Some issues were resolved and others had gone to LVT so would have been out of jurisdiction. On another case, we got a letter from a local MP and again it appeared that he wasn't really clear what his duties were as just referred it over to us, didn't make any recommendations etc.</p> <p>We don't have a tenants panel, we are looking into using our arbitration panel in an amended format and colleagues have done some work on consultation with our Homeowners and Tenants Councils however there is little appetite from them for this and attendance at working parties has been very poor. I think this is likely not to progress in light of this.</p>		<p>however they have been taking cases which had final responses sent before that and when I asked them, they seemed to basically take whatever comes their way! One of the cases is a regular complainant where major works are taking place on his block and the works are significant, we also had a serious incident there and ended up sacking the contractor so lots of issues on that one. The other is a complainant who has a number of issues but basically boils down to compensation, she isn't happy with what we've offered. A couple of others they've asked for information such as tenancy agreement and copies of various policies along with complaint responses to determine if they are going to investigate.</p>	<p>as the complainant wanted compensation for personal items damaged in a leak. They've then gone to the HO who rang me and the complainant is now alleging that the ceiling is damaged as a result of this leak and so I agreed we would go and inspect and take it from there. Completely different to the actual complaint however</p>



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# Agenda Item 10

<b>Committee</b>	Housing Select Committee	<b>Item No</b>	10
<b>Report Title</b>	Select Committee Work Programme		
<b>Contributors</b>	Scrutiny Manager		
<b>Class</b>	Part 1	<b>Date</b>	4 December 2013

## 1 Purpose

- 1.1 To advise Members of the select committee of the work programme for the municipal year 2013/14.

## 2 Summary

- 2.1 At the beginning of the municipal year, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 14 May 2013 and agreed a co-ordinated overview and scrutiny work programme, avoiding duplication of effort and facilitating the effective conduct of business.
- 2.3 However, the work programme is a “living document” and as such can be reviewed at each select committee meeting so that members are able to include urgent, high priority items and remove items that are no longer a priority.

## 3 Recommendations

- 3.1 The select committee is asked to:
- note the work programme and project plan attached at **Appendix B** and discuss any issues arising from the programme;
  - specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear on what they need to provide;
  - note the Council’s Forward Plan and Key Decisions programmed for the next four months, attached at **Appendix C**, and consider any key decisions for further scrutiny.

## 4. The work programme

- 4.1 The work programme for 2013/14 was agreed at the meeting of the Committee held on 16 April 2013 and considered by the Business Panel on 14 May 2013.
- 4.2 The Committee is asked to consider the work programme and consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help members decide if proposed additional items should be added to the work programme. The Committee’s work programme needs to be achievable in terms of the amount of meeting time available. If the committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

## 5. The next meeting

- 5.1 The following substantive items are scheduled for the next meeting:

<b>Agenda Item</b>	<b>Review Type</b>	<b>Priority</b>
<b>1. Use of temporary accommodation for homeless households: update</b>	Standard Review	High
<b>2. Newham Landlord Licensing Scheme</b>	Standard Review	Medium
<b>3. Key housing Issues</b>	Information item	Medium
<b>4. Response to referral on low cost home ownership (Ladywell Leisure Centre site)</b>	Referral Response	Medium

5.2 The Committee is asked to consider if any specific information and analysis is required for each item, based on the outcomes the Committee would like to achieve, so that officers are clear on what they need to provide for the next meeting.

## **5. Financial Implications**

5.1 There is a small budget for supporting scrutiny activities where either costs cannot be contained within existing staff resources or where additional expertise is required.

## **6. Legal Implications**

6.1 In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

## **7. Equalities Implications**

7.1 There may be equalities implications arising from items on the work programme and all activities undertaken by the select committee will need to give due consideration to this.

## **8. Date of next meeting**

8.1 The date of the next meeting is 3 February 2014.

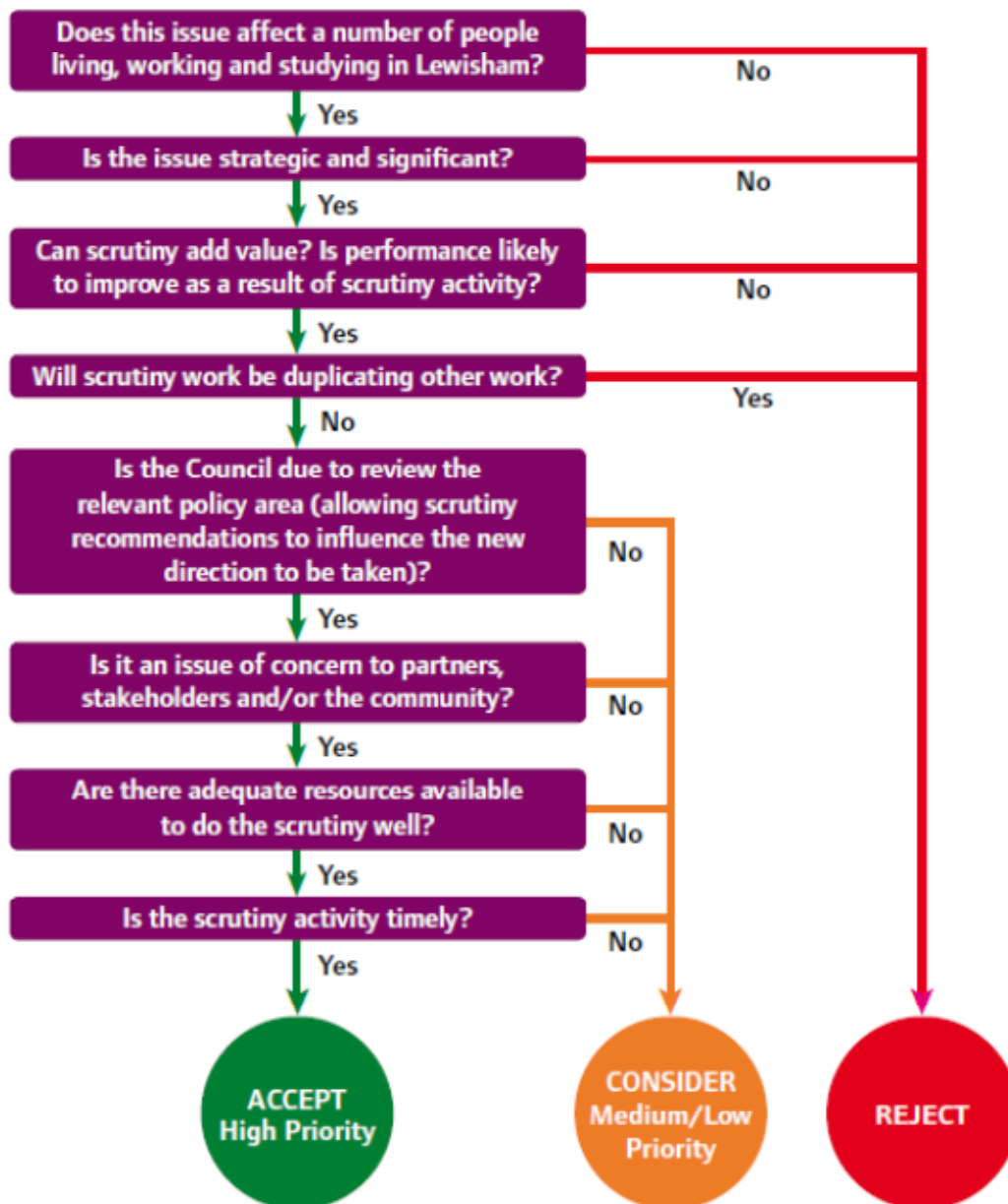
## **9. Background Documents**

Lewisham Council's Constitution

Centre for Public Scrutiny the Good Scrutiny Guide – a pocket guide for public scrutineers



## Scrutiny work programme – prioritisation process



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Work Item	Type of review	Priority	Strategic priority	Delivery deadline	03-Apr	16-May	19-Jun	11-Sep	30-Oct	04-Dec	03-Feb	05-Mar
In depth review into low cost home ownership report and follow up	In depth review	High	CP6	April				Response				
Housing Matters update	In depth scrutiny	High	CP6	Ongoing								
Emergency services review	In depth scrutiny	High	CP6	September								
Housing supply and demand	Standard Review	High	CP6, CP10	June								
Brockley PFI end of year review	Performance monitoring	High	CP6, CP10	May								
Lewisham Homes end of year review	Performance monitoring	High	CP6	May								
Housing Matters: update on consultation	In depth scrutiny	High	CP6	Ongoing								
Preparation for the housing benefit cap in Lewisham	Standard review	High	CP6	June								
Update on implementation of PRS review recommendations: Love Lewisham Lets	In depth review and follow up	Medium	CP6	September								
Family Mosaic: Heathside and Leathbridge	Standard review	High	CP6	March								
Housing Matters: results of further consultation and way forward	In depth scrutiny	High	CP6	October								
Review of the housing complaints process	Standard review	High	CP6, CP10	October								
Impact of housing benefit cap on Lewisham residents	Standard review	High	CP6	December								
Lewisham Homes mid year review	Performance monitoring	High	CP6	December								
Brockley PFI mid year review	Performance monitoring	High	CP6, CP10	December								
Proposed rent and service charge increases	Standard review	High	CP6	December								
Use of temporary accommodation for homeless households: Update	Standard review	High	CP6	February								
Local authority borrowing cap	Standard review	Medium	CP6	March								
Newham landlord licensing scheme	Standard review	Medium	CP6	October								
Developing Lewisham's housing assets: upgrading existing stock	Standard review	High	CP6	October								
Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16	Standard review	High	CP10	December								
Key housing issues	Standard review	High	CP6	Ongoing								

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Carried over from last year
	item added

Meetings		
1)	Weds	3rd April (dsp. 21st March)
2)	Thurs	16th May (dsp. 7th May)
3)	Weds	19th June (dsp. 11th June)
4)	Weds	11th September (dsp. 3rd September)
5)	Weds	30th October (dsp. 22nd October)
6)	Weds	4th December (dsp. 26th November)
7)	Mon	3rd February (dsp. 23rd January)
8)	Weds	5th March (dsp. 25th February)

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**MAYOR & CABINET AND SCRUTINY  
PROGRAMME OF BUSINESS**

**Programme of Business for November- February 2014**

Meeting date	Committee	Item	Directorate	Lead Officer
November				
Tuesday, 26 Nov 2013	Overview and Scrutiny Business Panel	Redevelopment of the Central Lewisham Opportunity Site: Phase 1 Contract Award		Janet Senior
Friday, 29 Nov 2013	Safer Stronger Communities Select Committee	Promoting a sense of belonging	Community Services Directorate	Liz Dart
Friday, 29 Nov 2013	Safer Stronger Communities Select Committee	Update on main grants programme funding	Community Services Directorate	Liz Dart
December				
Monday, 2 Dec 2013	Joint Meeting of Housing Select Committee and Sustainable Development Select Committee	Regeneration and Housing in Deptford	Resources and Regeneration Directorate	
Tuesday, 3 Dec 2013	Children and Young People Select Committee	Nursery Education and Childcare Review	Children and Young People Directorate	
Tuesday, 3 Dec 2013	Children and Young People Select Committee	Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16	Children and Young People Directorate	
Wednesday, 4 Dec 2013	Housing Select Committee	Brockley PFI mid year review	Customer Services Directorate	
Wednesday, 4 Dec 2013	Housing Select Committee	Key housing issues	Customer Services Directorate	
Wednesday, 4 Dec 2013	Housing Select Committee	Lewisham Homes mid year review	Customer Services Directorate	
Wednesday, 4 Dec 2013	Housing Select Committee	Proposed rent and service charge increases	Customer Services Directorate	
Wednesday, 4 Dec 2013	Mayor and Cabinet	Appointment of LA Governors		Frankie Sulke
Wednesday, 4 Dec 2013	Mayor and Cabinet	Consultations on the proposals to enlarge Holbeach		Frankie Sulke

Meeting date	Committee	Item	Directorate	Lead Officer
2013		Primary school from 2 to 3 fe and John Ball Primary school from 2 to 3 FE		
Wednesday, 4 Dec 2013	Mayor and Cabinet	Council Tax Reduction Scheme for 2014-15		Kevin Sheehan
Wednesday, 4 Dec 2013	Mayor and Cabinet	Declaration on Tobacco Control		Aileen Buckton
Wednesday, 4 Dec 2013	Mayor and Cabinet	Housing Matters Update		Kevin Sheehan
Wednesday, 4 Dec 2013	Mayor and Cabinet	Planning Service Annual Monitoring 2012-13		Janet Senior
Wednesday, 4 Dec 2013	Mayor and Cabinet	Response to Housing SC - low cost home ownership		Kevin Sheehan
Wednesday, 4 Dec 2013	Mayor and Cabinet	Response to Lee Green Assembly - Manor Road Safety		Janet Senior
Wednesday, 4 Dec 2013	Mayor and Cabinet	Response to OSBP - Council Tax Reduction Scheme		Kevin Sheehan
Wednesday, 4 Dec 2013	Mayor and Cabinet	Social Value Policy		Aileen Buckton
Wednesday, 4 Dec 2013	Mayor and Cabinet	To approve a licensed deficit for Trinity Secondary School		Frankie Sulke
Wednesday, 4 Dec 2013	Mayor and Cabinet (Contracts)	Award of Highways Maintenance and Planned Works Contract		Janet Senior
Wednesday, 4 Dec 2013	Mayor and Cabinet (Contracts)	Main grants extension		Aileen Buckton
Wednesday, 4 Dec 2013	Mayor and Cabinet (Contracts)	Mercator Road - New Build Scheme		Kevin Sheehan
Tuesday, 10 Dec 2013	Sustainable Development Select Committee	Business growth strategy	Resources and Regeneration Directorate	Kevin Turner
Tuesday, 10 Dec 2013	Sustainable Development Select Committee	Convoys Wharf	Resources and Regeneration Directorate	John Miller

Meeting date	Committee	Item	Directorate	Lead Officer
Tuesday, 10 Dec 2013	Sustainable Development Select Committee	Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16	Resources and Regeneration Directorate	Janet Senior
Wednesday, 11 Dec 2013	Healthier Communities Select Committee	Interim Evaluation of the North Lewisham Plan	Community Services Directorate	
Wednesday, 11 Dec 2013	Healthier Communities Select Committee	Lewisham Hospital - update	Community Services Directorate	
Wednesday, 11 Dec 2013	Healthier Communities Select Committee	Library and Information Service	Community Services Directorate	
Wednesday, 11 Dec 2013	Healthier Communities Select Committee	Strategic Financial Review update and Savings Proposals for 2014/15 and 2015/16	Community Services Directorate	
Wednesday, 11 Dec 2013	Healthier Communities Select Committee	The Francis Report - progress on recommendations	Community Services Directorate	
Monday, 16 Dec 2013	Public Accounts Select Committee	Annual complaints report	Resources and Regeneration Directorate	Angelique Golding
Monday, 16 Dec 2013	Public Accounts Select Committee	Revenue and Capital Budget Monitoring	Resources and Regeneration Directorate	
Tuesday, 17 Dec 2013	Overview and Scrutiny Business Panel	Award of Ladywell Dementia Service Construction contract		Aileen Buckton
Wednesday, 18 Dec 2013	Mayor and Cabinet	Annual Pay Policy Statement		Janet Senior
Wednesday, 18 Dec 2013	Mayor and Cabinet	Budget 2014-15		Janet Senior
January				
Wednesday, 15 Jan 2014	Mayor and Cabinet	Business Growth Strategy		Janet Senior
Wednesday, 15 Jan 2014	Mayor and Cabinet	Heathside and Lethbridge - Update and Phase 4A Disposal		Kevin Sheehan
Wednesday, 15 Jan 2014	Mayor and Cabinet	Management Report		Janet Senior
Wednesday, 15 Jan 2014	Mayor and Cabinet (Contracts)	Award of Contract for final phase of works at Forster Park Primary School		Frankie Sulke



Meeting date	Committee	Item	Directorate	Lead Officer
Wednesday, 15 Jan 2014	Mayor and Cabinet (Contracts)	Award of contracts to cover consultancy services to the Primary Places Programme		Frankie Sulke
Wednesday, 15 Jan 2014	Mayor and Cabinet (Contracts)	Award of contract for the enlargement of John Stainer Primary from 1 to 2 FE		Frankie Sulke
Wednesday, 15 Jan 2014	Mayor and Cabinet (Contracts)	Community services Investment Fund		Aileen Buckton
Wednesday, 15 Jan 2014	Mayor and Cabinet (Contracts)	Contract Award for works to construct a Primary Phase at Prendergast Ladywell Fields College		Frankie Sulke
Wednesday, 15 Jan 2014	Mayor and Cabinet (Contracts)	School Minor Capital Works Programme 2014/15		Frankie Sulke
Wednesday, 15 Jan 2014	Mayor and Cabinet (Contracts)	Discretionary Rate Relief Awards over £10,000		Aileen Buckton
Tuesday, 21 Jan 2014	Safer Stronger Communities Select Committee	Local assemblies review	Community Services Directorate	Liz Dart
Wednesday, 29 Jan 2014	Children and Young People Select Committee	Generation Play Clubs update	Children and Young People Directorate	
Wednesday, 29 Jan 2014	Children and Young People Select Committee	Secondary school placements planning	Children and Young People Directorate	
February				
Tuesday, 4 Feb 2014	Sustainable Development Select Committee	Highways	Customer Services Directorate	Ian Ransom
Tuesday, 4 Feb 2014	Sustainable Development Select Committee	Plans for extension of the DLR	Resources and Regeneration Directorate	Simon Moss
Tuesday, 4 Feb 2014	Sustainable Development Select Committee	Road safety and cycling	Resources and Regeneration Directorate	Simon Moss
Tuesday, 4 Feb 2014	Sustainable Development Select Committee	Update on Bakerloo line discussions	Resources and Regeneration Directorate	Simon Moss

Meeting date	Committee	Item	Directorate	Lead Officer
	Committee			
Wednesday, 5 Feb 2014	Healthier Communities Select Committee	Adult Safeguarding Report	Community Services Directorate	
Wednesday, 5 Feb 2014	Healthier Communities Select Committee	Prioritisation process for Public Health expenditure in 2014/15 (incl. Sustainability of Community Health Projects and Initiatives)	Community Services Directorate	
Wednesday, 5 Feb 2014	Healthier Communities Select Committee	Public Health 2012/13 Annual Report	Community Services Directorate	
Thursday, 6 Feb 2014	Public Accounts Select Committee	Revenue and Capital Budget Monitoring	Resources and Regeneration Directorate	Conrad Hall
Wednesday, 12 Feb 2014	Mayor and Cabinet (Contracts)	Commissioned Youth Provision Contract award		Frankie Sulke
Wednesday, 12 Feb 2014	Mayor and Cabinet (Contracts)	Family Intervention Project		Frankie Sulke
Wednesday, 12 Feb 2014	Mayor and Cabinet (Contracts)	Funding For Carers		Aileen Buckton
Wednesday, 12 Feb 2014	Mayor and Cabinet (Contracts)	Procurement of the School Catering Contract Service		Frankie Sulke
Wednesday, 12 Feb 2014	Mayor and Cabinet (Contracts)	Public Health Contracts 2014		Aileen Buckton
Wednesday, 12 Feb 2014	Mayor and Cabinet (Contracts)	Supporting People Contract Pagnell Street and Edward Street		Aileen Buckton
March				
Wednesday, 5 Mar 2014	Housing Select Committee	Developing Lewisham's housing assets: upgrading existing stock	Customer Services Directorate	
Wednesday, 5 Mar 2014	Housing Select Committee	In depth review into low cost home ownership report and follow up	Customer Services Directorate	
Wednesday, 5 Mar 2014	Mayor and Cabinet	Management Report		Janet Senior
Wednesday, 5 Mar 2014	Housing Select Committee	Newham landlord licensing scheme	Customer Services Directorate	

<b>Meeting date</b>	<b>Committee</b>	<b>Item</b>	<b>Directorate</b>	<b>Lead Officer</b>
Wednesday, 5 Mar 2014	Housing Select Committee	Review of the housing complaints process	Customer Services Directorate	
Tuesday, 25 Mar 2014	Public Accounts Select Committee	Council tax reduction scheme	Resources and Regeneration Directorate	

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